A research proposal is the arrangement of conditions for collection and analysis of data in a manner that aims to have relevance to the research purpose along with economy in procedure. Methodology is the basic tool for up keeping rationale of the findings of the research. Therefore, research methodology must be scientific and logical. The area of research has been kept in mind; and a design best suited to realize the aims and objectives of the present study within the given set of limitations has been adopted.

Objectives of the Study

The study has been conceived with the following objectives:

1. To identify work-family conflict among the working women in public & private sector banks.
2. To make a comparison between the working women in public & private sector banks on the basis of work-family conflict.
3. To study the relationship of job satisfaction with work-family conflict.
4. To study the elements of conflict according to Talcott Parsons Pattern Variables.
5. To identify the Conflict Resolution Strategies.
6. To make valuable suggestions.

After deciding on the nature of the research design, which was to be of a statistical nature, it was necessary to choose a sample group from which the data was to be collected.

Scope of the Study
Women working in the Indian Banking Sector constitute the scope of the study, within that it is limited to the scheduled commercial banks (those included in the Second Schedule of Reserve Bank of India Act, 1934) in Punjab including Chandigarh. The sample includes public as well as the private sector banks. The information regarding the number of branches of different public and private sector banks under study was taken from “A Profile of Banks 2007-2008, Department of Economic Analysis and Policy, Reserve Bank of India”. The selected banks are listed below in Table 2.1 in order of their number of branches.

Table 2.1

List of Selected Banks under Study

<table>
<thead>
<tr>
<th>Public Sector Banks</th>
<th>Private Sector Banks</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Bank of India</td>
<td>ICICI Bank Ltd</td>
</tr>
<tr>
<td>Associate Banks of SBI</td>
<td>HDFC Bank</td>
</tr>
<tr>
<td>Punjab National Bank</td>
<td>Axis Bank</td>
</tr>
<tr>
<td>Central Bank of India</td>
<td>Federal Bank</td>
</tr>
<tr>
<td>Bank of Baroda</td>
<td>South Indian Bank</td>
</tr>
</tbody>
</table>

Source: Compiled on the basis of available data from “A Profile of Banks 2007-2008, Department of Economic Analysis and Policy, Reserve Bank of India”.

Sample of the Study
The sample of the study is based on Three stage stratified random sampling technique. The state of Punjab and Union Territory of Chandigarh appear at the first sampling stage, while public and private sector banks form the second stage of the sample. The women working in these banks appear at the third and ultimate stage of the sample. A list of four highly populated cities in Punjab prepared from, “Statistical Abstract of Punjab, 2009” along with UT of Chandigarh. The selected cities are Ludhiana, Amritsar, Gurdaspur and Jalandhar. However, Chandigarh has been included in the sample as a Union Territory.

A total of 500 respondents were selected for the purpose of this study. Sample comprised of working women in the age group of 25-60 years, who were employed in branches of the banks in the selected cities. There are two strata of banks, i.e., public and private sector banks in the study. Therefore, in order to make comparisons, 250 working women from public sector banks and an equal number from private sector banks were selected for the study. Therefore, all the branches of the selected banks in the selected cities were visited to get the targeted sample size completed.

**Questionnaire-cum-Scale**

The next logical step was selection of the instrument to measure the level of work-family conflict, social support, job satisfaction, Talcott Parsons pattern variables and coping strategies among the working women in the banking sector. A well-structured questionnaire was designed. It was pre-tested on 50 non-sampled respondents for checking its reliability and validity to collect the primary data. This was done through split half method. The coefficients of different variables ranged from 0.813 to 0.924. The value of coefficient was
sufficiently high to attain a level of significance. This revealed that the data collection tool is reliable.

The study is mainly based on primary data collected through a questionnaire from the respondents with the help of personal interview method. Apart from it, secondary data has been collected from various sources, such as publications and websites of selected banks. The data was collected over a span of six to seven months.

The questionnaire is divided into five parts; Part-A, Part-B, Part-C, Part-D and Part-E.

**Part-A:**

It carried the demographic details, such as name of the organisation, experience, designation, age, sex, marital status, qualification, family occupation, and family type of the respondent.

**Part-B:**

It consisted of 18 statements related to Work-Family Conflict and Family-Work Conflict. The statements express how work-life affects family responsibilities and how family responsibilities affect work-life.

A five-point Likert scale has been used for the purpose of this study. This scale is quite commonly used in response centred studies where the objective is to find how responses differ between individuals. It is a kind of rating scale based on item analysis approach where a respondent is asked to indicate the degree of agreement or disagreement with each statement in the instrument. Each response is given a numerical score. These scores are assigned in such a manner that the division of attitude (favourable to
unfavourable) is consistent over all the items. Under the five-point scale, work-family conflict among working women has been measured in Part B of the questionnaire by assigning the scores to each category as hereunder:

<table>
<thead>
<tr>
<th>Strongly Agree (SA)</th>
<th>Agree (A)</th>
<th>Neither Agree nor Disagree (NAD)</th>
<th>Disagree (DA)</th>
<th>Strongly Disagree (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
</tbody>
</table>

All the respondents have been divided into the following three categories on the basis of scores:

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level of WFC</td>
<td>67-90</td>
</tr>
<tr>
<td>Moderate level of WFC</td>
<td>43-66</td>
</tr>
<tr>
<td>Low level of WFC</td>
<td>18-42</td>
</tr>
</tbody>
</table>

High score implies that the perceived level of work-family conflict of the respondent employee is high, while low score implies that the respondent employee perceives the work-family conflict as low.

**Part-C:**

This part of the questionnaire consisted of statements that study the element of social support which the women are getting from their work and family surroundings like supervisors, husband, family members/relatives and co-workers.
Part-C of the questionnaire aims to measure the social support being received by the working women both at the workplace and domestic front. This has been done by using the same scale as described above.

Under the five-point Likert scale, score have been assigned to each category as shown below:

<table>
<thead>
<tr>
<th>Great Extent (GE)</th>
<th>Some Extent (SE)</th>
<th>Can’t Say (CS)</th>
<th>Not Much (NM)</th>
<th>Not at all (NAL)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
</tbody>
</table>

All the respondents have been divided into the following three categories on the basis of scores:

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level of Social Support</td>
<td>59-80</td>
</tr>
<tr>
<td>Moderate level of Social Support</td>
<td>38-58</td>
</tr>
<tr>
<td>Low level of Social Support</td>
<td>16-37</td>
</tr>
</tbody>
</table>

Scores in the range of 59-80 imply that the perceived level of social support of the respondent employees is high, while the scores in the range of 16-37 indicate that the level of such support is low.

**Part-D:**

It carries 20 questions that study the strategies adopted by the working women to cope up with the work-family and family-work conflicts. Three types of coping strategies have been studied in this section. These are:
Type-I: Structural Role Redefinition

Type-II: Personal Role Definition

Type-III: Reactive Role Behaviour.

The said coping strategies have been measured on a five-point Likert scale. The scores have been assigned to each category as shown below:

<table>
<thead>
<tr>
<th>Never (N)</th>
<th>Sometimes (S)</th>
<th>Often (O)</th>
<th>Frequently (F)</th>
<th>Always (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
</tbody>
</table>

In the end open ended questions were also asked to know the strategies being adopted by the organisation to cope up with work-family conflict.

**Part E:**

It includes 17 statements studying the perception of women towards job satisfaction, and 4 statements examining the women attitude towards their profession.

The perceptions of women towards job satisfaction have also been measured on a five-point Likert scale. The scores assigned to each category are explained as hereunder:

<table>
<thead>
<tr>
<th>Highly Satisfied (HS)</th>
<th>Satisfied (S)</th>
<th>Can’t Say (CS)</th>
<th>Dissatisfied (DS)</th>
<th>Highly Dissatisfied (HD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
</tbody>
</table>

All the respondents have been divided into the following three categories on the basis of scores:
<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level of Job Satisfaction</td>
<td>64-85</td>
</tr>
<tr>
<td>Moderate level of Job Satisfaction</td>
<td>41-63</td>
</tr>
<tr>
<td>Low level of Job Satisfaction</td>
<td>17-40</td>
</tr>
</tbody>
</table>

Scores in the range of 64-85 imply that the perceived level of job satisfaction of the respondent employees is high, while the scores in the range of 17-40 indicate towards their low perception in this regard.

An attempt has been made to study the attitude of women towards their profession. Their response obtained in this regard has been measured on a five-point Likert scale. The scores assigned to each category are explained as hereunder:

<table>
<thead>
<tr>
<th>Strongly Agree (SA)</th>
<th>Agree (A)</th>
<th>Neither Agree nor Disagree (NAD)</th>
<th>Disagree (DA)</th>
<th>Strongly Disagree (SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
</tbody>
</table>

The last part of the questionnaire carries eight open-ended questions which aim at estimating the women perception towards their rights and the general questions regarding their training, working hours, postings, etc.

**Talcott Parsons Pattern Variables**

Elements of conflict are studied according to Talcott Parsons Pattern Variables. These are five dichotomies developed by Talcott Parson, to draw out the contrasting values to which individuals orient themselves in social interaction. One side of the dichotomies reflects the value patterns dominant in traditional society; the other reflects
the dominant values of modern society. Social change can be defined as alterations that occur in the social structure and social relationship. Alterations may occur in norms, values, cultural products and symbols in a society. Institutions, patterns of interaction, work, leisure activities, roles, norms and other aspects of society can be altered over time as a result of the process of social change.

Since the present study is focused on the role conflict of individuals in the society, hence, to correlate the findings of the study with Talcott Parsons pattern variables is very relevant and of utmost importance. The analysis of work-family conflict, social support and job satisfaction on the basis of Talcott Parsons pattern variables is studied. Work-Family Conflict is a social issue and without studying Talcott Parsons Pattern Variables this research would be incomplete.

**Statistical Tools**

The statistical tools used for presentation and analyses of data are explained as under:

1. For Presentation of Data: The scores obtained with the help of three scales have been presented in a pictorial form. The presentation of data has been carried out with the help of pie charts and clustered column charts. The tools used for presenting the data are discussed as under:

**Pie Charts**

A pie chart (or a circle graph) is a circular chart divided into sectors, illustrating proportion. In a pie chart, the arc length of each sector (and consequently its central angle and area) is proportional to the quantity it represents. Together, the sectors create a full disk. It is named for its resemblance to a pie which has been sliced. The pie
chart is perhaps the most ubiquitous statistical chart which can be an effective way of displaying information particularly if the intent is to compare the size of a slice with the whole pie. Pie charts are most useful when:

- Only one data series is to be plotted.
- None of the values to be plotted are negative.
- Data to be plotted does not have more than seven categories.
- The categories represent parts of the whole pie.

**Clustered Column Charts**

A column chart is a chart with rectangular bars with lengths proportional to the values that they represent. The bars can be plotted vertically or horizontally. Bar charts are used for plotting data which has discrete values and is not continuous. In column charts, categories are typically organised along the horizontal axis and values along the vertical axis. Clustered column charts compare values across categories. These charts are most useful when there are categories that represent:

- Ranges of values.
- Specific scale arrangements (for example, a Likert scale with entries, such as strongly agree, agree, neither agree nor disagree, disagree, strongly disagree).
- Names that are not in any specific order (for example, item names, geographic names, or the names of the people).

2. For Analysis of Data: The statistical tools like averages, percentages, etc. as well as advanced statistical techniques like mean, standard deviation, students’ t-test, chi-square test, Z-test, factor analysis and regression analysis are used to analyse the data.
**Mean**

The arithmetic mean often referred to as simply the mean or average is a method to derive the central tendency of a sample space. Suppose, we have sample space \(\{a_1, \ldots, a_n\}\). Then the arithmetic mean \(A\) is defined via the equation

\[
A = \frac{1}{n} \sum_{i=1}^{n} a_i
\]

If the list is a statistical population, then the mean of that population is called a population mean. If the list is a statistical sample, we call the resulting statistic a sample mean. Mean was used so as to know the level of work-family conflict in public and private sector banks.

**Standard Deviation**

Standard deviation is a widely used measurement of variability or diversity used in statistics. It shows how much variation or “dispersion” there is from the average (mean or expected value). A low standard deviation indicates that the data points tend to be very close to the mean, whereas high standard deviation indicates that the data is spread out over a large range of values. Standard deviation has been calculated for judging the representativeness of mean scores among public and private sector banks. It can be calculated as

\[
S_N = \sqrt{\frac{1}{N} \sum_{i=1}^{N} \left( x_i - \bar{x} \right)^2}
\]
Where,

\( S_n = \text{Standard Deviation}, \ (x_1, x_2, \ldots, x_n) \) are the observed values of the sample items and is the mean value of these observations, \( N = \text{No. of observations} \).

**Regression**

To see the combined effect of work-family conflict on the level of job satisfaction, multiple regression analysis was employed. The functional form used for the analysis is given hereunder:

\[
Y_1 = a + b_1x_1 + b_2x_2 + \ldots \ldots b_nx_n + u
\]

Where,

\( Y = \text{Level of Job Satisfaction} \)

\( a = \text{a constant term} \)

\( u = \text{a random error term} \)

\( x_1 \text{ to } x_n = \text{Statements related to work-family conflict} \)

\( \text{(independent variables)} \)

\( b_1 \text{ to } b_n = \text{regression coefficients of } x_1 \text{ to } x_n \)

**Z-Test**

In order to compare two proportions of respondents, Z-test, i.e., test of proportions, was applied by using the following formula:

\[
Z = \left| \frac{P_1 - P_2}{SEof\ (P_1 - P_2)} \right|
\]

\( S.E \ of \ (P_1 - P_2) = \sqrt{pq(1/N_1 + 1/N_2)} \)
\[ p = \frac{n_1}{N_1} + \frac{n_2}{N_2} \]

\[ q = 1 - p \]

Where,

\[ P_1 = \text{Proportion of respondents in public sector banks} \]

\[ P_2 = \text{Proportion of respondents in private sector banks} \]

\[ N_1 = \text{Total number of respondents in public sector banks} \]

\[ N_2 = \text{Total number of respondents in private sector banks} \]

\[ n_1 = \text{Specific number of respondents in public sector banks} \]

\[ n_2 = \text{Specific number of respondents in private sector banks} \]

**T-test**

To compare the mean values of a variable between public and private sector banks, t-test is applied as under:

\[ t = \frac{\bar{X}_1 - \bar{X}_2}{S_{x_1,x_2} \cdot \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}} \]

Where,

\[ S_{x_1,x_2} = \sqrt{\frac{n_1-1)S_{X_1}^2 + (n_2-1)S_{X_2}^2}{n_1 + n_2 - 2}} \]

Where,

\[ SE = \text{standard error of mean difference} \]
\( \bar{X}_1 \) = mean value of public sector banks

\( \bar{X}_2 \) = mean value of private sector banks

SD\(_1\) = standard deviation in public sector banks

SD\(_2\) = standard deviation in private sector banks

S = common standard deviation

\( n_1 \) = number of respondents in public sector banks

\( n_2 \) = number of respondents in private sector banks

**Chi-square Test**

To test the significance of association between socio-economic characteristics of respondents and its relationship between banking sector, chi-square test is applied by using the following formula:

\[
\chi^2 = \sum \frac{(O - E)^2}{O}
\]

Where,

\( \chi^2 \) = Chi-square Value

\( O \) = Observed Frequency

\( E \) = Expected Frequency

\( \Sigma \) = Summation

**Factor Analysis**

Factor analysis is a statistical method used to describe variability among observed variables in terms of a potentially
lower number of unobserved variables called factors. In other words, it is possible, for example, that variations in three or four observed variables mainly reflect the variations in a single unobserved variable, or in a reduced number of unobserved variables. Factor analysis searches for such joint variations in response to unobserved latent variables. The observed variables are modelled as linear combinations of the potential factors, plus "error" terms. The information gained about the interdependencies between observed variables can be used later to reduce the set of variables in a dataset. Factor analysis originated in psychometrics, and is used in behavioural sciences, social sciences, marketing, product management, operations research, and other applied sciences that deal with large quantities of data.

Factor analysis is related to principal component analysis (PCA), but the two are not identical. Because PCA performs a variance-maximizing rotation of the variable space, it takes into account all variability in the variables. In contrast, factor analysis estimates how much of the variability is due to common factors ("communality"). The two methods become essentially equivalent if the error terms in the factor analysis model (the variability not explained by common factors, see below) can be assumed to have all the same variance.

Mathematical model

for $i = 1, \ldots, 200$ the $i$th respondent’s scores are

\[ X_{1,i} = \mu_1 * 1_{1 \times 200} + L_{1,i}F_1 + L_{1,2}F_2 + \varepsilon_{1,i} \]

\[ \ldots \]

\[ \ldots \]

\[ X_{n,i} = \mu_n * 1_{1 \times 200} + L_{n,i}F_1 + L_{n,2}F_2 + \varepsilon_{n,i} \]

Where,
$x_{k,i}$ is the $i$th respondent’s score for the $k$th statement

$\mu_k$ is the mean of the respondent’s scores for the $k$th statement

$n$ is the number of statements (5, 10 and 15)

$F_1$ is the $i$th respondent’s “first factor”,

$F_2$ is the $i$th respondent’s "second factor", and so on

$\varepsilon_{k,i}$ is the difference between the $i$th respondent’s score in the $k$th statement and the average score in the $k$th statement of all the respondents,

In matrix notation, we have

$$X = \mu \ast 1_{1\times N} + LF + \varepsilon$$

Where,

$N$ is number of respondents

$X$ is a statements $\times$ No. of respondents matrix of observable random variables,

$\mu$ is a number of statements $\times$ 1 column vector of unobservable constants,

$L$ is a statements $\times$ 2 matrix of factor loadings,

$F$ is a 2 $\times$ consumer’s matrix of unobservable random variables,

$\varepsilon$ is a statements $\times$ respondents’ matrix of unobservable random variables.

**Type of Factoring**

Principal Component Analysis (PCA): The most common form of factor analysis, PCA seeks a linear combination of variables such that the maximum variance is extracted from the variables. It then removes this variance and seeks a second linear combination which explains the maximum proportion of the remaining variance, and so on. This is called the principal axis method and results in orthogonal (uncorrelated) factors.
Image Factoring: It is based on the correlation matrix of predicted variables rather than actual variables, where each variable is predicted from the others using multiple regressions.

Factor Loadings: The factor loadings, also called component loadings in PCA, are the correlation coefficients between the variables (rows) and factors (columns). Analogous to Pearson's r, the squared factor loading is the percent of variance in that indicator variable explained by the factor. To get the percent of variance in all the variables accounted for by each factor, add the sum of the squared factor loadings for that factor (column) and divide by the number of variables (Note the number of variables equals the sum of their variances as the variance of a standardized variable is 1). This is the same as dividing the factor's eigenvalue by the number of variables.

Communality: The sum of the squared factor loadings for all the factors for a given variable (row) is the variance in that variable accounted for by all the factors, and this is called the communality. The communality measures the percent of variance in a given variable explained by all the factors jointly and may be interpreted as the reliability of the indicator.

Eigen Values:/Characteristic Roots: The eigenvalue for a given factor measures the variance in all the variables which is accounted for by that factor. The ratio of eigenvalues is the ratio of explanatory importance of the factors with respect to the variables. If a factor has a low eigenvalue, then it is contributing little to the explanation of variances in the variables and may be ignored as redundant with more important factors. Eigenvectors measure the amount of variation in the total sample accounted for by each factor.
Extraction Sums of Squared Loadings: Initial eigenvalues and eigenvalues after extraction "Extraction Sums of Squared Loadings" are the same for PCA extraction, but for other extraction methods, eigenvalues after extraction will be lower than their initial counterparts. In "Rotation Sums of Squared Loadings" for PCA, the eigenvalues will differ from initial and extraction eigenvalues, though their total will be the same.

Factor Scores: These are also called component scores in PCA. These are the scores of each case (row) on each factor (column). To compute the factor score for a given case for a given factor, one takes the case's standardized score on each variable, multiplies by the corresponding factor loading of the variable for the given factor, and sums these products. Computing factor scores allows one to look for factor outliers. Also, factor scores may be used as variables in subsequent modelling.

**Criteria for Determining the Number of Factors**

Varimax rotation is an orthogonal rotation of the factor axes to maximize the variance of the squared loadings of a factor (column) on all the variables (rows) in a factor matrix, which has the effect of differentiating the original variables by extracted factor. Each factor will tend to have either large or small loadings of any particular variable. A varimax solution yields results which make it as easy as possible to identify each variable with a single factor. This is the most common rotation option.
CHAPTER SCHEME

The chapter scheme for the study has been as under:

Chapter-I: Introduction & Review of Literature

The chapter introduces us to different aspects and issues of the present study. The review of literature undertaken for the study provides an ample opportunity to understand the prevailing theories and methodology on the subject.

Chapter-II: Research Methodology & Contour of Banking Industry

This chapter presents the design of present research work together with an outline of the banking industry which is bifurcated into two parts. Part-I is attributed to the banking in general, highlighting the various changes it witnessed after independence era. Part-II provides the profile of public & private sector banks selected for the study.

Chapter-III: Work-Family Conflict among Working Women: A Holistic Perspective

The analysis of overall work-family conflict in selected public & private sector banks and social support is presented in this chapter.

Chapter-IV: Factors behind Work-Family Conflict: A Comparison between Public & Private Sector Banks

This chapter carries out factor analysis in the light of selected public & private sector banks. Comparison between both the sectors has also been made in this chapter.

Chapter-V: Socio-economic Profile & its Relationship with WFC
This chapter incorporates analysis of socio-economic profile of the respondents. Further, an attempt has been made to find out the relationship between socio-economic profiles with work-family conflict.

**Chapter-VI: Job Satisfaction & its Relationship with WFC**

In this chapter, an endeavour has been made to know the impact of work-family conflict on job satisfaction. It provides meaningful conclusions by way of application of regression analysis. Further an attempt has been made to study the women’s perception towards their profession.

**Chapter-VII: Talcott Parsons Elements of Conflict**

The analysis of overall work-family conflict, social support and job satisfaction on the basis of Talcott Parsons Pattern Variables has been incorporated in this chapter.

**Chapter-VIII: Conflict Resolution Strategies**

In this chapter, an endeavour has been made to analyse the conflict resolution strategies adopted by working women and organisation to decrease the level of work-family conflict.

**Chapter-IX: Findings & Recommendations**

This chapter carries the summary of the research work. Also on the basis findings of the study, certain effective and useful recommendations have been made to improve the prevalent level of work-family conflict among the working women in the banking sector.
CONTOUR OF BANKING INDUSTRY IN INDIA

This section of the study provides an outline of the banking industry which has been discussed in two parts. The first part is attributed to the banking in general, highlighting the various changes it witnessed after independence in India. The subsequent part provides the profile of the Banks selected for the study.

Part-I

Indian Banking System is the lifeline of the nation and its people. Banking is the kingpin of the chariot of the economic progress of a country. Banking has helped tremendously in developing the vital sectors of the economy and ushered in a new dawn of progress on the Indian horizon. The banking sector has translated the hopes and aspirations of millions of people of India into reality. However, to do so, it had to cross miles and miles of difficult terrain, suffer the problems of foreign rule and the pangs of partition. And now, Indian banks can confidently compete with any of the modern banks of the world with high class technology and hard working manforce.

Banking in India

Banking in India, in its modern sense originated in the last decades of the 18th century. The first banks were Bank of Hindustan (1770-1829) and The General Bank of India, established in 1786 and since defunct.

The largest and oldest bank, still in existence, is the State Bank of India which originated in the Bank of Calcutta in June 1806, which almost immediately became the Bank of Bengal. This was one of the three presidency banks, the other two being the Bank of Bombay and
the Bank of Madras, all three of which were established under charters from the British East India Company. The three banks merged in 1921 to form the Imperial Bank of India, which, upon India's independence, became the State Bank of India in 1955. For many years the presidency banks acted as quasi-central banks, as did their successors, until the Reserve Bank of India was established in 1935.

In 1969 the Indian government nationalised all the major banks and they came under the government ownership. They run under a structure known as ‘public sector undertaking’ (PSUs); and are allowed to compete and operate as commercial banks. The Indian banking sector is made up of four types of banks, as well as the PSUs and the state banks; they have been joined since 1990s by new private commercial banks and a number of new generation foreign banks.

**History**

In ancient India evidence of loans was found from the Vedic period (beginning 1750 BC). Later during the Maurya dynasty (321 to 185 BC), an instrument called adesha was in use, which was an order on a banker desiring him to pay the money of the note to a third person, which relates to the definition of a bill of exchange as we understand it today. During the Buddhist period also, there was considerable use of these instruments. Merchants in large towns gave letters of credit to one another to do trade.

**Banking during the Pre-Independence Period**

During the period of British rule merchants established the Union Bank of Calcutta in 1829, first as a private joint stock association, then partnership. Its proprietors were the owners of the
earlier Commercial Bank and the Calcutta Bank, who by mutual consent created Union Bank to replace these two banks. In 1840 it established an agency at Singapore, and closed the one at Mirzapore that it had opened in the previous year. Also in 1840 the Bank revealed that it had been the subject of a fraud by the bank’s accountant. Union Bank was incorporated in 1845 but failed in 1848, having been insolvent for some time and having used new money from depositors to pay its dividends.

The Allahabad Bank, established in 1865 and still functioning today, is the oldest Joint Stock bank in India, though it was not the first one. That honour belongs to the Bank of Upper India, which was established in 1863, and which survived until 1913, when it failed, with some of its assets and liabilities being transferred to the Alliance Bank of Simla.

Foreign banks too started to appear, particularly in Calcutta, in the 1860s. The Comptoir d’Escompte de Paris opened a branch in Calcutta in 1860, and another in Bombay in 1862; branches in Madras and Pondicherry then a French possession, followed. HSBC established itself in Bengal in 1869. Calcutta was the most active trading port in India, mainly due to the trade of the British Empire, and so became a banking centre.

The first entirely Indian joint stock bank was the Oudh Commercial Bank, established in 1881 in Faizabad. It failed in 1958. The next was the Punjab National Bank, established in Lahore in 1895, which has survived to the present and is now one of the largest public sector banks in India.
Around the turn of the 20th Century, the Indian economy was passing through a relative period of stability. Around five decades had elapsed since the Indian Mutiny, and the social, industrial and other infrastructure had improved. Indians had established small banks, most of which served particular ethnic and religious communities.

The presidency banks dominated banking in India but there were also some exchange banks and a number of Indian joint stock banks. All these banks operated in different segments of the economy. The exchange banks, mostly owned by Europeans, concentrated on financing foreign trade. Indian joint stock banks were generally undercapitalized and lacked the experience and maturity to compete with the presidency and exchange banks.

The period between 1906 and 1911 saw the establishment of banks inspired by the Swadeshi movement. The Swadeshi movement inspired local businessmen and political figures to establish banks of and for the Indian community. A number of banks established then have survived to the present such as Bank of India, Corporation Bank, Indian Bank, Bank of Baroda, Canara Bank and Central Bank of India.

The fervour of Swadeshi movement led to establishing of many private banks in Dakshina Kannada and Udupi districts which were unified earlier and known by the name South Canara (South Kanara district). Four nationalised banks were started in this district and also a leading private sector bank. Hence undivided Dakshina Kannada district is known as "Cradle of Indian Banking".

During the First World War (1914–1918) through the end of the Second World War (1939–1945), and two years thereafter until the
independence of India were challenging for the Indian banking. The years of the First World War were turbulent, and it took its toll with banks simply collapsing despite the Indian economy gaining indirect boost due to war-related economic activities.

Banking during the Post-Independence Period

The partition of India in 1947 adversely affected the economies of Punjab and West Bengal, paralysing banking activities for months. India’s independence marked the end of a regime of the Laissez-faire for the Indian banking. The Government of India initiated many measures to play an active role in the economic life of the nation, and the Industrial Policy Resolution adopted by the government in 1948 envisaged a mixed economy. This resulted into involvement of the state in different segments of the economy including banking and finance. The major steps taken to regulate banking sector were:

- The Reserve Bank of India, India’s central banking authority, was established in April 1935, but was nationalised on 1 January, 1949 under the terms of the Reserve Bank of India (Transfer to Public Ownership) Act, 1948.
- In 1949, the Banking Regulation Act was enacted which empowered the Reserve Bank of India (RBI) "to regulate, control, and inspect the banks in India".
- The Banking Regulation Act also provided that no new bank or branch of an existing bank could be opened without a license from the RBI, and no two banks could have common directors.
Banking during the Nationalisation Period

Despite the provisions, control and regulations of Reserve Bank of India, banks in India except the State Bank of India (SBI), continued to be owned and operated by private persons. By the 1960s, the Indian banking industry had become an important tool to facilitate the development of the Indian economy. At the same time, it had emerged as a large employer, and a debate had ensued about the nationalisation of the banking industry.

The Government of India issued an Banking Companies (Acquisition and Transfer of Undertakings) Ordinance, 1969 and nationalised the 14 largest commercial banks with effect from the midnight of 19 July, 1969. These banks contained 85 percent of bank deposits in the country. Within two weeks of the issue of the ordinance, the Parliament passed the Banking Companies (Acquisition and Transfer of Undertakings) Bill, and it received the presidential approval on 9 August, 1969.

A second dose of nationalisation of 6 more commercial banks followed in 1980. The stated reason for the nationalisation was to give the government more control of credit delivery. With the second dose of nationalisation, the Government of India controlled around 91% of the banking business of India. Later on, in the year 1993, the government merged New Bank of India with Punjab National Bank. It was the only merger between nationalised banks and resulted in the reduction of the number of nationalised banks from 20 to 19. After this, until the 1990s, the nationalised banks grew at a pace of around 4%, closer to the average growth rate of the Indian economy.
Banking during Liberalisation Period

In the early 1990s, the then Narasimha Rao government embarked on a policy of liberalisation, licensing a small number of private banks. These came to be known as New Generation tech-savvy banks, and included Global Trust Bank (the first of such new generation banks to be set up), which later amalgamated with Oriental Bank of Commerce, UTI Bank (since renamed Axis Bank), ICICI Bank and HDFC Bank. This move, along with the rapid growth in the economy of India, revitalised the banking sector in India, which has seen rapid growth with strong contribution from all the three sectors of banks, namely, government banks, private banks and foreign banks.

The next stage for the Indian banking has been set up with the proposed relaxation in the norms for Foreign Direct Investment, where all Foreign Investors in banks may be given voting rights which could exceed the present cap of 10%, at present it has gone up to 74% with some restrictions.

The new wave ushered in a modern outlook and tech-savvy methods of working for traditional banks. All this led to the retail boom in India. People not just demanded more from their banks but also received more. Banking has changed from traditional to modern.

Present Status of Banking

By 2010, banking in India was fairly mature in terms of supply, product range and reach—even though reach in rural India is still a challenge for the private sector and foreign banks. In terms of quality of assets and capital adequacy, Indian banks are considered to have
clean, strong and transparent balance-sheets relative to other banks in comparable economies in its region. The Reserve Bank of India is an autonomous body, with minimal pressure from the government. The stated policy of the Bank on the Indian Rupee is to manage volatility but without any fixed exchange rate; and this has mostly been true.

With the growth in the Indian economy expected to be strong for quite some time—especially in its services sector—the demand for banking services, especially retail banking, mortgages and investment services are expected to be strong. One may also expect more mergers & acquisitions, takeovers, and asset sales.

India is a developing economy, importance of banking industry is even more critical as the availability of capital is limited and requirement is much more. Chawla (1987) revealed that financial institutions have been charged with the task of accelerating economic growth, and revitalizing the industrial and agrarian sectors of the country.

Structure of the organised banking sector in India with the number of banks in parentheses is presented in the following figure:
The Reserve Bank of India is the Apex Bank of India. It is the Central Bank of the financial system of India. The role of RBI is diverse in nature as RBI formulates and implements the monetary and credit policy and acts as a banker's bank in the need of hour (Morris, 1985).
The next important part of India’s financial system is the Commercial Banks which are further divided into scheduled and non-scheduled banks. Scheduled commercial banks constitute 99.9% of total banking business. Figure 2.1 shows the structure of banking industry in India.

Part-II

Profile of the Selected Banks for the Study

The profile of the banks selected for the present study is given as hereunder:

State Bank of India & its Associates

State Bank of India (SBI) is a multinational banking and financial services company based in India. It is a government-owned corporation with its head quarters in Mumbai, Maharashtra. As of December 2012, it had assets of US$ 501 billion and 15,003 branches, including 157 foreign offices, making it the largest banking and financial services company in India by assets.

The bank traces its ancestry to British India, through the Imperial Bank of India, to the founding in 1806 of the Bank of Calcutta, making it the oldest commercial bank in the Indian Subcontinent. Bank of Madras merged into the other two presidency banks—Bank of Calcutta and Bank of Bombay—to form the Imperial Bank of India, which in turn became the State Bank of India. The Government of India nationalised the Imperial Bank of India in 1955, with the Reserve Bank of India taking a 60% stake, and renamed it the State Bank of India. In 2008, the government took over the stake held by the Reserve Bank of India. SBI was ranked 285th in the
Fortune Global 500 rankings of the world’s biggest corporations for the year 2012.

SBI provides a range of banking products through its network of branches in India and overseas, including products aimed at non-resident Indians (NRIs). It has 14 regional hubs and 57 Zonal Offices that are located at important cities throughout the country.

SBI is a regional banking behemoth and has 20% market share in deposits and loans among Indian commercial banks.

The State Bank of India was named the 29th most reputed company in the world according to Forbes 2009 rankings and was the only bank featured in the "top 10 brands of India" list in an annual survey conducted by Brand Finance and The Economic Times in 2010.

**Associate Banks**

The main branch of SBI is in Mumbai. It has five associate banks; all use the State Bank of India logo, which is a blue circle, and all use the "State Bank of" name, followed by the regional headquarters' name:

- State Bank of Bikaner & Jaipur
- State Bank of Hyderabad
- State Bank of Mysore
- State Bank of Patiala.
- State Bank of Travancore

Earlier SBI had seven associate banks, all of which belonged to princely states until the government nationalised them between October 1959 and May 1960. In tune with the first Five Year Plan,
which prioritised the development of rural India, the government integrated these banks into State Bank of India system to expand its rural outreach. There has been a proposal to merge all the associate banks into SBI to create a "mega bank" and streamline the group's operations.

The first step towards unification occurred on 13 August, 2008 when State Bank of Saurashtra merged with SBI, reducing the number of associate state banks from seven to six. Then on 19 June 2009 the SBI board approved the absorption of State Bank of Indore. SBI holds 98.3% in State Bank of Indore (Individuals who held the shares prior to its takeover by the government hold the balance of 1.7%).

The acquisition of State Bank of Indore added 470 branches to SBI's existing network of branches. Also, following the acquisition, SBI's total assets will inch very close to the ₹10 trillion mark (10 billion long scale). The total assets of SBI and the State Bank of Indore stood at ₹9,981,190 million as of March 2009. The process of merging of State Bank of Indore was completed by April 2010, and the SBI Indore branches started functioning as SBI branches on 26 August 2010.

**Punjab National Bank**

Punjab National Bank (PNB) is an Indian financial services company based in New Delhi, India. PNB is the third largest bank in India by assets. It was founded in 1894 by Lala Lajpat Rai and is currently the second largest state-owned commercial bank in India ahead of Bank of Baroda with about 5000 branches across 764 cities. It serves over 37 million customers. The bank has been ranked 248th
biggest bank in the world by the Bankers' Almanac. The bank's total assets for financial year 2007 were about US$60 billion. PNB has a banking subsidiary in the UK, as well as branches in Hong Kong, Dubai, and Kabul; and representative offices in Almaty, Dubai, Oslo, and Shanghai.

**Central Bank of India**

Central Bank of India, a government-owned bank, is one of the oldest and largest commercial banks in India. It is based in Mumbai. The bank has 4100 branches and 270 extension counters across 27 Indian states and three Union Territories. At present, Central Bank of India has one overseas office, which is a joint venture with Bank of India, Bank of Baroda, and the Zambian government. The Zambian government holds 40 per cent stake and each of the banks has 20 per cent. Recently it has also opened a representative office at Nairobi, Kenya.

Central Bank of India is one of 18 public sector banks in India to get recapitalisation finance from the government over the next 24 months.

Central Bank of India has approached the Reserve Bank of India (RBI) for permission to open representative offices in five more locations—Singapore, Dubai, Doha, London and Hong Kong.

As on 31 March 2011, the bank’s reserves and surplus stood at ₹6,868.85 crore. Its total business at the end of the last fiscal amounted to ₹2,09,757.33 crore.
Bank of Baroda

Bank of Baroda (BoB) is an Indian state-owned banking and financial services company headquartered in Vadodara. It offers a range of banking products and financial services to corporate and retail customers through its branches and through its specialised subsidiaries and affiliates in the areas of retail banking, investment banking, credit cards and asset management. Its total global business was ₹7,003 billion as of 30 September, 2012. In addition to its headquarters in its home state of Gujarat, it has its corporate headquarters in the Bandra Kurla Complex in Mumbai.

Based on 2012 data it is ranked 715 on Forbes Global 2000 list. BoB has total assets in excess of ₹3.58 trillion (short scale), ₹3,583 billion (long scale), a network of 4261 branches (out of which 4168 branches are in India) and offices, and over 2000 ATMs.

The bank was founded by the Maharaja of Baroda, H. H. Sir Sayajirao Gaekwad III on 20 July, 1908 in the Princely State of Baroda, in Gujarat. The bank, along with 13 other major commercial banks of India, was nationalised on 19 July, 1969, by the Government of India and has been designated as a profit-making public sector undertaking (PSU).

ICICI Bank Ltd.

ICICI Bank Limited is an Indian financial services company headquartered in Mumbai, Maharashtra. It is the second largest bank in India by assets and third largest by market capitalization. It offers a wide range of banking products and financial services to corporate and retail customers through a variety of delivery channels and through its specialized subsidiaries in the areas of investment
banking, life and non-life insurance, venture capital and asset management. The Bank has a network of 2,883 branches and 10021 ATMs in India, and has its presence in 19 countries including India.

The bank has its subsidiaries in the United Kingdom, Russia, and Canada; branches in United States, Singapore, Bahrain, Hong Kong, Sri Lanka, Qatar and Dubai International Finance Centre; and representative offices in United Arab Emirates, China, South Africa, Bangladesh, Thailand, Malaysia and Indonesia. The company's UK subsidiary has established branches in Belgium and Germany.

ICICI Bank is one of the Big Four banks of India along with State Bank of India, Punjab National Bank and Canara Bank.

**HDFC Bank Ltd.**

HDFC Bank Limited is an Indian financial services company based in Mumbai, Maharashtra that was incorporated in August 1994. HDFC Bank is the first largest bank by market capitalization as of November 1, 2012. The bank was promoted by the Housing Development Finance Corporation, a premier housing finance company (set up in 1977) of India. As of May 2013, HDFC Bank has 3,062 branches and 10,743 ATMs in 1,568 cities of India, and all branches of the bank are linked on an online real-time basis. As of December 2012, the bank had balance-sheet size of Rs. 3837 billion. For the fiscal year 2011-12, the bank has reported net profit of ₹ 5167.07 crore (US$950 million), up 31.6% from the previous fiscal.

**Axis Bank Ltd.**

Axis Bank Limited is an Indian financial services firm headquartered in Mumbai, Maharashtra. It started to operate in 1994,
after the Government of India allowed new private banks to be established. The Bank was promoted jointly by the Administrator of the Specified Undertaking of the Unit Trust of India (UTI-I), Life Insurance Corporation of India (LIC), General Insurance Corporation Ltd., National Insurance Company Ltd., The New India Assurance Company, The Oriental Insurance Corporation and United India Insurance Company. UTI-I holds a special position in the Indian capital markets and has promoted many leading financial institutions in the country. As on the year ended 31 March, 2012, Axis Bank Ltd. had operating revenue of ₹134.37 billion and a net profit of ₹42.42 billion. Axis Bank (erstwhile UTI Bank) opened its registered office in Ahmedabad and corporate office in Mumbai in December 1993. The first branch was inaugurated in April 1994 in Ahmedabad by Dr. Manmohan Singh, then the Honourable Finance Minister. The Bank, as on 31 March 2012, is capitalised to the extent of ₹4.132 billion with the public holding (other than promoters and GDRs) at 54.08%.

**Federal Bank Ltd.**

Federal Bank Limited is a major Indian commercial bank in the private sector, headquartered at Aluva, Kochi, Kerala. It is the fourth largest bank in India in terms of capital base. As on 18 April, 2013, Federal Bank had 1103 branches spread across 24 states in India and 1171 ATMs around the country (across 108 metro centres, 224 urban centres, 384 semi-urban locations and 87 rural areas). Federal Bank opened its 1000th branch at Muthoor, Thiruvalla in Kerala on 17 August 2012, and is planning to hire 2000 professionals by September 2012. The Bank would be the first bank from Kerala to cross the milestone of 1000 branch network.
South Indian Bank Ltd.

South Indian Bank Limited (SIB) is a private sector bank headquartered at Thrissur City in Kerala, India. The Bank has 750 branches spread across more than 26 states and union territories in India. It has set up 785 ATMs all over India.

PARTICIPATION OF WOMEN IN BANKING INDUSTRY

In 1977, Blumberg and Dwarki (1980) conducted a study in which working women were asked about their job preference to the ones they currently held. One-fifth of women gave Banking as their answer. They considered bank jobs to be “fashionable, glamorous, and very well paying”.

The Banking industry has been attracting women most for the past two decades. Several studies indicated a positive increase towards the women participation in banking industry and even in executive classes (Bhatnagar, 1985). The table given below provides the data showing the participation of women in different banks. It is pertinent to note that their participation in nationalised banks is increasing day-by-day.
<table>
<thead>
<tr>
<th>Bank</th>
<th>Officers</th>
<th></th>
<th>Clerks</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Allahabad Bank</td>
<td>3.5</td>
<td>3.66</td>
<td>9.7</td>
<td>11.03</td>
</tr>
<tr>
<td>Andhra Bank</td>
<td>9.1</td>
<td>9.54</td>
<td>19.2</td>
<td>21.88</td>
</tr>
<tr>
<td>Bank of Baroda</td>
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<td>7.93</td>
<td>17.8</td>
<td>18.12</td>
</tr>
<tr>
<td>Bank of India</td>
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<td>5.06</td>
<td>20.7</td>
<td>20.60</td>
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<td>Bank of Maharashtra</td>
<td>6.3</td>
<td>6.75</td>
<td>29.9</td>
<td>31.62</td>
</tr>
<tr>
<td>Canara Bank</td>
<td>3.7</td>
<td>4.12</td>
<td>25.5</td>
<td>27.57</td>
</tr>
<tr>
<td>Central Bank of India</td>
<td>3.9</td>
<td>4.63</td>
<td>17.7</td>
<td>20.10</td>
</tr>
<tr>
<td>Corporation Bank</td>
<td>6.2</td>
<td>6.78</td>
<td>32.2</td>
<td>33.47</td>
</tr>
<tr>
<td>Dena Bank</td>
<td>1.8</td>
<td>2.02</td>
<td>17.9</td>
<td>18.9</td>
</tr>
<tr>
<td>Indian Bank</td>
<td>5.6</td>
<td>5.95</td>
<td>24.1</td>
<td>21.34</td>
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<tr>
<td>Indian Overseas Bank</td>
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<td>5.56</td>
<td>17.9</td>
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<tr>
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<td>4.61</td>
<td>17.8</td>
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<tr>
<td>Oriental Bank of India</td>
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<td>7.96</td>
<td>17.4</td>
<td>15.98</td>
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<td>Punjab &amp; Sind Bank</td>
<td>2.8</td>
<td>2.69</td>
<td>8.1</td>
<td>9.58</td>
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<tr>
<td>Punjab National Bank</td>
<td>4.1</td>
<td>4.45</td>
<td>16.0</td>
<td>16.54</td>
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<td>Syndicate Bank</td>
<td>8.2</td>
<td>8.15</td>
<td>26.6</td>
<td>27.49</td>
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<tr>
<td>UCO Bank</td>
<td>4.1</td>
<td>3.00</td>
<td>11.6</td>
<td>11.90</td>
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<td>Union Bank of India</td>
<td>5.9</td>
<td>6.27</td>
<td>18.8</td>
<td>22.15</td>
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<tr>
<td>Bank Name</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>United Bank of India</td>
<td>0.6</td>
<td>0.85</td>
<td>5.9</td>
<td>8.20</td>
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<tr>
<td>Vijaya Bank</td>
<td>11.8</td>
<td>12.23</td>
<td>20.3</td>
<td>21.22</td>
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<tr>
<td>State Bank of India</td>
<td>1.7</td>
<td>2.33</td>
<td>12.8</td>
<td>15.44</td>
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<td>State Bank of Bikaner &amp; Jaipur</td>
<td>1.6</td>
<td>1.89</td>
<td>7.8</td>
<td>7.66</td>
</tr>
<tr>
<td>State Bank of Hyderabad</td>
<td>3.1</td>
<td>3.88</td>
<td>13.7</td>
<td>16.78</td>
</tr>
<tr>
<td>State Bank of Indore</td>
<td>1.1</td>
<td>1.29</td>
<td>10.7</td>
<td>11.77</td>
</tr>
<tr>
<td>State Bank of Mysore</td>
<td>3.9</td>
<td>3.68</td>
<td>22.7</td>
<td>25.96</td>
</tr>
<tr>
<td>State Bank of Patiala</td>
<td>2.1</td>
<td>2.88</td>
<td>16.7</td>
<td>17.79</td>
</tr>
<tr>
<td>State Bank of Saurashtra</td>
<td>0.8</td>
<td>1.16</td>
<td>8.6</td>
<td>9.91</td>
</tr>
<tr>
<td>State Bank of Travancore</td>
<td>7.5</td>
<td>9.00</td>
<td>35.4</td>
<td>35.99</td>
</tr>
<tr>
<td>Total</td>
<td>3.9</td>
<td>4.9</td>
<td>17.3</td>
<td>18.77</td>
</tr>
</tbody>
</table>

*Source:* National Institute of Bank Management, Pune

Generally, the bank managements prefer to have women staff for the following reasons (Mankidy, 1986a):

- they are sincere and diligent, and meticulously complete their work;
- they are punctual;
- they do not shirk responsibilities;
- they perform all types of jobs and duties well;
- their involvement in union activities is less;
- their involvement in frauds and corruption is quite less.
Table 2.3


<table>
<thead>
<tr>
<th>Sector</th>
<th>1975</th>
<th>1988</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Public</td>
<td>Private</td>
<td>Total</td>
</tr>
<tr>
<td>Agriculture</td>
<td>14.8</td>
<td>391.0</td>
<td>405.8</td>
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<tr>
<td>Mining</td>
<td>57.7</td>
<td>24.9</td>
<td>82.6</td>
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<tr>
<td>Manufacturing</td>
<td>53.9</td>
<td>399.4</td>
<td>453.3</td>
</tr>
<tr>
<td>Electricity</td>
<td>10.2</td>
<td>0.3</td>
<td>10.5</td>
</tr>
<tr>
<td>Construction</td>
<td>43.2</td>
<td>23.4</td>
<td>66.6</td>
</tr>
<tr>
<td>Trade</td>
<td>2.5</td>
<td>16.6</td>
<td>19.1</td>
</tr>
<tr>
<td>Transport and Communications</td>
<td>50.5</td>
<td>1.8</td>
<td>52.3</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>35.2</td>
<td>8.2</td>
<td>43.4</td>
</tr>
<tr>
<td>Community Services</td>
<td>861.1</td>
<td>236.6</td>
<td>1,097.7</td>
</tr>
</tbody>
</table>

Banking and insurance sectors have provided new opportunities for women, and nationalization has been a key factor to decrease gender discrimination in employment. The data shown in Table 2.3 also reflects that women employment has been increasing day-by-day. Now they have their participation in every field of employment.

**MAIN FINDINGS**

The sample of the study is based on Three stage stratified random sampling technique. The state of Punjab and Union Territory of Chandigarh appear at the first sampling stage, while public and private sector banks forms the second stage of the sample. The women working in these banks appear at the third and ultimate stage of the sample. The banks were arranged in a descending order of their number of branches. Then, the first five banks were selected from each sector for the purpose of this study. The selected banks are State Bank of India and its Associate Banks, Punjab National Bank, Central Bank of India, and Bank of Baroda from the public sector, and ICICI Bank Ltd., HDFC Bank Ltd., Axis Bank Ltd., Federal Bank Ltd. and South Indian Bank Ltd. from the private sector. Four cities of the Punjab state, viz. namely Ludhiana, Amritsar, Gurdaspur and Jalandhar alongwith UT of Chandigarh were selected based on the highest population. A total of 500 respondents were selected for the study, i.e., 250 working women each from the public and from private sector banks.

Primary data was collected from the respondents through personal interview method. For this purpose, a well-structured questionnaire was designed, which was pre-tested on a non-sampled
population for checking its reliability. Simple statistical tools like averages, percentages, etc. as well as advanced statistical techniques like students’ t-test, chi-square test, Z-test, factor analysis and regression analysis were used to analyse the data.