CHAPTER - 7

CONCLUSION AND SUGGESTION
CONCLUSIONS AND SUGGESTIONS

Conclusions:

The formal interpersonal relationships existing in an organisation are a result of a prescribed structure of roles and relationships consciously co-ordinate towards a common objective. The formal organisation structure is, however, only a tip of an iceberg. To obtain a total picture of organisational relationships. We must also consider the informal organisation. Informal relationships are natural and spontaneous, arising out of the social tendency of people to associate and interact. The formal interpersonal relationships are oriented towards productivity, profitability, efficiency, growth and so on. Whereas the informal ones are centered around individual and group satisfaction, esteem affiliation, friendship etc. They are essentially multi directional and intricate relationships, which cannot be easily charted.

There exist varied benefits of interpersonal relationships. The benefits of formal relationships are obvious. Informal interpersonal relationships in an organisation arise and persist because they yield certain benefits to its members by:

i. Creating a sense of belonging.

ii. Acting as a safety value for emotional problems.

iii. Aiding on the job.
iv. Serving as an important channel of communication.

v. Establishing social control.

vi. Checking on authority.

vii. Serving as a breeding ground for innovation and originality, etc.

They also serve to be beneficial to the management by self-policing, filling in gaps in a manager’s ability and by giving the manager a feedback about employees and their work experiences.

The researcher has tried to obtain a snapshot of interpersonal relationships appearing in the banks, regarding which he would like to conclude as follows :-

The researcher, in the context of above discussion, probe into the nature of interpersonal relationships in the banks under study. There is a commendable tendency in the banks employees to maintain cordial relations with the fellow beings; this includes horizontal and vertical organisational relationships. Also, there exists an attitude in the staff and managers to offer help to other members during heavy workload and at the difficult times, like year endings. A majority of staff in nationalised and in co-operative banks have highly cordial relations with their managers. Also, there exist a sizeable percentage of managers in both the categories maintaining informal relations with the staff also, although such percentage is less in nationalised banks as compared to co-operative banks.
After study the researcher has come to the following conclusions:

1. Age-wise distribution of Manager: In nationalised banks 42.31% and in co-operative banks 35.42% manager respondent fall in the age group of 50 years and above, and 40 to 45 years respectively. Thus it is clearly concluded that managers of nationalised banks are more senior, experienced in terms of age group.

In nationalised banks 30.42% and in co-operative banks 28.36%, staff fall in the age group of 45 to 50 years and 35 to 40 years respectively from which it is clearly concluded that staff of nationalised banks are more senior, experienced as compared co-operative banks.

2. Gender-wise Distribution of Manager: 100% managers in nationalised banks and 95.83% in co-operative banks are male from which it is concluded that manager cadre in both the banks are from male categories.

Gender-wise distribution of staff in nationalised banks 90.28% are found to be male and in co-operative banks such percentage is 80.18% from which it is concluded that as like managers, staff cadre was also dominated by males.

3. As regards to educational qualification of managers in nationalised banks 50% managers are post graduate, and 46.15% are graduate, and 42.31% having banking professional qualifications.

In co-operative banks 27.08% managers are post graduate,
58.34% are graduate and, only 14.59% possesses banking professional qualification. From the above it is clearly concluded that in terms of educational and professional qualifications, the managers of nationalised banks possess higher qualifications than co-operative banks managers.

In respect of educational qualification of staff in nationalised bank 36.98% staff are post graduate, 44.51% are graduate and 22.88% possesses banking professional qualifications. In co-operative banks 32.62% staff are post graduate, 43.29% are graduate and only 3.04% possesses banking professional qualification, from the above it is concluded that the qualification of staff of both the banks are somewhat equal level but drastic difference is found in terms of professional qualifications.

4. With respect to marital status of managers 100% managers are married in nationalised banks and 97.92% are also married in co-operative banks, from which it is concluded that most of the managers are married.

As regard to marital status of staff 96.55% staff are married in nationalised banks and 83.84% are also married in co-operative banks, from which it is concluded that most of the staff are married.

5. As regard to length of service 42.31% managers in nationalised banks is in between 25 to 30 years, whereas in co-operative banks
22.92% managers services are in between of 5-10 years, from which it is concluded that managers of nationalised banks are quite senior, experienced in terms of length of service than that of co-operative banks managers.

40.44% staff in nationalised banks whose length of service fall in between 15 to 20 years, whereas in co-operative banks 43.29% staff services fall in the length of 5-10 years, from which it is concluded that staff of nationalised banks are senior and experienced than that of co-operative banks.

A good compensation plan, well administered, has a salutary effect on the entire organisation. It attract and retains the services of desirable employees, pays employees according to the importance and difficulty of their jobs, rewards them according to merit and ability, raises their morale and productivity, explains to them the “how and why” at their compensation, simplifies wage and salary administration and control, facilitates collective bargaining, incorporates legal requirements etc.

In short, with a good compensation plan, employees are happier in their work, co-operation and loyalty are more pronounced, productive output is up, and quality is better. In the absence of such plans, compensations are determined subjectively on the haphazard and arbitrary decisions. This creates several inequalities, which are among the most dangerous sources of friction, low morale and consequent deterioration of personnel relations in an organisation.
6. Salary of 96.15% managers in nationalised banks are fifteen thousand and above whereas, in co-operative banks 64.58% managers received five thousand to ten thousand salary.

61.44% staff in nationalised banks received fifteen thousand and above salary whereas, in co-operative banks 48.48% received one thousand to five thousand rupees salary. From the above it is concluded that managers and staff of nationalised banks are highly paid than that of co-operative banks.

7. In respect of satisfaction of managers with the present salary structure all the 100% managers in nationalised banks are satisfied from present salary whereas, in case of co-operative banks only 35.42% managers have expressed satisfaction and 64.58% have not. From which it is concluded that most of the managers in co-operative bank are not satisfied in terms of present salary structure.

As is the case of staff of nationalised banks in terms of present salary structure 86.33% are satisfied from present salary. In co-operative banks 51.52% staff are satisfied and almost 48.48% are not satisfied from which is concluded that nearly 50% of the staff in co-operative banks are not satisfied from present salary structure.

8. In respect of the degree of satisfaction of managers with the present staff working under him in nationalised banks 73.07% and 39.58% in co-operative banks are moderately satisfied from which
it is concluded that managers were moderately satisfied from the present staff working under them.

9. As far as the maintenance of good relations between managers and staff, all the 100 % managers in both the banks maintains good relations with staff.

10. With respect to managers relationship with the staff in nationalised 61.54 % managers maintains informal relations, whereas 58.33 % managers in co-operative banks maintains only formal relations too.

11. When ask for staff relation with banks offers and managers observed that 74.29 % staff in nationalised banks maintain high cordiality of relations with officers and managers. Whereas staff in co-operative banks also maintains as high as 63.72 % cordial relations with officers and managers.

12. With respect to co-operation received from staff, managers in both the banks expressed that they received moderate co-operation from staff.

13. Managers dependence on staff for the completion of assignment, 61.54 % in nationalised banks and 50.00 % in co-operative banks respectively are moderately depend on staff for completion of assignment.

14. In nationalised banks 92.31 % managers maintains relationships with the staff outside the office also, whereas in co-operative bank
also 91.67 % managers maintains relationships with the staff outside the office also.

Trade unions are the age of institutions in the banking industry for protecting and promoting the interest of employees. They have held their grip on banking industry for over several decades. Management in the vast majority of banks has spent most of their time and energies to contain union power.

15. Staff Union are also helpful in improving employee management relations, 80.77 % in nationalised bank and 66.67 % in co-operative banks managers expressed satisfaction on unions role in improving employee management relations from which it is concluded that unions plays a very important role in improving employee management relations.

16. Do unions act in co-operation with each other while negotiating with the management 80.77 % in nationalised banks and all 100 % in co-operative bank managers expressed that unions act in co-operation while negotiating with the management, and further it is also concluded that there is no inter union rivalry found amongst unions.

17. According to 88.46 % managers in nationalised banks and 47.91 % managers co-operative banks justifies the demand of the employee unions are some time correct.

18. When ask for membership of trade unions it is observed that 98.43 % staff of nationalised banks are member of unions and in

453
co-operative banks only 51.22% staff are a member of unions on the contrary about 50% staff in co-operative banks are not a member of unions because of non existence of unions in their banks. Thus it is concluded that roots of unions are very deeply rooted in nationalised banks as compared to co-operative banks.

19. As regards to role of trade unions in safeguarding the interest of their members 48.59% staff in nationalised banks expressed that their unions highly protect their interest.

On the other hand in co-operative banks 35.67% staff expressed their unions moderately safeguarding their interest.

As far as the relations between unions and management is concern 54.86% staff in nationalised banks expressed satisfactory relations among union and management whereas, in case of co-operative banks 44.51% staff expressed satisfactory relations.

Nationalised banks and co-operative banks have their own fixed promotional and transfer policy. Seniority and merit, two important dimensions of promotional policy, are given due importance in both nationalised and co-operative banks. Most of the employees are quite satisfied with the present promotional and transfer policies.

20. As regard to present promotion policy and whether it helps in maintaining good personnel relations, 73.08% and 66.67% managers in nationalised banks and in co-operative banks respectively, expressed that the present promotion policy is quite
satisfactory in improving good personnel relations in the banks.
From which it is concluded that present promotion policy of both the banks is helpful in maintaining good personnel relations.

21. When asked for scope of modification required in the present promotion policy, 65.38% of managers in nationalised banks and 77.08% in co-operative banks expressed that there is a moderate degree of modification required in the present promotion policy of the banks, from which it is concluded that moderate modification is required in the present promotion policy of the banks.

22. As far as fixed promotional policy is concerned, 96.86% of staff in nationalised banks and 85.06% of staff in co-operative banks expressed that their banks possess fixed promotion policy from which it is concluded that fixed promotional policy is implemented in both the types of banks.

23. As regards satisfaction from present promotion policy, 93.10% of staff in nationalised banks and 81.10% in co-operative banks satisfied from present promotion policy of the banks. Thus it can be concluded that the present promotion policy of banks is satisfactory to motivate the employees.

24. When asked for present transfer policy and its impact in improving personnel relations, 73.08% of managers in nationalised bank and 79.17% in co-operative banks expressed that present transfer policy is really helpful in improving better personnel relations in the banks.
25. As far as the fixed transfer policy is concerned, 99.37% staff in nationalised banks and 85.06% staff in co-operative banks expressed that their bank possessed fixed transfer policy.

With respect to satisfaction from present transfer policy, 97.81% staff in nationalised banks and 85.67% staff in co-operative banks satisfied from present transfer policy of the banks.

26. As regards the rate of absenteeism in banks, 38.46% and 45.83% managers in nationalised banks and in co-operative banks respectively expressed moderate absenteeism observed in banks.

In respect to impact of absenteeism on work in nationalised bank, 42.31% managers expressed that the work suffer because of absenteeism but 57.69% gave opposite opinion. In co-operative banks, 68.75% managers expressed work suffer because of absenteeism and 31.25% managers said work could not suffer. Major cause of absenteeism was found in both the banks to be sickness.

As regards measures to reduce absenteeism in nationalised banks, the majority of the employees attributed to effective supervision, and in co-operative banks to counseling and creating confidence among the staff members.

27. Role of incentives in motivating employees towards more work, 57.69% manager respondents in nationalised banks and 58.33%
in co-operative banks expressed incentives can really motivates employees towards more work.

Bank could not provide financial motivation and incentives as such, only non-financial incentives provided in both the types of banks, and employees were moderately satisfied with the incentives they received.

As regards welfare facilities nationalised banks exceedingly surpass the co-operative banks. There is an overall dis-satisfaction in the co-operative banks regarding welfare facility extended to them by the management. This has had a fairly negative impact on personnel relation in co-operative banks. The welfare facilities that could be extended to these employees within feasible limits have already been illustrated by the researcher in the earlier discussion.

28. When ask of welfare facility 76.92 % managers in nationalised banks and 45.83 % in co-operative banks expressed that they are well served with welfare facilities. On the contrary 23.08 % in nationalised banks and 54.17 % in co-operative banks managers expressed that they could not served with adequate welfare facilities. This shows that nationalised banks employees are well served with adequate welfare facilities and in co-operative banks adequate welfare facilities are not provided.

29. Participative management is an umbrella term that encompasses such varied activities as goal setting, problem solving, direct
involvement in work decision, inclusion in consultation committees, representation on policy making bodies etc. It aims at involving employees in various activities to ensure people involvement leading too higher productivity and work satisfaction.

30. As far as workers participation in decision making is concerned 84.62% manager in nationalised banks and 100% managers in co-operative banks expressed that workers participation in management is very much useful in solving the problems of the employees and in improving personnel relation. Therefore workers participation in management is highly accepted by the workers in both the types of banks.

Voluntary retirement schemes is only implemented in nationalised banks whereas, it is not implemented in co-operative banks fully. Further it is also concluded that impact of voluntary retirement scheme will increase the workload of the existing staff in nationalised banks to a moderate extent as further employment is banned.

31. All the employees and managers unanimously expressed that computerisation decreases overall appointment of personnel in the banking industry, and further said that, the computerisation have improved working efficiency also.

32. When asked for welfare and social security facilities provided by the banks it was observed that nationalised banks were well served
with the facilities whereas, co-operative banks could serve these facilities.

Training and development in banking industry has assumed a lot of importance because it creates a pool of readily available and adequate replacements for personnel who move up or may leave, the latter becomes particularly improvements given that a sizeable number of experienced personnel have been opting for retirement in response to voluntary retirement schemes.

33. The training facility during employment is available in nationalised banks as well as in co-operative banks. 92.48% staff in nationalised banks and 92.07% staff in co-operative banks undergone training provided by the banks. It seems that maximum employees have undergone training provided by the banks and degree of usefulness of training was observed to be satisfactory.

34. As far the basic criteria required for promotion 51.92% staff in nationalised banks and 56.40% staff in co-operative banks attributed to seniority only but along with seniority, merit will also have been given due importance.

With respect to job satisfaction of the staff in nationalised bank 52.98% employees are highly satisfied whereas, 56.10% employees in co-operative banks are moderately satisfied, from the above it is concluded that staff in nationalised banks are highly
satisfied whereas staff in co-operative banks are moderately satisfied.

35. With regard to job hopping possibility 96.55 % staff in nationalised banks and 65.85 % staff in co-operative banks desire to continue with the same job whereas in the co-operative banks 34.15 % staff wants to shuffle their job. That is why it is necessary for management of co-operative banks to take keen note of it.

36. With respect to present working condition in the banks in nationalised banks 62.38 % staff are highly satisfied with present working condition whereas in case of co-operative banks as high as 60.06 % staff are at all not satisfied with the present working condition. It is a clear indication that employees of nationalised banks are satisfied with present working condition whereas employees of co-operative banks are not satisfied with present working condition.

Supervision commonly refers to overseeing the performance of employees at work, and constitute an important managerial activity. The supervisory work is directly concerned with the workers activities, which are responsible for achieving the objectives of an organisation.

37. With regard to degree of supervision by the immediate supervisor in banks, 60.19 % staff in nationalised banks and 66.16 % in co-operative banks expressed their degree of supervision is
moderate. With regard to necessity of supervision 60.19 % staff in nationalised banks and 80.79 % in co-operative banks expressed supervision is highly necessary.

38. When ask for the group meeting with managers, 84.33 % staff in nationalised banks expressed that their manager always call group meeting, whereas 75.30 % staff in co-operative banks expressed that their manager sometimes calls group meeting.

When ask for the acceptance of their opinion in meeting the staff of both the banks expressed that sometimes their opinion is accepted by the manager.

39. As far as the factors contributing to profitability is concern most of the staff in nationalised banks attributed to quick promotion whereas, in case of co-operative banks majority of the staff attributed to more pay only.

40. When ask for what major factor contribute to better personal relation in the banks, majority of the employees in nationalised banks gave preference to better and higher payment while the staff of co-operative banks expect better facilities from banks.

Ultimately it is concluded that for the smooth and better personnel relations with management either in nationalised banks or of co-operative banks is motivated by better scale of salary, periodical promotion policies and better welfare facilities.
Suggestion:

1. Up-gradation of education and talents is the need of today's highly competitive era. Banking industry should take a keen note of it. Banks management should always promote and sponsored their employees for up-gradation. As the standard of educational level and professional qualification increases, it changes the thinking capacity, attitudes of the employees which will ultimately result into better relation which may be helpful to create better personnel relations in the banks.

2. Motivation plays an important role in improving the morale and productivity of the employees. Financial motivation plays a crucial role in these regards. Employees of co-operative banks always compare themselves with nationalised banks. As far as the employees salary structure is concerned drastic difference found in their pay package if possible co-operative banks management should take a keen not of it and try to improve their salary structure within the preview of their financial limitations, which is help to improves morale and productivity and will certainly lead to improve better personnel relations.

3. Promotion and up-gradation are the key element in the development of the employees. As far as the promotion is concern researcher suggest that the important measures such as promotion policy should be implemented on regular basis, promotion must be based on performance and seniority, due
importance must be given to educational standards also. Promotion should be awarded to such employee who is capable of shouldering the burden, and responsibility.

4. Employee unions in nationalised banks are very strong as compared to the unions in co-operative banks. Union could act as a promoter and not as a distracter. Unions should advocate, communicate, council, educate their members to know their rights and responsibility and create a feeling of team as a family, provide expertise knowledge to employees to improve themselves and to improve the relations with manager toward betterment of banks.

5. Researcher Suggest that the transfer should be effected at the year ending or probably in the month of June. Reasons for transfer must be specified. Earlier communication of transfer is necessary to employees for mental preparation, Transfer policy should be un-bias and implemented on regular basis if, banking industries should adopt this norms it will create a good impact on personnel relations in the banks.

6. To control absenteeism in the banks it is duty and responsibility of the management and manager to look into the matter carefully. Management and manager should win the confidence of staff communicate them their role and responsibilities towards banks. To control absenteeism in banks researcher suggest that some financial incentives like one day extra salary to employee those who work continuously for entire three months, some points should
be awarded to his credit for continuos work as one of the norms for promotion, which will ultimately result into better personnel relations, and control the absenteeism in the banks.

7. As far as the incentives is concerned banks under study do not provide financial incentives. Only non-financial incentives like appreciation medal, awards, felicitation are provided by some of the banks. All the banks should act accordingly to motivate the employees. Financial motivation plays an important role in motivating the employees towards more productivity and profitability. As like ICICI, IDBI, UTI both nationalised banks and co-operative banks, should provide financial incentives to their employees on regular performance. Appraisal work target should be given to each employees for a certain period. Group membership, club memberships should also be provided to the employees. If banking industry take a keen note it, it will certainly help to improve better personnel relations.

8. As far as the welfare facility is concern employees of the nationalised banks are well served with the welfare facilities. On the contrary co-operative banks could not provide adequate welfare facilities. Researcher suggest that facility of water cooler, room heater, fire extinguisher, burglar, alarms, security to the staff should be provided.

9. Workers participation plays a crucial role in participation with management. Participative management is an umbrella which
encompasses such varied activities as goal setting, problem solving direct involvement in work decisions, inclusion of consultation committee, representation on policy making bodies. It aims at involving employees in various activities to ensure employee involvement leading to higher productivity and work satisfaction.

The important focus of participation is the equality of status between management and employees, that they have equal right and responsibilities in deciding the future of the organisation.

The researcher suggest that management should take due care of employees, regular meetings, acceptance of opinion, involvement of worker in major decision making, consultation programmes, create confidence among staff member so that they feel they are the important element of the organisation which creates belongingness among management and employees and which ultimately result into better personnel relations.

10. Voluntary retirement schemes implemented by nationalised banks create direct impact on the existing employees. During the course of personal interview it was noticed that vacuum created by the application of voluntary retirement scheme will not feel quickly. The present staff after voluntary retirement scheme will fall short and work increases enormously which ultimately results into increase in workload, burden and tension on the staff so researcher suggest that vacuum should be filled as quickly as possible by the management otherwise existing staff come under tremendous
pressure work and it will affect personnel relation and work efficiency adversely.

11. Computerisation in the banking industry is the need of hour. No doubt computerisation is necessary for progress. India is a vast country with ample manpower resources. Manpower if trained properly, guided properly, motivated properly can also lead to greater success. The researcher in this regard wants to suggest that banking management should adopt the combination of both on equal basis.

12. Training and development is the key area to develop employees satisfaction, morale knowledge regarding his job. Both the banks vigorously implemented various training programmes. Researcher suggest that on the job training should be given due importance to minimize errors. Compulsory training programmes, job rotations, seminars and refresher courses must be arranged on regular basis. The quality of training should mainly aim at effective use of computer, improving communications skill, get acquainted employee with changing banking scenario, providing competent financial knowledge and recent trend in market condition. If the above mentioned training programmes are adopted by the management it may improve morale of employees and lead to high increase in satisfaction which ultimately result into better productivity and better personnel relations.
13. In both the types of banks promotion mainly awarded on the basis of seniority. Researcher suggest that due importance must also be given to merit and caliber of the employees.

14. Union is the only media with the help of which member can unite together under one banner as a cohesive strength. Nationalised banks possess a very strong union network. The researcher wants to suggest to co-operative banks employees that they must unite together, combined together to form a cohesive unit. It is the demand of the hour today “Union is strength”.

15. Job Satisfaction is an important facet towards productivity and better personnel relations. Banks management should take keen note of it by providing conducive environment, congenial atmosphere, better working condition, financial incentives, rewards, humanitarian treatment to the employees. If all the above facilities are provided on regular basis, the employees attitudes towards job changes, and it will certainly led to better personnel relations. By providing conducive environment banks management particularly co-operative banks minimize labour turnover which ultimately reduce the cost of co-operative banks.

16. Interpersonal relations are the important facet. Researcher wants to suggest that it is necessary for both management and employees to dilute their relations. Human are the important assets rigidity amongst the relations must be removed and co-ordiality must be maintain, both should came at equal platform.
It is the duty of the employee to understand the problems of the management and vice-a-versa. If rigidity removed it will certainly helpful in improving better personnel relations in the banks.

17. Supervision is the necessary control exercise by the managers researcher wants to suggest that supervision committee, quality circles, performance appraisal technique, must be used and implemented by the management of both the banks.
**Verification of Hypothesis :-**

The researcher tried to assess the personnel relations in the nationalised banks and co-operative banks to see how these two compare with each other in the overall.

During the course of research inquiry, the researcher found that there is a large-scale dissatisfaction in the co-operative banks as regards monetary benefits and welfare facilities. Where these are provided by the banks, the employees find them to be quite inadequate. A large number of employees are of the opinion that monetary benefits and welfare facilities provided are much less than that which can be provided by the banks. There is a strong feeling of being exploited in a vast section of co-operative bank employees. This is one of the major reasons that have lead to strong dissatisfaction and working of personnel relations in the co-operative banks.

Also, the co-operative banks are lagging far behind the nationalised banks as regards appropriate concern for training and development facilities, lack of proper outlets to creative urges of people, lack of experienced managerial staff, a strong feeling of job insecurity and a broad based feeling of negligence of human resources.

Also as regards educational levels employees of co-operative banks are less educated as compared to employees of nationalised banks.
All the above have added together to deteriorate personnel relations in co-operative banks.

The above discussion clearly substantiates the hypothesis that “as regards personnel relations, the situation in co-operative banks is much worse than that of in nationalised banks”.

The correlates of personnel relations postulated by the researcher in the exploratory stages of the present research study are in fact part of healthy human resource practices advocated by human resource management practitioners. These essentially revolve around the human, processional and financial components of the banking business, and strive to maximize human and entrepreneurial goals of an organisation. These correlates if present, as has been found out by the researcher, do maximize human and organisational objectives and in turn lead to increased motivation and employee satisfaction and better personnel relations. Thus, the hypothesis that “There exists a positive relationship between correlates of personnel relations and employee satisfaction” is verified.
Guidelines for Further Studies :-

The researcher has studied certain major aspects of personnel relations in the banking industry in the city of Amravati. The study concentrates upon the parameters that lead to state of affairs as regards personnel relations in the banking industry. However, there are many other aspects of personnel relations, which call for attention and further, in depth research.

The researcher envisages following guidelines for further studies.

i. A study could be taken to compare the state of personnel relations in banking industry existing in metros and big cities, and semi-urban and rural areas.

ii. Also, an inquiry could be undertaken to find out, if there are some variations in the causes that lead to improvement or deterioration of personnel relations vis-a-vis the geographical characteristics of the locality.

iii. The role of the government in promoting amicable personnel relations could also be researched.

iv. An inquiry into the nature of personnel relations could be undertaken for leading private sector banks and it could be examined if the recommendations of such study could be adopted in nationalised and co-operative banks also.
"The world is so much with us," said Wordsworth. In a different sense that could be the complaint of our banking industry which is itself threatened by competitiveness.

Indian banking industry has been undergoing radical reforms during the last few years due to advancing technology coupled with changes in the economic outlook. India’s experiment with banking sector reforms is an indicator of more entrepreneurial and professional freedom on the one hand. On the other hand it has started evincing unforeseen challenges that naturally accompany such radical reforms. Higher order competition has become the name of the game and competitive intensity has been sharply increasing daily. Therefore, in order to weather the competition and emerge as high performing organisations banks have to ensure appropriate concerns for the productivity and the people. The researcher in the context of the present research study has concentrated upon the personnel relations aspect in the banking industry. Banking industry should understand that it is an appropriate balance between the modern banking technology amicable personnel relations that will result into betterment of productivity and improved personnel satisfaction. Being employees of gigantic magnitude, banking industry should understand that improved personnel relations and greater human satisfaction is a part of its social responsibility.

Epilogue :-

"The world is so much with us," said Wordsworth. In a different sense that could be the complaint of our banking industry which is itself threatened by competitiveness.

Indian banking industry has been undergoing radical reforms during the last few years due to advancing technology coupled with changes in the economic outlook. India’s experiment with banking sector reforms is an indicator of more entrepreneurial and professional freedom on the one hand. On the other hand it has started evincing unforeseen challenges that naturally accompany such radical reforms. Higher order competition has become the name of the game and competitive intensity has been sharply increasing daily. Therefore, in order to weather the competition and emerge as high performing organisations banks have to ensure appropriate concerns for the productivity and the people. The researcher in the context of the present research study has concentrated upon the personnel relations aspect in the banking industry. Banking industry should understand that it is an appropriate balance between the modern banking technology amicable personnel relations that will result into betterment of productivity and improved personnel satisfaction. Being employees of gigantic magnitude, banking industry should understand that improved personnel relations and greater human satisfaction is a part of its social responsibility.