Chapter-V

SUMMARY OF FINDINGS AND SUGGESTIONS
This chapter summarises the findings and offers suggestions for enhancing the employee morale and job satisfaction in commercial banks.

Morale is the vital ingredient of organizational success for it reflects the attitudes and sentiments of an individual and group towards the organizational objectives. Morale can be understood as a group phenomenon. It refers to the operation of the group. It is the way the group thinks, feels and acts. It also develops a sense of belongingness among group members. Good morale is evidenced by employee enthusiasm, voluntary conformity with regulations and orders and willingness to cooperate with others in the accomplishment of an organizational objectives. Poor morale is witnessed by surliness in subordination, a feeling of discouragement and dislike of the job, company and associates. According to R.S.Dwivedi, high morale can help enhance job performance, job satisfaction and employment stability in any organization irrespective of its nature and type.
Against this background, the present study attempts to analyse the employee morale and job satisfaction among the selected commercial banks in Chittoor district.

The study has been undertaken with the prime objective of measuring the employee morale and job satisfaction on selected dimensions, and also tried to correlate the employee morale and job satisfaction with personal aspects of the employees and also morale with job satisfaction.

It is clear from the literature that there are many studies in the area of job satisfaction other than banking organizations. Similarly, studies are found on job satisfaction but they are not exhausting. Besides, no study is found touching the morale and job satisfaction as an intervening variable. Since the introduction of new economic policy 1991, there witnessed many changes in the functioning of banking institutions in general and attitudes of the banking personnel in specific. Hence, the present study is undertaken.

For a detailed analysis nine commercial banks which are locating in main urban and semi-urban areas of the district are purposefully selected. In all these branches, 200 questionnaires were distributed both to the managerial and clerical cadres excluding the sub-staff. Sub-staff have been deliberately avoided with a reason that these employees may be not able to
understand the questions and respond properly. At the end 135 employees were responded and among them only 120 questionnaires were found correct filled in all aspects. Among these, 53 are the managerial staff (Managers and Officers) and remaining 67 are the clerical staff. Therefore, their responses to the questionnaire are the basis for the overall findings of the study.

The study is basically empirical in nature. Primary data have been collected by administering a structured questionnaire among the selected managers/officers and clerical staff. The questionnaire is framed with a view to elicit information basically from 4 aspects. Section one was meant for personal aspects of the employees, section II intends to elicit, opinion on various aspects of morale on selected dimensions. Satisfaction of the employees on job related aspects in banking sector is expected from Section III, while section IV was intended to know the employees' opinion on most satisfied and most dissatisfied factors in commercial banks.

For analysis of the primary data the statistical techniques like Mean, Median, Standard Deviation, Karl Pearson Correlation and Spearman Rank Correlation have been extensively used.

**Profile of the Selected Employees**

For the analysis of the study, the selected employees are classified into two categories viz., managerial and clerical staff. Altogether 120
employees are selected. Of them, 53 are managerial cadre (including managers/officers) and the remaining 67 are the clerical staff. Of the total as many as 67 employees representing 55.83 per cent are from forward community, 25.84 are from Backward Caste and the remaining 22 are from the communities of the Scheduled Caste and Scheduled Tribe. Of these more than 83 per cent of the employees are in the age group of 30 – 50.

It is found in the study that 33 respondents, out of 53 managerial staff and 37 respondents out of 67 clerical staff have the family size of 4 members. About 42.50 per cent of employees from both the categories are from the service family background followed by agriculture (26.67 per cent), labour (15.83 per cent) and only (15.00 per cent) from the service background. Cadre-wise analysis reveals that nuclear type of family set up is favoured by the majority of the respondents among both the cadres. It is found that majority of the managerial staff i.e., 46 out of 53 are in the pay scales of above Rs.15,000, while majority of the clerical staff are found in the monthly salary group of 10,000 – 15,000. It has been found in the study that more than 90 per cent of the selected employees had their educational qualifications upto graduation and above. Regarding number of years of services it is found that more than two-third of managerial staff have put in more than 15 years of service, while clerical staff have put in upto 15 years. With regard to number of promotions received, majority of the
Managerial staff have promotional chance twice while the clerical staff even denied a single promotion.

It is also observed in the study that as many as 68.34 per cent of the employees have not received any awards and rewards. It can be understood that the provision of monetary and non-monetary incentives are observed to be not satisfactory. However, more than 70 per cent of employees from both the categories have held that they attended more than three training programmes in their career.

**Employee Morale in Commercial Banks**

Morale is an important indicator to know either positive or negative attitude of the employees on various organizational factors such as salary packages, awards and rewards, supervision, working conditions, communication, decision-making, employer-employee trust and innovation and change and host other related factors existing within the internal systems of an organization. A high or low attitude of employee reflects cognitively his / her inclination and commitment to the organization. There are research studies endorsing the fact that positive or favourable morale of the employees would result in commitment, organizational loyalty, dedication and a sense of belongingness ultimately leading to job satisfaction and there from job performance. Low or unfavourable morale of the employees on the other hand affect the interpersonal relationship,
mutual trust, absenteeism, employee turnover and finally job dissatisfaction and job low performance.

Against this background an empirical attempt is made in this study to analyse the morale of the employees in commercial banks and there from the employee job satisfaction in Chittoor District.

For measurement of morale altogether 40 questions spreaded over within eight key areas of morale are framed and the respondents are asked to respond on a three-point scale ranging from strongly agree, neutral and strongly disagree. For measurement sake all the responses are summated and arrived the total score. From all these summated scores median value is calculated. From this, the scores which are above the median value were considered 'high' and the scores below than the median value were considered 'low.'

For cross analysis morale has been measured category-wise and how the morale is changing according to the employee personal variables such as caste, age, family background, type of family, monthly salary, educational qualifications, number of years of service and number of training programmes attended. For statistical validity of the findings morale and job satisfaction factor, inter-correlation, rank correlation, and chi-square test have also been calculated and analysed the responses.
It has been found from the responses of employees that majority of them have had a high morale and high opinion about salary packages in banks including retirement benefits in the commercial banks.

The morale perception with regard to awards and rewards, a mixture of opinion is found but siding on the whole towards a high morale.

About supervisory system managerial staff have expressed high and favourable opinion stating that the supervisor-subordinate relationships are congenial and healthy, while the clerical staff are under the dilemma position. Similarly, to the statement that supervisors in the bank are usually to check the mistakes and punish the subordinates, the managerial staff have strongly negated, while the clerical staff undecided.

With regard to working conditions it is found that there is high morale towards infrastructural facilities but low with regard to work load and working hours.

Tendering the opinion on the communication system prevailing in the commercial banks there is a transparent communication between the management and employees on various aspects of banks.

While responding the attitude towards the decision-making process in commercial banks, majority of the respondents have stated that decisions are made keeping in view of the bank’s targets than the welfare of the
employees. Besides, only experts are involved in the decision-making process.

As far as employer-employee mutual trust is concerned, it is explicitly found that irrespective of their cadres, majority of the employees have held a positive and high morale towards this aspect.

Regarding innovation and change, a large strata of employees from both the categories had a high opinion on this aspect. Therefore, it can be inferred that the employees as a whole have a high morale towards innovation and changes that are taking place in the banking sector.

From the preceding analysis, it can thus, be inferred that the morale factors of the commercial banks such as salary packages, trust between employer-employee, innovation and acceptance of change, and decision-making process have been positively responded by both managers and clerical staff gratifying that they have a high morale towards these dimensions. With regard to work load and working hours majority of the managerial and clerical staff have strongly disagreed leaving the conclusion that they have a low morale towards them.

Regarding supervisory system in the banks, managerial staff have strongly agreed while the clerical staff have strongly disagreed. This implies that managerial personnel have high morale while it is felt as low by the clerical staff. The morale factors like communication system, and
awards and rewards for high performance, both of them have tendered their opinion as neutral.

Thus, the hypothesis so formulated that there is a high morale among the bank employees is accepted.

Association between Perception of Morale and Personal Aspects of the Employees

It has been hypothesized in the study that employee morale varies according to his / her personal characteristics.

It is clear from the analysis of the tables from 4.10 to 4.20 that there is no significant relationship between employee morale factors and personal aspects of the employees of both the cadres except in case of family background. This clearly implies that morale factors and employee personal aspects are exclusively independent and there is no any association between them.

In order to assess the overall morale of the selected employees in the banking sector, their responses on all the individual variables were summated, standard deviations and means in percentages are calculated and according ranks are allotted based on mean percentages. Thus, it has been found that salary received the 1st rank, while supervisory system is received the least rank. From this, it can be deduced that employee morale
is high with regard to salary packages, low in case of supervisory system (Table 4.21).

It is also tried out to find the correlation between the individual morale aspects of the employees and total morale. It has been statistically found that there is a positive relationship between individual factors of morale and morale total (Table 4.23).

**Association between Job Satisfaction and Personal Aspects of the Selected Employees**

Job satisfaction as a matter of fact is a subjective factor. In the sense that it changes according to organization, person, position, caste, age, family background, level of education, experience, and from time to time. Hence, job satisfaction must be viewed as a dynamic process but not a static one. Against this backdrop, an attempt is made to study how the jobs various according to the personal aspects of the employees. It is found that 20.90 per cent of forward caste, 12.90 per cent of backward castes, and 6.25 per cent of employees from scheduled caste community are in highly satisfied group.

According to age-wise job satisfaction, it is found that employees with the age group of 30 – 40 years have contended high job satisfaction followed by the employees whose age is 50 and above years.
It is witnessed from the study that employees from service family background have a high job satisfaction than the others while the employee with agriculture background held a medium level of job satisfaction.

It is observed that majority of the employees with joint family affinity have stated a high job satisfaction and majority of employees also are attached with nuclear family background had a medium level satisfaction.

Employees who are drawing a monthly salary in between Rs.10,001 – 15,000 (17.78%) have high job satisfaction. About one-fifth of the employees with degree have hilariously felt job satisfaction than others. Employees who have put in a minimum 20 years of service have said that their level of job satisfaction in quite o.k. On the contrary, employees who have joined recently with below 3 years have felt a job satisfaction and who have received promotion more than one times have opined a high job satisfaction.

With regard to awards and rewards employees who have received monetary awards are only satisfied more than those who received non-monitory employees.

Training programmes had an impact on the level of job satisfaction among the selected employees. It is found that employees who have
attended more than 4 training programmes have expressed a high level of job satisfaction than others.

For measuring the overall job satisfaction of the employees, their responses have been scored, mean values and standard deviations and mean percentages are calculated and finally ranks are allotted. Thus, it is found that salary has been given the first rank, working hours as the second and the transfer policy, awards and rewards of the bank have been ranked as the 16th and 15th ranks respectively.

It is found according to inter-correlation matrix that there is a positive correlation between job-related factors with job satisfaction totals. However, there is no association between personal aspects of the employees with the level of job satisfaction. Hence, the formulated hypothesis that employees job satisfaction varies according to personal aspects of the employees is accepted.

Regarding the most satisfied factors in commercial banks in an order of priority among the managerial staff are salary, promotional avenues, recognition, challenging job and responsibility while the most dissatisfiers to them are job security, personal life, working conditions, decision-making and transparency in decisions.

In case of clerical staff the most satisfiers are salary, use of best ability, recognition, job itself and responsibility and most dissatisfiers are
the job security, status and prestige, personal life, working conditions and supervisory system.

Suggestions and Implications

The preceding analysis and findings of the study have led us to offer the following suggestions to enhance employee morale and job satisfaction in commercial banks.

1. It is found in the study that majority of the employees from both managerial and clerical staff in selected commercial banks in the study area have opined a slight high morale but with moderate job satisfaction. There are a number of studies gratifying that high morale will lead to high job satisfaction and this in turn lead to better performance. Therefore, it is suggested that the efforts are to be initiated by the bank authorities to enhance a positive morale on various aspects of the banks so as to ensure job-satisfaction and therefrom high productivity per employee and per branch.

2. In the wake of liberalization of the economies across the globe, tremendous changes have taken place in the functioning and philosophy of financial institutions in general and commercial banks in particular. As a part of these global changes, the banks have bound to adopt strategies such as down-sizing, mergers, and implementation of voluntary retirement scheme. This has resulted in the minds of banking personnel a sense of job insecurity. Hence,
measures are to be taken and create a sense of confidence ensuring their job security in the years to come. This can, indeed, boost up the morale among the employees and therefrom job satisfaction.

3. In the competitive world as of today, employees work in an environment of competition and comparison and perform their jobs. They expect due awards and rewards for their excellence. Absence of reward or award for better performance would lead to low morale and low job satisfaction. This is what exactly found in the study. Hence, banking authorities should once again have an introspection towards the existing awards and reward packages for better work and implement new methods of awards and incentives for excellent performance.

4. According to the opinions of the selected employees, various decisions are made in commercial banks keeping in view only the institutional survival and success and undermining the welfare of the employees. Therefore, it is suggested that the employee welfare and well being should also be taken into account while framing any policies and programmes in the banks.

5. Regarding work load, many employees have lamented that the work load in the banks is heavy and strenuous. Therefore, there is an urgent to have thinking and rethinking about assignment of work
load. This is mostly needed especially at higher level employees than lower ones.

6. Owing to heavy working hours majority of the employees have said that their personal life is affected. Therefore, actions are to be initiated and see that the working hours are to be reduced.

To sum up, the banking sector is a service-oriented organization and its development depends upon effective and efficient functioning of its employees. Employee feels ease enthusiastically at work only when they have a positive and favourable attitude towards various aspects of the banks and banking environment. This is where the importance of morale lies. As it is noted, high morale of the employees leads to job satisfaction and satisfied employees perform better. This in long-run determines the overall functioning of the banking sector.

Finally, if these suggestions are meticulously taken care and implemented, the employee morale and job satisfaction can be ensured and boosted up. Thus, the commercial banking sector can become a model sector to the financial institutions in general and banking sector in particular.