CHAPTER-VII

SUGGESTIONS

AND

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(WITH AREAS OF INTEREST FOR FUTURE RESEARCHERS)

"Learn what is true in order to do what is right",
-Thomas. H. Huxley.

Many organisations now use teams as their preferred format for working. Teams pose greater motivational problems than individuals in the normal line of management structure. The Banking Industry in India naturally has 'team workmanship' rather than 'individual's workmanship'. It is evident from their much-organized labour Unionism and all time supporting system to individuals and groups in any matter of requirement.

Motivation in industry is infectious. A team can be considered as being motivated in three areas: Task- the group's common achievement of their task, Group- the group's social needs, and Individual- the individual needs of group members. In such circumstance certain minor but vibrant changes on any matter will have to naturally face tough opposition from the Unions unless confidence is created in them and in all such concerned, needn't matter how best the change is. However in the light of the present conditions of the study, keen observations and from opinion analysis the following hints can be recommended for consideration by the industry:--
1. Wage/Salary in service industry cannot be directly linked to the production and be blamed but the common objective should not be sacrificed:

In PSCBs wage decisions need not only be linked to productivity unlike other industries, but overall industrial performance statistics cannot be ignored. It has become mainly service industry after nationalisation, wherein the benefits accrued in terms of social progress and Banking Development has to be considered rather than profit for the current policy decisions like privatisation, mergers, and selling weak banks to foreign banks, and VRS schemes etc.

The productivity and profitability of the bank depends on the area, source of customer, work load [-where number of accounts are more but volume of transactions are less, vice versa], volume of transactions will be more but profit will be less [where pension, charity, Hospitals, Institutions accounts etc. are maintained]

"The problem of wage organisation is transformed from psychological problem of influencing an individual or group into a problem subordinated to the organisation of social labour in natural economy."\(^1\) In other words social philosophy also guides wage regulation\(^2\), and there is the

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1. Kapstin E I “Wage as an Important Condition for the Growth of Labour Productivity in USSR and Labour Productivity”, Ed. 1964 J.Dunlop and othes PP.290
problem of *measuring productivity particularly in service industries*, as *banks have become more of a service enterprises after nationalisation during July' 1969 and have not remained merely as commercial enterprises as before*. Efforts continue to probe into the relationships between the wage-productivity variable, yet in the light of findings, measures appropriate are suggested for securing proper and healthy relationships.

2. *Have general philosophy to keep employees happy:*

Despite any technological advances, the most important factor in any successful business is the need to keep employees happy. Normally employees aspire for higher benefits, job security and stable work environment etc., The organisation is more liberal to employee benefits and compensation measures they are more satisfied and loyalty to the organisations will be more. Providing opportunities for job enrichment like on job training methods, new motivational schemes in delivery their service, as employee also looks for improving his “Marketability”, friendly work atmosphere, *'Glasnost' is in and boss rule is out* now. Work suggestions and appraisal systems are to be encouraged. Employees Stock Option Plan (ESOP) as is done in case of other industry it can be introduced in the Banking also as a part of rewarding measure of its employees. Long-term benefits like profit sharing, uniform pension schemes, Uniform Provident Fund applications etc.,
**Employee's job satisfaction:** It is the employee's view on the job he has been assigned, which determines, to a large extent, his attitude to work. He is enthused to work with devotion if it is interested to him otherwise, if it is against his liking then he grumbles, and often complains of one or the other thing. Therefore routine allotment of work also should be in tune with the current requirements. Even if in any circumstance the different work is allotted to one, it should be convincing to him, rather should not result into turmoil of ill will between the persons, this can be observed at the branch level between the Manager and his workmen.

3. **Adopt rational and uniform incentives policy for all the banks:**

The feeling of in-equality in certain benefits offered between the banks in the Industry can also be done away through adopting rational and uniform incentives for all the banks in the Industry. Disseminating of information related to such changes to the employees to take them into confidence is essential in any such matters. Confidence building and development of commitment to any changes in the Industry level is most required from the Top Management. During the course of discussions, persons in the bank employment both Officer and workman revealed following additional ways for rewarding the employees:

a. Instituting Monetary Awards & Rewards – Annual or bi annual etc.,

b. Recognition for Good work- often every individual work like part in the main machine but owners' pet on the Machine is lacking, as such
some thing more to pay in the form of 'humane gratitude' in the organisation has to be developed apart from payment. It indicates just payment will not work wonders but psychological egos of the individual at all levels are to be identified and accordingly satisfied, for this requirement proper communication between individuals and Managements has to be improved.

c. Advancement or promotions for good work, recognizing of best work in attaining the targets in customer services.

d. More authority or power for individual for doing good work.

e. Increase of incentives or more fringe benefits for good work thereby recognising individual's efforts.

f. Transfers to a more preferred place or jobs, counselling in transfers or in postings etc.,

g. Transfer to a desirable place like home town/city, District, state. Etc.,

h. Terms of negotiations between Unions and Banks through IBA should be uniformly applicable to all the banks irrespective of the status and holding of capital or ownership [for e.g. SBI]

Thus, shift of focus from short-run output to long run effectiveness is required. It is the order of time where social habits of individuals are changing; otherwise work area problems will increase
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4. **Know different rewarding methods:**

Managements have to Recognise the power of **verbal and non-verbal reward system**, which is above all the other identified rewards for which there is very much scarcity in the PSCBs and the management has to loose nothing on this, let every one adopt to smile as a habit and work.

5. **There is already IQ now Instill EQ; Develop newer Training Models for the employees:**

As a prelude to the 'new era banking' or as 'millennium banking packages', certain new organisational concepts can be tried by the supervisors/managers and management. It should think in this direction to educate their personnel rather than imparting conventional training methods for which employees have expressed dissent. It will kindle certain new energy in doing the routine job more effectively. Managers also learn in course of time to encourage building on individual talents and skills instead of trying to 'fix' weaker talents and abilities of their workmen. It will be a great step to improve the overall relations in the Unit or office of any Bank.

There is already IQ now Instill EQ. There are three major areas of Human Resource Management that can immensely benefit from developing the Emotional Intelligence (EQ). They are-

a. Manpower selection- wherein screening for the emotional stability has to be done in addition to tests of cognitive intelligence.

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b. Employee retention- human resource intervention processes can be anchored on EQ and processes like mentoring and coaching can be made more holistic involving study and use of harnessing emotions of employees.

c. Employee development- training on EQ and involving the same addressing across all levels can reduce human relation disputes at a long run. The below mentioned points will distinguish between the two:

**Conventional Organisation:**
- Sign of weakness
- No place in business
- Avoid emotions
- Confuse status
- Table them
- Avoid Emotional People
- Gossiping behind
- Pay attention only to thoughts of
- Use of non-emotional words
- Don't interfere with good judgement/ distract us
- Sign of vulnerability
- Obstructs or slows down reasoning
- Orthodox applications

**New-age Organisation:**
- Sign of strength
- Essential in business
- Emotion triggers learning
- Explicate/Clarifying aspects
- Integrate them
- Seek out emotional people
- Remark mistakes on the Face
- Listen for the emotions in
- Use of emotional words
- Essential to good judgement
- Motivate us
- Make us real and alive
- Enhance or speed up reasoning
- Infuse new systems, modernise work conditions, inner decoration of the office, to release monotony-playing music etc., provide new age needs
- Dissent sign of progress and learn its management.
- Sharing of information, two way (OBC experience no letter is marked confidential.)

**Kaizen,** The new environment calls for a constant change in the structure of management. Continuous change and improvement can be

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carried out through 'Kaizen' ( 'Kai' meaning 'Change' and 'Zen' meaning 'Good') It is a way of thinking and behaving along with technical and technological change. It presupposes continuous guidelines to the workers but watch from distance, and inculcating the habit of self-evaluation every day after end of the work. There should be group efforts. Free and Frank exchange of opinion of ideas between workers. It is not one-way suggestion for employees to recheck their commitment but also for the Management in the light of changing level of workers Education and in global economic conditions.

6. Collaborate with Management Institutes for advanced Training Methods:
Employees Training is concerned, in many of the Employees Conferences attended by the researcher the charter of demands of the employees invariably used to include a demand on radical change in content, quality, and post training placements of the banks, this is true also that training is the same that was designed pre nationalisation era as well as trainers are drawn from the affiliate banks. Which is expressed as just monotonous exercise. Training itself will not provide the new dimensions for the learning unless certain innovative methods are devised and course content is revised to suit the changing conditions. Having collaborations with management institutes, distance learning programmes, incentives for higher learning and acquiring of qualifications and achievements, identification of training requirements, Branch level Training, House keeping, emphasis on the job
learning, attitude training instead of classroom teaching, special training to front line staff, instituting awards for long service, employee recognitions, staff communications, get together, sports meets, monthly H R meetings, personal approach in grievance handling, etc., overall H R D importance are to be realized by the individual staff also for their meaningful participation in the progress of the Industry. There has been problem in job rotation system, stereo type training, reservations in promotion policy, in compatible transfers due to insufficient transfer rules and guidelines, appraisal is just ritual and is done only on one format for all the grades of employees so on.

7. Identify Unions as HRM Agents instead:
Unions are performing a role of H R M in banks after they have grown in size and in strength; therefore, it is worth considering of identifying and redesigning the Unions as H R M agents and consultants for the Banking Sector. To that extent clash of interests between the Management and workers can be minimized.

8. Provide good physical Work Conditions:
Physical work comforts are equally important apart form the individual wage and salary package. Bank is viewed as a business enterprise for the measurement of performance. As such the premises of the bank should be attractive with facilities like sufficient lighting, ventilation, toilets
facility, safety devises, first aid measures, rest rooms/cabins, seating arrangements for the staff in addition the dress code is a must, as is done in foreign banks or otherwise shabby looks demean the business. It impresses upon the customers and also brings change in the basic professional feelings and attitude of individual staff members also. It will contribute largely to the general objective of the Banks.

9. Facilitate to overcome the ‘work stress’, which is common amongst the Banking Jobs these years.

Poor physical working conditions have induced the stress, it is so, suggested that physical working conditions like toilets, seating comforts and interior decoration of the premises are essential to be improved. In large many cases the banks are run in private rented premises as such premises built for some purpose is forcefully used for the banking business, which in these days does not match with the competitive requirements and suffer from proper ventilation, lighting etc. Such cases are to be found out by the managements to bring a change in their conditions. It is practice that some of the Private and Foreign Banks\(^6\) play a mild music after the business hours, which has shown positive effect on mind of employees.

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'Stress' is purely individual as such management can identify and can take a preventive measure but it is individual who has to develop the art and skill to overcome such a situation. Practicing yoga, meditation, and such psyche related measures would help in managing the work stress and burnout. Playing mild music, advising certain meditative and relaxing techniques on the job would bring instant relaxation to the mind, improves the individual psyche, quality of delivery of service and their life outside also.

10. Inculcate genuine Periodical appraisals:
Periodical appraisals are lacking in the PSCBs. Developing a matured organisational culture is the need of the hour. A good organisational culture reinforces values that you want and weakens attitudes that you don't. Appraisal is useful in giving promotions, placements, and training in addition to the employee's seniority criterion.

The work appraisal system was introduced as early as in 1920's in large American Corporations, with a view to provide a basis for central decisions making authorities, primarily on pay, promotion, etc. Also in order to pep up the morale of the staff. This glorified the carrot and stick policy and used to motivate and improve the performance.

Therefore, only good pay no longer will hold the best personnel in one organisation as they have more options today than ever before. The
aftermath of VRS stands as a mute witness to this situation. The rewards and recognitions need not be only monetary. They may be public, private, formal, informal, planned, unexpected, elegant, simple and unique. The most motivating rewards may be public celebrations and actions that exemplify your organisations highest values and motivate people at work. Their deeds are told and retold for years to come. People generally thrive on appreciation, recognitions and rewards as well, but not on fool proof CR system, [Confidential Reporting] until the credibility of the person doing it is in high order.

11. Employees’ to develop a rational work attitude:

An attitude of ‘Armed Guard’ in a Bank is that, when asked, he expressed his job contentment is in safeguarding the valuables and hard earned savings of the customers irrespective of any considerations, is just a model of personal association with the task in his profession, this itself is great satisfaction beyond anything. Such an attitude of service in every one and all is imminent. Therefore, development of feeling of an association with every work is essential to derive the contentment in the job along with sense of gratitude for other monetary and non monetary receipts, is need of the time.
12. **Realize the truth of the changing time:**

Customers cannot select any particular bank only because it is good or bad, nor it gives more interest nor serves better; under the conditions when all policies of operations are common in all the banks, they seek convenience and nearness to their place. The particular bank also cannot boast of its achievements solely on such grounds of having customers nor is profitable.

At the same time it is to all the personnel at banks to acquaint themselves with the new waves- Computerisation, automation of operations- ATMs, Lobby banking, E-banking, computer terminals, anywhere banking, any time banking, no cash operations so on so forth. If the PSCBs do not adapt themselves and give service to over and above the above-mentioned mechanical operations the bank will not survive and also the employee as well.

13. **Prevent happening incivility at work place:**

A growing menace at work place is incivility, which if ignored will hamper the smooth functioning of the organisation. Few of such instances in banks are- not responding quickly, habitually interrupting, acting suspiciously, shouting at someone, rudeness at behavior, irresponsible to women employees, being too much rule minded, saying yes when it was no, and saying no when it was yes... for these things orientation is not enough unless self introspection is done or such an
opportunity is provided by the person at the helm of affairs. Define the best culture and educate the staff of its importance in his individual growth as well as to the organisation. Avoid legal language in communications to the employees, which often result into misunderstanding, the expected clarity is enough. Provision of individualized training on interpersonal skills. Treat your employees with due respect, develop culture of reciprocity of respect and more of Emotional Quotient (EQ) than with Intelligent Quotient (IQ). Have a regular communication programme weekly, monthly through meetings etc. slowly the employees start feeling that they are out of loop. Ensure that the behaviour of the top leader is humane, which he reflects it in his assistants through change in their total approach towards the organisation. Therefore, researcher is of the opinion that there is immediate need for developing of Organisational and Management Culture by periodical planning and implementation. It can be considered for trial implementation with one or two, it is in the wake of Officer v/s Workmen duo.

14. Adding new dimensions for the customer services increases opportunities of learning on the real job:

Managers as immediate heads in the Branch Office play very vital and dual role of satisfying the employees on one side and fulfilling the expectations of the management on the other. Relationship Management
(RM) is a vital function as such Manager not only manages functions of his branch but his responsibility is redefined as 'Relationship Manager'. They are the show organizers; need to know many more things than just performing the routine functions of accepting deposits and lending. One of the ‘private bank’ in Bangalore advertised for sparing of its services to take their clients Dog for walking, entertain their children, render hospitalization, and medicine providing services, this is extended to services like buying of Cinema tickets, Railway Tickets, Paying and Collecting Electricity, Water, Telephone Bills etc. on simple phone call of theirs for nominal membership fee of Rs.25/- per month, is really a strange wrap for the customer attraction, is a different approach by itself, the idea was to enroll on commission basis certain youth who are keen and could render such services.

Another example, the Portuguese Commercial Bank purchased another, ‘Banco Portuguese Du Atlantico’ which was doing business with its good old furniture’s of the 1950’s went in for restructuring internal layout and also introduced new type of customer approach wherein employees will not sit in their chairs but move along with the customers like retail traders and render banking service for them.

Another example, in Britain the ‘Abbe National Bank’ with its 64 branches work like any other commercial business, they personally aim to increase the business as they get additional incentives linked with the increase in the business done by them. In Japan Surug Bank, America’s wells Fargo
Bank parallely runs star-bucks coffee lounge for the ease of customers, Bank of Yokohama has hamburger depots besides their cash Machines with view that customers transact naturally. Such things are strange for the Indian conditions as Banking is not that popular as in the western countries.

Certain Co-operative Banks have removed counters, which were like walls between customers and bankers and are doing with any ‘table banking’ while PSCBs still make the customers to stand in long queues, is not in good taste of the changing time.

However, given the opportunity for the Managers of any particular bank would introduce such newer concepts with the co-operation of his staff and it may add new taste and dimension for the customer services.

15. Devise schemes to alternate the computer replacements of the personnel:

As alternative to ATM & computer banking, parallel manual banking business can be effectively improved by compulsorily offering services for “seven days a week” and doing away with Sunday Holiday system. Which will encourage effective use of surplus staff caused due to changes in technology. But without sacrificing of Sunday benefit to every individuals. The ABC Bank has 45 hours week system. Similarly change of business hours, methods of operating the accounts according to the needs of the area where branch is operating or according to the
actual requirements of customers residing in and around the bank premises. For E.g. Door-to-Door Banking is done in the Koramangal Branch of Union Bank of India, in Bangalore, it is positive change in the attitude of the PSCBs. Such new ways out will do away the system of clock setting attitude of the employees and bring about desired changes. It is suggested strongly by the researcher for the many inconveniences experienced personally and also heard from the public for similar types; for total revamping of work culture and instilling of service spirit is need of the hour. Principle of ‘human touch’ for the customer service cannot be ignored. New trials of doing business will automatically facilitate the ‘diagnosing of the operating & performance problems and in finding solutions to it then and there itself.’ that is important feature of present day scientific organisation.

16. Change in the attitude of Union members while on job:

The office bearers of the unions working in banks should not feel as soldiers of their union and tread path of movement for every matter of concern, they are first employees and next union members. This is in the light of the suggestions given by the Officers who will not get cooperation of such staff and get dictation of terms on routine matters. Developing of co-operative spirit and oneness of the employees with the bank and its objectives is need of the hour. In other words one has to identify himself with the Bank. A difficult employee having tough
behavioral problems, not only creates problems for himself but for others as well, since he makes the rest of the employees discuss his defiant behavior. Therefore, such of the problems shall be sorted out between the concerned individuals before such things turn out to be an Industry problem. A healthy work environment not only leads to better performance through improved relationships, but also enables employees to achieve their organisation’s goals. The employees like, being in union association for main purpose of protection against victimization by the Managements or Employers and next to ask for better work conditions and increase in wages, but politicization of unions have deviated this purpose, it needs self introspection by the union leaders as few of the members complained that they are not accessible for common complaints of small members and categorically remarked that, “Some Union Leaders are more bureaucrats than the real bureaucrats”, has a great sense and message to be conveyed for their interpersonal relations. It is equally essential that Banks and Unions should be free from political interference, and individualisation of the issues as it affects the performance of Banks and efficiency and attitude of the Employees in general.

17. Workers participation in management should be made more meaningful:

The concept of ‘Employee Directors’, on the Board is helpful in dealing with the various facets of Employee Management problems. But the
dominance of Directors representing from RBI, SBI, Government will result into neglecting of Employee Directors in policy formulations and other critical decisions like not recording of their dissent, willful neglecting etc., To such problems major change in the attitude of the Top Management is required to offer them at least their fair place. Unless objective spirit is inculcated and is shown in their approach the employee participation has no meaning and justification.

18. Develop Uniform transfer policy for all the banks to suit the present work conditions, as the existing one is used as a tool to exploit the individuals:

Unions are more powerful in the Banking Industry and are giving excessive protection to the employees; to such an extent that management cannot transfer without the consent of the concerned Union. It is genuine on the part of employees also to depend on the Unions for all their matters, as there is no direct employee access is provided to the top management for taking of their grievances, there are also some instances of harassments, and favouritisms. It is pertinent to note that transfers are the main causes for dislocation of the settled worker, unless genuine reason it should not be implemented as a rule. Transfer was a European tool to control the clerks' attitude on and off the job and to avoid the ill effects of long association of the employees with public in the area of operation of
banks. In one of the case Officer gave a long lecture on this aspect and stated that children education has become a main problem due to changing the place very often, wherein he could not pay school donations every time of new admission in the transferred place or otherwise Bank has to make provision for such circumstances. It is in the opinion of the researcher transfer is a great problem faced by the staff of the banks, for which the total policy needs to be further rationalised to suit the present conditions, review the existing rules and Guidelines make them more employee friendly.

19. The Management should respond to the grievances and complaints of the employees more positively and quickly:
The management has to respond quickly to the employee's grievances and has to sincerely put in its efforts to solve the same without personalising the issues. For this purpose each bank and every branch level employee should be there, either best nominated as a liaison person. He can also be designated as HRD Board member at the central office having powers delegated to him by the Board to ensure discipline at branch level staff and co-ordinate between the Head Office and the Branch Office. Such a section can be called as a personnel cell. This is in the light of more number of complaints received in this regard and also an additional burden on the Manager alone to handle such situations along with routine and other business matters will be lightened. He can also work as a liaison with
outside agencies related with the personnel matters and can plan for the training programmes, contacts with the academic institutions in the area, in general who can be called as a ‘public or as branch relation officer’. The branch managers’ burden is also reduced to this extent.

20. There is need to bring uniformity in service rules and regulations of PSBs:

It has to be adopted on national basis, which gives no scope for managements to play truant in the transfers and cause humiliations of the particular staff. The reframing of national level Rules and Service Conditions should include necessarily the provisions on uniformity in recruitment, training of staff, transfers, providing insurance cover during transfers, rationality of transfers, provisions after transfers like schooling of children, fees etc. promotions, internal work allotment, uniformity of working hours [not business hours], dealing with the complaints of the staff by the management’s and fixing of minimum and maximum time for any matter otherwise prerogative of the management is mis-used to delay the decisions which largely affects the industry, codes of discipline for the officer heading the unit, etc., as is done for the banking business through R B I central guidelines, so for the uniformity in service rules.
21. The distinction as workmen and officer has to be eliminated by suitable change and re arrangement of designations:

Another area of discontentment is the psychological wall between the cadres of staff as workmen and officers. It has nothing but a category of ego and a reason for complaining on each other and a scope for non co-operation between each other. The distinction as workmen and officer has to be eliminated by suitable change and re arrangement of designations. For eg. Officers lower Management, Middle Management etc, since work wise contributions are equal but hierarchical ego persists. Similarly, justice can be offered to existing officer cadres by bringing them under Industrial Disputes Act like other staff for the matters of grievances.

22. Anomalies in VRS implementation and other arrears, reimbursements settlement to be made more amicable and on time:

Resolving certain issues related with the implementation of the VRS Scheme most amicably and settlement of their arrears to be payable on this account, similarly reducing delays in settlement of allowances on travelling bills, medical reimbursements, differences etc.

23. Privatisation is not a wise move on the part of the Government:

Privatisation of PSCBs alone is not the remedy and a wise decision as the sector is regularly paying the dividend to the Government on its share of
capital like it is given for any other investors and in addition to this these banks coordinate whole heartedly in achievement of the Governments social objectives. For eg. The currently released news item, of The Chairman and Managing Director of Syndicate Bank made the dividend payment of Rs.41.63 Crores for the financial year 2000-2001 to Union Finance Minister Yashwant Sinha on 11th July’ 2001. The bank has earned an operating profit of Rs. 297.80 Crores and a net profit of Rs.234.94 Crores for the year and paid a dividend of 12%. This is a regular feature of all banks except 1-2 banks, which are referred as week banks in the Verma panel Report, what has been caused week is the ‘Non Performing Assets’ due to wrong policy decision of the Government and their unviable branches but not the result of employees inefficiency as is blamed by everyone. Therefore, frequent policy changes without scientific base will also have adverse impact on morale and work philosophy of the employees in the banks. Therefore, it is strongly felt that in the opinion of the researcher privatisation move is a uncalled for action in the circumstance when much more has to be achieved in the field of finance, banking and agriculture sector, as such there is still pressing need for public sector Banking to remain as parallel to private sector banking to achieve social objectives.

24. *Stop political interference in the operating decisions of the banks:*

Banks are not the lone properties of the Government they have implied contract as trustees of the customer deposits, as such Banker is morally bound each time of amount going out of his hands and worries to ensure its returning back. So the banker deploys the deposits of the customer and not entirely of the Governments capital for the banking business. The schemes of the loan and recoveries are the decisions of the Banker and not the Political parties. There has to be only realisation to this matter without which there is no legal solutions to it other wise investor faith is buried when bad debts, scams increase.

25. *Consider a merger decision of SBI and its Associate Banks as it is needed crucially to eliminate the distinctions and establish strong public Sector Unit*:

State Bank of India and its Associates has common features of service conditions for the employees and the banking business is done on the similar lines without much difference between them. Therefore, wherever associate banks branches are there, they are to be made as State Bank of India and as SBI branches; as a prominent role 'player'. While remaining nationalised banks be the agents, the structure and policy of working can be maintained without change. This measure is essential in the financial sector, in the present conditions to retain public confidence one side and support the Government objectives on
the other side; any structural changes like mass 'privatisation' will affect the public confidence and may result into quick turmoil in the investor market without proper understanding of what may happen in future a panic situation may arise. As such it is apt to consider for merger scheme of the State Bank of India and its Associates and drop the privatisation move for others; which was considered vice-versa during the year 2000-2001. There is no truth in the market of perfect competition as 'bigger is the only central player', he is role model for the others, and there are other partners to give you fight. It will be an intelligent remedy for the present conditions.

26. *Hold periodical Meetings:*

Meetings are very essential at branch level to develop understanding between Manager and employees and to bring change in work atmosphere. Meetings rather get togethers, as a policy has to be introduced to reach better understanding between the personnel working in the banks.

27. *Adopt different business hours for the banks having close by branches:*

operating at the same time instead of closing down as un-viable units. It will facilitate the customer services as well as enhance the understanding between two different banks. At the same time quality of service will improve.
CERTAIN DIFFERENCES OF INCENTIVES BETWEEN BANKS, EMPLOYEES OPINIONS, COMPLAINTS and SUGGESTIONS:

[Drawn from the questionnaires filled up and expressed by the employees at the time of interviews, which includes officers, workmen and sub staff, at all four areas of working ie. Rural, Semi-urban, Urban and Metropolitan, It broadly includes personnel; personal and industry level problems and suggestions mentioned Bank wise]

Certain grievances of the employees', differences in Monetary and Non-Monetary incentives and Benefits given by the banks, which are beyond the Industry Level agreement and their bank wise grouping is as follows:-

1. Allahabad Bank:

1. Role and Responsibilities of the staff should be clearly defined by the management.

2. There should be adequate staff meetings to promote business objectives and also personnel objectives.

3. Management should give quick attention to the employee's problems and grievances.

4. Unions are not only for fighting to get benefits to the members but to redress the grievances of all coming to get the Bank services. Unions have to train members on this aspect and also public to know about this truth.

5. Sunday working banks are working at the risk of officers need to be protected by the management policy.
2. **Andhra Bank:**

1. Certain perks and out of Pocket Expenses Allowances is inadequate.

2. Conveyance and Canteen subsidy is given only in Bank of Baroda not in other Banks.

3. Pay Newspaper, Magazines, Petrol Allowances [specify the number of liters] for the staff.

3. **Bank of Baroda [BOB]:**

1. No need for the sub staff when the officers themselves do everything in handling ledgers, books etc.

2. Too much of indiscipline with certain staff due to poor education and lack of work training.

3. Indifferent in application of work rules, as award staff have fixed working hours and officers not, as such officers are forced to work more than the definite working hours. Officers have no powers to deal with such situations.

4. Develop system of Employees merit rating, performance appraisal, and incentives to reward good workers and to punish the poor performers.
4. **Bank of India [BOI]:**

1. Devise personnel plans, which encourage the effective use of all personnel in the individual bank and also in other banks, so that unnecessary complaining on PSCBs will stop.

2. Provide uniform incentives, benefits and motivational schemes to all the employees.

3. Ensure proper allocation of duties by the branches in charge and continuous supervision, adapt schemes to reward good workers and punish the poor performers.

4. New technologies will not work in the rural areas, so implement in phases according to actual requirements rather than on mass implementation. It is also true that manual banking is still essential to take the banking close to the common man.

5. Implementation of new technologies should be after ensuring the job security.

5. **Bank of Maharashtra [BOM]:**

1. Educational Allowance, Allowance for career advancements should be given, as after CAIIB Exams banks job is just for Bread Earning.

2. Cashier Allowance as paid in this bank is not paid in other banks.

3. 'Pension', as III benefit that is paid in SBI, is not paid should be given.

4. Weightage for CR at promotions should be duly given.
5. Provide for Vehicle Loan, Interest subsidy on staff loans, Canteen subsidy, Newspaper, periodicals and magazines Allowance, Recreation Allowance, staff reading room and library facilities etc, overall take home pay is very less as such it should increase.

6. **Canara Bank [Can Bank]:**

1. Privatisation is nothing but restricting the entry for common man, ie. 'Class banking' or 'Elite Banking' concept replaces 'Common man's banking' concept. It can be also said that a change from 'social banking' to 'profit banking'. There is fear that common man enters the bank and does not do any business will have to pay penalty or his account will be automatically debited with the penal amount. Thus it results into 'selective banking'.

2. After privatisation few Giant Banks, and Foreign Banks will remain in the economy.

3. Present VRS is the result of pressure of the time, heavy work tension, oppressive environment, impersonal management, too many H.O. & RBI formalities, political interference, heavy personal taxation, fear of accountability, ATMs rule the relations of banker and customer, victimizing transfer policy, weakening of strength of Unions by the managements,

4. Indiscriminate opening of branches, dictation of the terms by the political persons, varieties of unproductive loan schemes, illogical
targets system, voluminous circulars of the RBI and HO, HRD failure in the banking Industry as a whole are the reasons for the present state of affairs.

5. Restricted leave provisions, 3 days leave without prior sanction will invite for employee disciplinary action.

7. Central Bank of India [CBOI]:
   1. Conveyance rate is inadequate in C B I.
   2. Certain staff welfare schemes like recreation rooms, reading rooms, are found only in C B I
   3. Provide computer education for all before computerisation
   4. Work load shared after the VRS has to be compensated suitably.
   5. Orientation for all the managers at branch level to be impartial in treatment of the staff of the bank.

8. Corporation Bank [Corp Bank]:
   1. There is no proper distribution of branches in any particular area. The branches of two different banks are close to each other, which have resulted into competition and un-healthy practices. There is no public recognition for services as well.
   2. The deficiency of staff like Messengers, Armed Guard, Cash Daftary, Special Assistant, Head Cashier are not filled up for long time and every job of them is done by the officers only.
3. There is power problem in rural areas and semi urban areas due to regular power cuts during summer and off seasons will make computerized transactions literally miserable. Customers cannot be sent back on such reasons.

4. Lack of co-operation and concern by the award staff, who will adopt 'work to Rule' are problems in the day today working has to be tackled suitably.

5. There is delay in settlement of the Traveling Bills, increments and reimbursements, which discourage the employees, so, there should be punctuality in settlements.

6. There should be periodical staff meetings to sort out the personal and professional problems.

7. There is need for improving the facilities at the staff training colleges and exchange of information about the work and new changes as an exercise before implementation.

8. Bachelor Accommodation in the transferred place has to be provided like family Accommodations.

9. **Dena Bank:**

1. Transfer policy is not written; as such rule of convenience is the policy.

2. There should be uniform service rules for banks as is for Central and State Government employees.

3. Motivation programmes are lacking in the banks.
4. There should be provision for payment of donations, admission fees, etc. for school admissions after each time of transfers for the employees' children. As there is change in the syllabus of the universities even children also suffer lot to adjust with the things in new place.

5. Automatic coverage under insurance during transfers both for the employee and his belongings.

6. Transfers only for officers and not for workmen will result into branch monopoly by the workmen and any officer posted to such branch has to be the handball of the workmen.

7. Top management should continuously guide in the branch management and handling situations and should ensure support to the officer in-charge at the branch.

10. **Indian Bank [Ind Bank]:**

1. Transportation Allowance on transfer is inadequate while compared with other banks.

2. Additional increments for computerisation should be given to all employees, pay for sharing of additional workload due to VRS.

3. Insurance cover for possible health hazards on use of computers and electronic gadgets be given.

4. Uniform offer of packages given to SBI for all other banks.
5. Branch premises should be maintained clean and award system for best-maintained premises.

6. Provide generators during power failures and to meet the emergency lighting requirements, Air Conditioners in sunny areas are badly required.

7. Promotions to be based on work and performance merit not on CR and personal considerations.

8. Amicable settlement of busy branch problems

11. **Indian Overseas Bank [IOB]:**

   1. House Rent Allowance is less comparatively with other departments
   
   2. Provision for ladies accommodation in transferred places is essential
   
   3. Overburdening responsibility, accountability, frequent transfers, obligations to vigilance checks in case of independent decisions of officers, no authority of independent decisions, union directions for transfers leads to victimization,
   
   4. Excess staff in metropolitan areas and deficit in other areas, mal distribution of branches and the staff.

12. **Oriental Bank of Commerce [OBC]:**

   1. Liberal staff loan facilities, Foreign Exchange Advances, Canteen/ Tea subsidy, Lunch Allowance are to be given on par with other banks.
   
   2. Settlement of VII bi-partite wage arrears has not yet done
3. Staff disparities as clerks/officers should be eliminated as it is leading to ego problems.

4. Staff morale has to be improved through better motivational programmes and incentive schemes.

5. Evolve the schemes, which encourages the active involvement of all in the achievement of objectives of the bank.

6. Periodical meetings should be held to discuss the problems and prospects of the bank, which will also help the employees to come closer.

13. **Punjab National Bank [PNB]:**

1. Provide facility of leased accommodation for all staff without discriminations.

2. Transfer policy should be fixed for Five years and compulsory for all irrespective of any consideration.

3. Provide promotional opportunities for sub staff, workmen periodically.

4. Officiating Allowance, Furniture Allowance, Furniture Maintenance Allowance, Maid Servants Allowance, Executive Checkup Allowance, Residence Telephone Facility, Security Services for Banks and officials, common grievances redressal forum, separate Systems Officer and Cash Officer provision, Fixed Rural service for all,

5. Ensure minimum promotions for all the staff, as they join in the same cadre and retire in the same cadre.

6. Ensure pre promotion Training for the officers and staff in general.
14. **Punjab and Sindh Bank [PSB]:**

1. Pay Cash Allowance to all clerks cum cashiers

2. Interest benefit on the staff loans, personal loans is not given like other banks,

3. Cash Allowance, Lunch Allowance and Water Allowance is given in PSSB only and not in other banks.

4. Clerks/ A L P Ms operator/ Armed Guards’ HRA, CCA, Conveyance Allowance is in adequate.

15. **Syndicate Bank:**

1. No uniformity in the calculation of leave benefits between the banks, for e.g. for officers it is taken as 1st of January every year and for workmen it is anniversary of their joining date.

2. Performance [profit] of Foreign Banks is compared to the public sector banks, which are service oriented. There are discriminations in the operating policies of the foreign banks and public sector banks.

3. Wages and Salaries Cost to the net profit cannot be tagged, as it is not purely the contributions of the employees, it is also other factors leads to affect the same. For e.g. location of the bank, type of customers in the area, volume of transactions etc. which have nothing to be influenced by the banker in any way. A branch in rural area where certain farmers’ accounts are serviced makes a difference with the branch handling same number of business accounts in the urban area,
which is not the contribution of the employee or else one could be rewarded more or penalized. It is fortune of the employee to work in a particular branch or bank for which his rewards need not be tagged but his efforts in general should not be missed to be mentioned.

4. Pay HRA on actual basis, Festival Advance, Staff Loan facilities, Conveyance Allowance, Cash Handling Allowance, Pension as III benefit, Bonus, higher incentives for extra work, interest subsidy on staff loans, Vehicle Loans and other benefits on par with other banks.

5. Starting Basic scale at clerk level is in adequate and increase promotional opportunities from clerk level to officers on qualification basis.

16. United Commercial Bank [Uco Bank]:

1. H.R.A. is inadequate; it should be increased and be paid without distinction of population or area classification, as rent is still higher in rural and semi urban areas with no proper amenities.

2. Provident Fund and pension benefit is not given as is given in SBI, so it should be given as 3rd monetary benefit for rest of the banks.

3. Decision for payment of arrears to be on par with other banks and the concept of weak and strong bank for this purpose should not be there.

4. Cash handling Allowance, CCA, be given on lines with other banks.
5. Discrimination in payment of benefits like additional incentives for passing Hindi, Rashtra Bhasha Examination, acquiring higher qualifications etc.

6. Privilege leave encashment benefit to be given as given in some banks.

7. Personality test should be made compulsory for all irrespective of any thing and requirement of bank is there or not.

8. Inter Bank grievances Board be established for the settlement of grievances between zonal personnel problems .

9. Working conditions are so poor in some branches, that it is in too much dusty, smoky, and noisy place where protection is not there, lack of toilets and urinals, mosquitoes problem etc,

10. Upward communication is not proper and reliable, immediate officers neglect the staff problems in conveying to the top management.

11. First Aid Service has to be provided in each branch during rush hours to tackle with the health effects of work tension and pressures.

12. Problems related with transfers are not cared by any body neither union nor any management. There is also top brass union politics leading to improper understanding of the real problems.

13. There is problem with internal allotment of work amongst the colleagues, which has no definite policy of allotment.

14. Employees representation on the BOD has biased attitude as it is done through the union leaders.
15. Prevailing Confidential Report [CR] system at branch level is not judicious as the union members impress upon the Managers to write favorable and *vice versa* reports. This will be defective as long as the Branch Manager is unreliable.

16. There is no contact of Union leaders at Zonal or Area level and have no attitude of problem solving in them. Some individual problems are made as industry problems. So a separate cell be there in all banks for basic individual problems to do away with such things.

17. No Cash Handling Allowance, additional reward system for the extra work or Overtime Work as is given in the other banks.

18. Sickness Leave or Medical Leave is not given between 18 years and 24 years of service ie. it stops for a period of 6 years after 18 years of service is illogical it should be uniform for the entire service period.

19. Hours of business and 7 days business should be made uniform to all the banks irrespective of the place of operation and needs of the customers.

20. Opportunities for enrichment of individual knowledge are very limited and refresher and orientation programmes are lacking.

21. Providing physical work conditions irrespective of any particular bank like staff toilets, rest rooms, private chambers, seating arrangements, cabins, counters, lighting and ventilation facilities etc.
22. Providing health care facilities for handling of soiled and cut notes, persons with severe skin allergies should be exempted from this task or notes counting machine should be provided.

23. Proper identification and deployment of surplus and deficit staff on actual need basis.

17. Union Bank of India [UBI]:

1. Union Bank of India employees do not get cash canteen subsidy of Rs.200/-P.M. while it is given in Bank of Baroda, Oriental Bank of Commerce, Vijaya Bank etc.,

2. Newspaper allowance of Rs.75/- P. M. per employee is given in few banks and in few banks not.

3. Scholarship Allowance of Rs.75/-P.M. per child for all employees upto 10th standard study is being given in few banks and in few not.

4. Reimbursement of College Fees upto Post Graduation and above to meritorious children of employees securing 60% marks and above in their respective Examination.

5. Payment of Rs.10,000/- towards funeral and other religious ceremony expenses in the case of death of an employee while in service.
6. Extension of cash medical benefit to the extent of Rs.1,000/- and hospitalization benefit to the extent of Rs.75/- to all retired employees of the bank.

7. A special consumer loan scheme over and above present scheme already in vogue to the extent of Rs.75,000/- for clerks and Rs.50,000/- for sub-staff as recently introduced in some other banks on a negotiable interest rate.

8. Introduction of car loan facility to the extent of Rs.2,00,000/- for a new car and Rs. 1,00,000/- for a second hand car to workmen staff on a negotiable interest rate with a suitable repayment schedule.

9. Annual Medical checkup for employees above 50 years of age over and above the existing medical facilities, which is given in other member banks to the employees.

10. Bonus and ex-gratia payments given and not given in the few banks.

11. Full medical aid for the dependants of the employees.

18. **United Bank of India [UBOI]**:

1. Bonus, Medical Allowance, LFC, Festival Advance has to be given on par with other banks.

2. Medical Leave, ex-gratia payment, incentives be paid on par with other banks.

3. Increase promotional opportunities for Sub-staff and Clerical staff and delay in promotions should be done away.

5. Opposition for Privatisation is because, privatisation results into victimization.

6. Concept of strong and weak bank for payment of salary arrears should go and pay along with others for VII bipartite differences.

7. Frame definite rules and regulations for the internal administration, communicate the objectives clearly through periodical meetings and for promotion of better understanding between the persons.

19. **Vijaya Bank:**

1. Computerisation and automation in highly populated country will lead to increase of unemployment.

2. Too many restrictions on the banking sector should be removed and autonomy should be given to take independent business decisions.

3. The system to punish the sincere workers should be done away.

4. Transfers should be on reality basis not for victimization or harassment.

5. Develop professionalism rather than personalism and encourage for promotions.

6. Provide incentives for the career advancements, awards and achievements, higher courses completed by the employees being in service, which will encourage learning new things and will help the individual and also organisation in the long run.
20. **State Bank of India [SBI]:**

1. Merging of Dearness Allowance to full extent and encashment of LFC
2. Special Compensatory Allowance given by SBI only.
3. Newspaper/Magazine/Conveyance is given by Corporation Bank which is not in SBI.
4. The payment of Bonus is freezed beyond the scale of Rs.3500/- in Banks after 1985 whereas it is being given in other departments.
5. Cash Handling Allowance is paid only in SBI and not in other Banks
6. Reservations and caste-based appointments should not be there as quality of work suffers due to poor application of mind and lethargy.

21. **State Bank of Bikaner and Jaipur [SBBJ]:**

1. Lunch Allowance as given in few other banks is not given
2. Increase Promotional opportunities, delink transfers from promotions
3. DA, HRA, Transport Allowance is inadequate in metropolitan areas
4. Distinctions in personal loans and interest subsidy between banks.
5. Pension as Second option is not settled by the IBA
6. Disclosing of marks scored at promotional exams and interviews
7. Providing of LFC facilities to the sub-staff.
22. State Bank of Hyderabad [SBH]:

1. Each bank should have 'quality circles'/'productivity circles' to have first hand knowledge and information of every thing related to that particular bank.

2. Wage revision is not satisfactory, certain allowances like deputation, transportation, charge allowance, medical reimbursements on actual basis.

3. Existing training programmes are deficient; encourage better use of existing manpower through proper HRM better training programmes.

4. Change the business Hours for nearby branches to have spread of customers and minimize the competitions.

5. Equal opportunities be given for ladies representation on the board of Management and in Unions.

6. Difficult Areas Allowance, Recreation Allowance, Locker Keys Keeping Allowance [jointly by Head Cashier and Manager] as one is given that benefit, Reservation of beds in Medical Centres, Holiday Home Facility, Reservation quota in train services for bank staff, Reservation in Admissions for Medical and Engineering studies for bank employees children, in Metropolitan areas Cosmetics and Vanity Bags Allowance for Lady staff as given in Foreign Banks, uniformity of additional facilities etc,
23. **State Bank of Indore [SBOI]:**

1. Bonafide commercial decision taken by the employees should be supported and protected by the managements and should not be seen with suspicion if goes wrong unfortunately.

2. Managements should ensure the discipline at the lower levels.

3. Transfer policy should be reviewed and should not allow any one to victimize out of its lacunas.

4. DA on par with increase in cost of living is not regularly given inspite of agreement under the bi-partite settlements.

5. Motivation should not be with fear psychosis; there should be proper understanding between personnel promoted through frequent communication programmes, meetings of all cadres and thorough education schemes.

6. There should be transparency in personnel policies particularly in case of transfers.

24. **State Bank of Mysore [SBM]:**

1. Bring an end to basic disparity between clerk/officer, which unnecessarily leads to ego building.

2. Stricter implementation of the transfer policy is essential in letter and spirit without yielding to any pressures, consulting lady staff before their transfers, open counseling services for staff difficulties.
3. Provide Newspaper, periodicals and magazines Allowance, leased Accommodation facility, Refreshments Allowance on par with other banks.

4. Management should stop looking down the officers.

5. Banks should have their own courier service facility.

25. **State Bank of Patiala [SBP]:**

1. DA, HRA, Transport Allowance is inadequate in metropolitan areas.

2. Educational loan for children of employees, scholarships, reimbursements, Annual Closing OT Allowance is given by the bank are not given by the other banks.

3. Narasimham committee opinion on privatisation is nothing but looting of public money in [private] official form, as it facilitates particular community people to use funds of a particular bank and not for the common benefits of the society.

26. **State Bank of Saurashtra [SBS]:**

1. Training is in adequate for the staff newly appointed however, they get on their own while on the work, is a forced learning for them on the work.

2. Periodical assessment of work, performance appraisal, efficiency count is not scientific, where in for the promotions lot of push and pull
happens between the management and unions based on their influence.

3. Policy of transfer is only in the books, while actual transfers are affected favoritism for the persons in the good books of management and vice versa, it is constant source of friction between management and employees.

4. Certain grievances, which could not be settled at the branch level, are sent for the concurrence of the top management are not attended even with delay of 3-4 years.

5. Development of work ethics, Industry level HRM policy, Staff welfare schemes, transfer and promotion policies need thorough changes.

6. Exploitation of juniors by giving more work less for the senior and union member employees.

7. There are no suitable motivation measures to overcome monotony, work stress and strain at work place because of routine work in the large branches.

8. Provide for Computer handling allowance and covering of risks associated with the use of electronic gadgets.

9. Sincere employees doing hard work, and not doing because of their influence or having union support are treated one and the same, many times they have to share the work of such persons for the day or so for want of interpersonal relations.
10. There should be promotion of understanding between management and employees, and employees and the manager through meetings and periodical get togethers' is essential. Wherein the management can obtain exchange of views and opinions, suggestions et

27. State Bank of Travancore [SBT]:

1. Wrong focusing by the medias about bank personnel should stop.

2. Heavy personal taxation, poor facilities, higher responsibilities, too much of accountability and political interference has lead the employees into frustration, unrest and made to take VRS.

3. Narasimham Committee focuses on the NPAs, and does not stress on the recovery aspect and personnel development aspect.

4. There should be strict recovery norms for the sound health of all PSCBs.

5. Certain incentives and perks should be uniform to all the banks.

6. Excessive protection is offered to the award staff under bi-partite agreements and also under the ID Act'1947 as such they have high hand over the officers.

7. Award staff by virtue of their influence and power have remained at one single place without transfers and some have been constantly under transfer bloc this distinction should be eliminated.
CONCLUSION OF THE STUDY:

As to Reaching of Objectives and other observations:

As per the prevailing practice, wage and salary negotiations are held and are fixed on due considerations of the charter of demands of the unions, submitted periodically after specified period each time as per agreement in the previous settlements with the I B A.

The I B A formulates the wage structure in consultations with unions and normally it is in favour of the employees. This Bi-partite consent system has helped to maintain the uniformity in the wage and salary administration in the banking industry. Given this opportunity for the management, it will increase the cases of harassment and exploitation, which the labour laws do not permit and also not desirable in the welfare state.

The forum of unions or committee of representatives from all the member unions frames the charter of demands. It is submitted to IBA and initial discussions are held amongst the member banks of IBA on the grounds of affordability factor of each member bank, counter suggestions from member banks are considered, rough draft of points of discussion and negotiation are prepared for onward submission to the Finance Ministry, Banking division. Thereafter prolonged and protracted discussions are held until a final settlement is made spelling out the effective date, mode of payment of arrears etc, on approval from Finance Department, IBA is directed to issue notification to that effect, which in turn issues guidelines to member banks and the settlements are implemented. The Government participation in fixation has sufficient control on the rates of scales, increments and incentives, which will not allow the unscrupulous elements to creep in the system.
Revision of salary is a routine process and there is no much direct impact on the workers productivity. The only point of interest is the extents of increase in total take home salary, increase/decrease in income tax payment etc. However, workers of other industries will be keenly observing the terms of settlement for preparation of their demands.

Bank is a service organisation. The salaries of bank employees cannot be directly linked to productivity, as such question of incentives payment linked to production does not arise. However, it is a notional decision of the management. The differences in incentives is charted out on the basis of areas of operations of any particular bank and the facilities available or not in such area and what normally post and nature of work requires are considered and rates of benefits are decided. It is true that productivity of the bank is not lone dependent on the employee’s contribution; it is because of many other factors.

There is no difference in basic wage structure between the employees of rural, semi urban, urban and metropolitan areas. It is uniform throughout the country but incentives as such it varies between the banks according to decision of the management and exigencies of the service requirements. It is here uniformity between the banks has to be brought to do away with the discontentment in the employees of the banks.

There is fear to job security and increase of unemployment owing to computerisation, automation that requires confidence-building exercise on the part of the Government and managements as well. Immediate steps to set right the complaints associated with transfers need not fit to
be deferred any more as there are more of complaints and no bank is exception to it along with set right of grievances for the enhancement of the goodwill.

It is also true that the disparity in perks and benefits amongst the nationalised banks have disturbed industrial peace. Generally, the system of banking is almost same in all the banks, the work pattern is same and barring few minor advantages, bank employees come under one category only. But the extra benefits given to an employee of one bank do attract the attention of employee of other bank, which, sometimes lead to unrest amongst employees. May this is in the form of extra allowances, loan facilities with lesser rate of interest, increase in quantum of advances with or without interest etc. But this cannot be helped, as the culture of each bank is different. Moreover, the influence of employee union over the management also counts. Thus, the mental attitude of employee is affected to certain extent which intern hampers the work pattern too. The only way to overcome this problem is to bring about uniformity, reasonable and rational, in all above matters irrespective of class, status and category of each bank.

Aspirations and desires are with all the human beings and bank employees cannot be exceptions. But the limitations in each area do make the difference. A bank employee, like anyone else, do wish to have better career, better emoluments, better promotional chances, better working conditions, better facilities for better living etc. Being in contact with customers of various classes and categories, an employee' has opportunity to study, differentiate, find out the deficiencies, think and try to find out a way to be either on par or above others.
Generally, a bank employee has no grievance about his emoluments, as it is distinct between the banks, as the same is governed by a settlement, with the IBA and Unions, which is uniformly applicable to all. The only field where cause for grievance arises is treatment given to an employee or discrimination between employees or favouritism or extra facility given to certain class without valid reason or acts of injustice due to personal feuds etc. These misunderstandings are sorted out at the branch level by proper understanding as such hardly any case is referred to higher ups for their interference or action.

It is true that unions exert influence over the bank managements on salary and wages decisions along with demand for other additional benefits. It is clear from the analysis of opinions presented statistically that Managements, Officers and Workmen collectively express faith in their unions as to fulfilling all of their service requirements, resolving difficulties along with demands for their wages, benefits and incentives. However the resolution to any particular matter depends upon the strength of unions and the weakness of the management. In the present conditions no employee thinks of the Organisation objectives first, unless the organisation ensures that it thinks its employees as first in all the matters of giving benefits.
SUGGESTIONS FOR FUTURE RESEARCHERS:

1] Banks' cost of operations are increasing these days due to competitions, change in technology, increase in number of accounts, need for more personnel dimensions, emphasis on commercial functioning, stringent measures of RBI to control banking business and many more factors have made banking business more meaningful as such it would be worth to study the parameters deciding the incentives and benefits and their justification as a policy of Wages/Salaries Administration in the Banks.

2] Area of Performance Budgeting of banks and Managers Role in the changing conditions, organizational evaluation of branch activities in the wake of competition by the local private Banks and Finance Corporations.

3] Need for study of work assignments and their scientific evaluations at the branches by the managers to his staff- schedules and performance in the light of general objectives.

4] Bank's Union History is very much interesting, it is not just union to fight for their rights; it has grown to greater heights and is parallel organisation by itself to the Banks. It contributes through, advising, counselling on matters of transfers, family welfare, education of children, marriages etc., while representing on Board of Management, it is symbolic
of their social involvement and unity of decisions, is model to be seen—that is why Managements are feeling tough to deal with the matters where union is involved. The study of unions’ contribution in the management of banking organizations.

5] There is consideration for forming of National level single bank, few at state levels and at block level local area banks and further its units as bank offices. The feasibility of this system and opinion formation of such a system in the Indian conditions.