Chapter Seven
FINDINGS, SUGGESTIONS AND CONCLUSIONS

The characteristic features of services marketing are different from that of ‘product marketing’. The services marketing, with its inherent nature of intangibility and perishability, the ‘service provider’ has to keep personal touch with the clients. The banks are one of the dynamic service providers, wherein the joint performance is absolutely essential. The banks, which can attract, retain, motivate and engage the most talented employees alone, seem to have achieved a fair degree of success in providing services to their customers. The work environment, organizational culture and the relationship between the service provider and customers are the vital issues in performance re-orientation. The appropriate motivational environment among the workforce will improve work culture, which will tell upon the banker and customer relationship. The willingness and option of bank employees who are part of bank services depend upon their positive perception towards the available motivational environment in banks.

The commercial banks achieve the targets through their officers and clerks. The motivational environment at bank is being influenced by the motivational climate and motivational factors available to the employees. In India, there are nationalised and private sector commercial banks. Between
these two sector banks the environment does vary, due to the location, the packages of services offered and facilities extended to the staff. With a view to bring out the importance of the motivational environment in the banks and to differentiate the existing climate between nationalised and private sector banks, the present research has been done.

In the first chapter of present study, a brief statement of problems, objectives and methodology have been presented. In the second chapter, the contemporary researches have been reviewed with an option to identify the gaps between the earlier and present research. The motivational climate of officials in both the sector banks are analysed in the third chapter. With regard to clerical staff the factors affecting the motivational environment are classified into independent, intervening and dependent variables. By disaggregating the sample size into socio economic groups, the impact of independent variables affecting the motivational environment is studied in the fourth chapter. The influence of intervening variables over the motivational environment is presented in the fifth chapter. By the same method, the impact of dependent variables over the environment has been analysed which resulted in the sixth chapter. After having analysed with appropriate statistical tools, the motivational environment prevailing in both the sector banks, a few important findings are presented in this portion of the study.
Chapter III

The motivational climate has been studied under twelve dimensions such as orientation towards bank, interpersonal relationship between superiors and subordinates, supervision, managing problems, managing mistakes, managing conflicts, communication, decision making, trust, managing rewards, risk taking and perception towards innovation and changes. The dominant climates have been studied by calculating the co-efficient of variance. If the co-efficient of variance is least, the climate is more prevailing in the bank whereas, if it is higher, it is perceived as the least prevailing climate. Each dimension is measured by the climates – Achievement, Expert influence, Extension, Control, Affiliation and Dependency.

3.1 Co-efficient of variance analysis reveals that, with relation to the dimension ‘orientation’ in nationalised banks, it is found that the climate affiliation ranks first (26.6374) and control climate ranks second (43.1788). The climate achievement ranks fifth (55.78135) and dependency ranks sixth (56.38191) in order.

By the same analysis, in private sector banks, the climate affiliation ranks first (32.6248), expert influence ranks second (32.7145). The climates achievement and dependency rank fifth and sixth respectively. It reveals that more affiliation climate and least depending climate prevail in both the sector banks.
3.2 Through co-efficient of variance analysis, the dimension affecting the 'inter-personal relationship', it is inferred that expert influence (41.69853) ranks first, affiliation ranks second (44.9319) in nationalised banks. The climates achievement ranking fifth (48.60341) and extension ranking sixth (59.21861) are the least prevailing climates.

Taking the same analysis in private sector banks, control climate ranks first (34.3453) achievement ranks second (43.4015) and so they are the dominating climates. The climates extension ranking fifth (56.6836) and affiliation ranking sixth (58.2305) are the least dominating climates.

3.3 With regard to the dimension 'supervision' the co-efficient of variance analysis brings out that in the nationalised banks the control climate (32.44318) and dependency climate (40.51688) are the most dominating climates; and extension climate ranking sixth (57.49946) is the least prevailing climate.

It is perceived from opinion of the private sector bank officials that the climates affiliation ranks first (39.3632) and control ranks sixth (55.6827) as the weak climates.

3.4 Considering the dimension, 'managing the problems', the co-efficient of variance analysis reveals that the most dominating climate in both the sector banks is affiliation. The export influence climate (40.03934) and achievement climate (50.54024) ranks second and third respectively and extension climate ranks sixth (59.69605) in nationalised banks. In private sector banks control
climate ranks second (37.9946) and achievement climate ranking sixth (68.8504) position is the least prevailing climate.

3.5 It is found from the interpretations that relating to the dimension ‘managing mistakes’, in both the sector sample banks control climate is the strong climate. The weak climate is achievement (54.13647) in nationalised banks and extension climate (55.1068) in private sector banks.

To conclude even though the control climate is dominating in both the sector banks, the climate existing in nationalised bank is ‘employee concentrated,’ because extension ranks second (44.48646) whereas it is ‘organisation concentrated’ in private sector banks with the climate dependency ranking second (45.7330).

3.6 With regard to the dimension ‘managing conflicts,’ the analysis revealed that in both the sector banks, the expert influence climate is the most dominating climate ranking first and the affiliation climate is the least prevailing climate ranking sixth position.

3.7 Taking into consideration the dimension ‘communication’, the analysis reveals that in both the sector banks the extension climate is the most dominating climate and dependency is the least prevailing climate. Even though the extension is the strong climate, the communication is selective in both the sector banks with the climate dependency representing the least prevailing climate, and it shows less transparency.
3.8 The coefficient of variance analysis indicates that, with relation to the dimension, ‘decision making’, the climate is better in private sector banks due to the fact that the climates achievement ranking first (32.7897) and extension ranking second (37.9946) are most prevailing and control is ranked fourth (46.3397). But in nationalised banks the climate control ranks second (40.05716) and achievement (41.79532) and extension (51.06494) ranks third and fourth respectively. It reveals that decision - making is better in private sector banks than the nationalised sector.

3.9 While considering the dimension ‘trust’, the analysis reveals that in private sector banks the climates extension (32.1025), achievement (43.2145) and expert influence (43.8200) rank first, second and third positions respectively. In nationalised banks, the climates expert influence (37.86551) ranks first, extension ranks (42.00946) second and achievement ranks (52.58891) fifth. In both the sector banks, control climate is the least prevailing.

It may be concluded that the climate trust is good or supportive in private sector banks as the AIE climates are more prevailing, whereas it is somewhat aggressive in nationalised banks since dependency climate ranks only the third position.
3.10 With regard to the dimension 'managing rewards' it is found that in nationalised banks, the climate control (37.61044) is the most dominating climate, followed by the dependency climate (41.33862) but achievement is the least prevailing climate (64.45848). The climate extension ranks third and expert influence ranks fifth. In private sector banks the climate extension is the strongest (30.5012) climate. The climate control ranks second, dependency fourth, achievement fifth and expert influence the least.

Further the analysis shows that the climate relating to managing rewards is the least in nationalised banks, since there is much control and dependency climate and less of achievement and expert influence. More control and less achievement climates are also the indicators of the aggressive climate. But the private sector banks are better placed as compared to nationalised banks.

3.11 Considering the dimension ‘risk-taking’, the co-efficient of analysis indicates that in nationalised banks the affiliation in the strong climate (36.54173) and dependency (62.70634) is the weak climate. In private sector banks, the achievement climate (30.4484) is the most dominating climate and expert influence climate (72.4967) is the least prevailing climate. Extension ranks the third position in order. Between the two sector banks, the climate is better in private sector banks due to the existence of the achievement (first rank) and extension (third rank) climates.
3.12 Taking into consideration the dimension innovation and changes, the analysis reveals that in nationalised banks the climate extension ranks first (40.16679) and control ranks the last (65.11961) position. The climates achievement and expert influence ranks third and fifth respectively.

In private sector banks, the climate application ranks the first (38.2816) and control ranks the last position (57.3370). The climate achievement ranks second and extension ranks the fifth position.

In between the two sector banks, the climate is good in nationalised banks due to the high extension climate (first rank), and achievement climate (third rank), whereas the extension (fifth rank) climate is given the least importance in private sector banks.

3.13 To analyse with various income groups a hypothesis is framed that there is no significant difference in the perception on motivational climate with reference to the banking of the climates. Analysis of variance testing (Anova) is used. The F Ratio is more than the critical value according to the perception ranks. As the F Ratio is more than the critical value the hypothesis is rejected and this shows that there exists significant difference in the ranking of the climates with regard to the respective monthly income of nationalised, private and overall bank officials.
3.14 Another hypothesis is framed that there is no significant difference between various income groups of officials about their perception on motivational climate of the bank. Analysis of variance test (Anova) is used. The F ratio is less than the critical value in all cases and hence the hypothesis is accepted. This shows that there exists no significant difference between the income groups towards the perception on motivational climate of sample officials.

3.15 As regards to overall perception ranks of variance experience groups, the hypothesis is framed that there is no significant difference in the perception on motivational climate with reference to the ranking of the climates. Analysis of variance test (Anova) reveals that the F ratio is less than critical value in nationalised banks and more in private sector banks and overall banks. The results indicate that there exists significant difference in the ranking of the climates in case of private sector banks and the overall bank officials.

3.16 Another hypothesis is framed that there is no significant difference between various experience groups of officials about their perception on motivational climate of the bank. Analysis of variance test (Anova) is used. The F ratio is less than the critical value in all cases, and hence the hypothesis is accepted. This shows that there exists no significant difference between the experience groups towards the perception on motivational climate of the sample officials.
3.17 With regard to Information Technology Bill 1999, out of 70, 65 officials in case of nationalised banks; out of 35, 33 private sector officials have positive opinion towards it.

3.18 Kruskal Wallis one way Anova test is applied to know the significant difference between the officials of nationalised banks, private sector banks and overall bank officials, towards the components the of IT Bill 1999, storing and communicating through electronic media, authentication problem, and reduction in exercising power by various income and experience groups.

The k analysis indicates the same positive opinion prevails among the private sector officials and nationalised sector officials, considering separately. And also overall officials of two sector banks have positive response towards the composition of IT Bill except in the problem of storing and communicating through electronic media.

3.19 The entry of MNCs, privatisation of commercial banks will have the influence over the motivational climate. To understand this, variance analysis has been conducted for all officials by disaggregating experience and income groups.

It is found that there is no significant difference exists at 5% significant level and inferred that all the experience and income groups of all officials have ‘negative attitude’ towards the entry of MNCs and privatisation policy.
3.20 To identify the liking towards automation by means of socio-economic grouping – experience and income in nationalised, private sector banks separately and overall bank officials.

The analysis reveals that the probability value is above 0.05 for all the three cases, hence the relationship between the experience and income groups and opinion towards automation is not significant at 5% significant level. It shows all the experience and income group of overall officials are not favouring automation in banks.

3.21 While considering the popularity towards Voluntary Retirement Scheme (VRS), out of 70 officials, 42 have positive opinion and 28 have negative opinion towards VRS in nationalised banks. In private sector banks, out of 35 officials, 21 have positive and 14 have negative view towards VRS.

3.22 With regard to promotional chances given seniority and opinion brings out that in nationalised bank officials, only 18.5% are having the positive opinion towards seniority and experience and 81.5% of them are against the way of 81.5% of them are against the way of promotion, that is granted in their banks. In private sector banks, 50% have positive opinion.

3.23 Out of 105 officials, 70 officials (66.7%) are in favour of promotion through interview and written test. This comprises of 52 from nationalised banks and 18 from private sector banks. Other, 35 officials (33.3%)
comprising of 18 from nationalised banks and 17 from private sector banks are not favouring this proposal.

3.24 It is observed that in case of nationalised banks, 54.28% of officials feel that ego problems exist between promotees and directly recruited officers, whereas in case of private sector banks, only 31.43% of the officials are with ego problem.

3.25 The study brings out that 67.6% of both the bank employees are having the opinion that training helps in knowing the recent improvements, innovative chances; 36.2% felt that it increases efficiency of the staff and the banks; 20% have accepted that it results in quick and better service.

The motivational factors are disaggregated into three variables – independent, intervening and dependent. In order to access the perception of employees on overall motivational environment their scores on all the individual variables were aggregated and then classified into high moderate and low agreement categories. On the basis of the above high, moderate and low agreement level scores, the analysis have been carried out according to age, sex and education of respondents.

To analyse the difference of agreement, the Kruskal Wallis value (k value) for nationalised banks and private sector banks are calculated separately and are compared with the table value for chi-square.
To study the comparison between the two sector banks, the Z test is applied. If the Z value is between ± 1.96 there exists significant difference between the banks, if it is above ± 1.96 there exists no significant difference in the agreement level between the two sector banks. The results are shown below:

Chapter IV

The independent variables are those variables, which are not influenced by environmental factors of the bank. The factors analysed in independent variables are job satisfies, freedom of work, interpersonal help, sharing of information association with society, and changing job to other banks.

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Nationalised Banks</th>
<th>Private Sector Banks</th>
<th>Z Test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Age</td>
<td>Sex</td>
<td>Education</td>
</tr>
<tr>
<td>Job Satisfiers</td>
<td>NS</td>
<td>NS</td>
<td>NS</td>
</tr>
<tr>
<td>Freedom of work</td>
<td>*</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Interpersonal help</td>
<td>*</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Sharing of information</td>
<td>*</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Association with society</td>
<td>NS</td>
<td>NS</td>
<td>NS</td>
</tr>
<tr>
<td>Changing job to other banks</td>
<td>*</td>
<td>NS</td>
<td>*</td>
</tr>
</tbody>
</table>

NS - Not significant; * - Significant

\( H_0 \) - accepted \( H_0 \) - rejected
4.1 The Kruskal Wallis analysis indicates that, with regard to nationalised banks, the various age group of clerical staff have similar opinion towards the factors - job satisfiers and association with society; whereas there exists differences of view towards the factors-freedom of work, interpersonal help, sharing of information and changing job to other banks.

4.2 While considering the private sector banks, the age wise analysis reveals that except the factors-job satisfiers and interpersonal help, the sample staffs have same or similar view in the other four independent factors considered.

4.3 The study shows that, between the male and female staff of nationalised banks there exists no significant difference towards all the independent variables. They perceive the effect of these factors in the same manner, on motivational environment.

4.4 With regard to, the male and female counter parts of private sector banks, they perceive in the same manner towards the factors - freedom of work and association with society whereas they differed towards the factors-job satisfiers, interpersonal help, sharing of information and changing of job.

4.5 In the education grouping of nationalised banks, the k value is insignificant in the factors - job satisfiers and association with the society but is significant in the other factors. This highlights that there exists similar opinion on prevalence of factors-job satisfiers and association with society.
4.6 Considering the education group wise analysis of the private sector banks, the k value is significant in the factors-job satisfiers and interpersonal help whereas it is insignificant in the other factors. This shows there exists similarity in the level of agreement towards the factors-freedom of work, sharing of information association with society and changing of job.

4.7 The comparative study, between the nationalised and private sector banks the Z value is insignificant in all the factors except the factor-association with society. This shows that there is no significant difference in the level of agreement towards the independent variables.

Chapter V

Intervening variables are those variables which are influenced both by the environmental and personal factors. The motivational environment is affected by the inter relationship between leadership style and it affects the level of satisfaction.

The motivational factors taken for study in intervening variables are supervisory style of the management, upward communication, joint decision making, trust between employees and management and problem solving. The interpretations are given below:
<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Nationalised Banks</th>
<th>Private Sector Banks</th>
<th>Z Test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Age</td>
<td>Sex</td>
<td>Education</td>
</tr>
<tr>
<td>Supervisory style of management</td>
<td>NS</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Upward Communication</td>
<td>NS</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Joint decision making</td>
<td>NS</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Trust between employees and management</td>
<td>*</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>*</td>
<td>NS</td>
<td>*</td>
</tr>
</tbody>
</table>

*NS - Not significant  
* - Significant  
$H_o$ - accepted  
$H_o$ - rejected

5.1 The Kruskal Wallis analysis indicates that k value is insignificant in the factors - supervisory style of the management, upward communication and joint decision - making but it is significant in the factors-trust and problem solving, in nationalised banks by age wise analysis. This highlights that there exists no significant correlation among the various age groups and their level of agreement is same in the first three factors.

5.2 While considering the same age grouping in private sector banks, the k value is insignificant in the factors supervisors style of the management, upward communication, and problem solving; whereas it is significant in the factors - joint decision making and trust. It is found out that there exists
significant difference in levels of agreement among various age group in the
two factors - joint decision - making and trust.

5.3 With regard to sex wise classification, the k value is insignificant in all
cases of motivational factors of nationalised banks. This denotes that there
exist no significant differences between the male and female employees.

5.4 Between the counterpart of sex group private sector banks the k value
is insignificant in the factors-supervisory style management and trust and it is
significant in the factors-upward communication, joint decision - making and
problem solving. This indicates there is no difference between the male and
female workforce towards the factors supervisory style and trust.

5.5 In the education wise classification of nationalised bank staff, the k
value is significant in all the factors. This shows that there exists difference of
opinion among the various education groups of clerical staff.

5.6 From the Kruskal Wallis value, it is found that among the various
education group staff in private sector banks, there exists dissimilar view in all
factors except the factor-upward communication.

5.7 Z test is applied for the comparative study between the sample clerical
staff of nationalised and private sector banks, the test significant has been
made. Z value is below 1.96 in all the cases, indicates that there exists no
significant difference between the clerical staff of both the sector banks towards the intervening variables.

**Chapter VI**

Dependent variables are those variables, which are being influenced by leadership style, technology, organizational structure, and management assumptions and practices. These variables depend more on the environmental factors of banking industry.

*The factors considered as dependent variables are:*

1. Orientation
2. Work environment
3. Rules and regulations towards targeting the goals
4. Rules and regulations relating to duty
5. Managing the problems
6. Communication and decision - making
7. Emoluments and benefits
8. Rewarding the behaviour
9. Merit and competence
10. Automation
11. Opinion towards the VRS
12. Opinion towards privatisation policy and its impact on working of employees

The results for test of significant are presented below:
<table>
<thead>
<tr>
<th>Dependent Variables</th>
<th>Kruskal Wallis Analysis</th>
<th>Z Test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nationalised Banks</td>
<td>Private Sector Banks</td>
</tr>
<tr>
<td></td>
<td>Age</td>
<td>Sex</td>
</tr>
<tr>
<td>Orientation towards banks</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Work environment</td>
<td>*</td>
<td>NS</td>
</tr>
<tr>
<td>Rules and regulations towards targeting the goals</td>
<td>*</td>
<td>NS</td>
</tr>
<tr>
<td>Rules and regulations relating to duty</td>
<td>NS</td>
<td>NS</td>
</tr>
<tr>
<td>Managing the problems</td>
<td>*</td>
<td>NS</td>
</tr>
<tr>
<td>Downward Communication</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Emoluments and benefits</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Rewarding the behaviour</td>
<td>NS</td>
<td>*</td>
</tr>
<tr>
<td>Merit and Competence</td>
<td>*</td>
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</tr>
<tr>
<td>Bank Automation</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Opinion towards VRS</td>
<td>NS</td>
<td>NS</td>
</tr>
<tr>
<td>Privatisation and its impact on working of employees</td>
<td>*</td>
<td>NS</td>
</tr>
</tbody>
</table>

* NS - Not significant
* * - Significant
Ho - accepted
Ho - rejected

6.1 The Kruskal Wallis analysis by age wise grouping of clerical staff in nationalised banks, their opinion is significant relating to the factors-orientation, work environment, rules and regulations towards targeting the goals, managing problems, merit and competence, bank automation and privatization policy. Also the k analysis in other dependent variables indicates
that there exists no significant difference among the various age groups towards the factors - duty rules and regulations, downward communication, emoluments and benefits; rewarding the behaviour and voluntary retirement scheme.

6.2 Taking into consideration of private sector banks various age group clerical staff, the k value is insignificant in the factors orientation, work environment managing the problems, downward communication, emoluments and benefits, rewarding the behaviour, merit and competence and opinion towards VRS but there exists no similarity among the various age groups towards the above mentioned factors in the dependent variables.

6.3 In the sex wise classification analysis, the k value is insignificant in the factors work environment, rules and regulations relating to duty, managing problems, opinion towards VRS, privatization policy and its impact on work culture of employees. It shows that both male and female staff have same level of agreement in nationalised banks.

6.4 With regard to the male and female clerical staff of private sector banks, the analysis indicates that the k value is significant in the factors - orientation, work environment, downward communication, bank automation, opinion towards VRS, privatization policy and its impact on employees. Hence, it is inferred that there exists no significant difference between the male and female in these sectors - rules and regulations targeting the goals, relating to duty,
managing the problems, emoluments and benefits, rewarding the behaviour, merit and competence.

6.5 While considering the education group in nationalised banks, the k value is insignificant in the factors rules and regulations towards targeting the goals, relating to duty, managing the problems, rewarding the behaviour, and opinion towards VRS. The analysis indicates that there exists significant correlation among the various education groups towards the factors - orientation, work environment, downward communication, emoluments downward communication, emoluments and benefits, merit and competence, bank automation and privatization and its impact on employees.

6.6 From the private sector banks, education groups analysis, it is found out that the k value is significant in the factors rules and regulations towards targeting of the goals, relating to duty, managing the problem and it is insignificant in other factors. Hence it shows that there exists same level of agreement in the factors - orientation, work environment, downward communication, emoluments and benefits, rewarding the behaviour, merit and competence and privatization policy and its impact on employees.

6.7 The comparative analysis with Z test, between the clerical staff of nationalised and private sector banks, the Z value is significant and shows significant difference in one factor that is, work environment. With regard to the other factors in the dependent variables they have same level of agreement.
Suggestions

1. To face and undertake the risks boldly by the officials, of nationalised banks:
   a) Credit liberalized schemes without fixing accountability should be introduced.
   b) Frequent changes of government policies should be curtailed.
   c) The schemmatic loans and Government sponsored loans should be reduced.
   d) Relaxation in procedural guidelines such as liberal of pre sanction and other formalities should be introduced in nationalised banks.

2. The union interference existing in nationalised banks should be discouraged for better performance and decision-making. The union should not be given power. For the growth and welfare of the banks the regulations should be modified accordingly.

3. Good HRD concept should be introduced in nationalised Banks. Changes in the guidelines should be made lower and the subordinates should be well informed about the charges and they should have close link with superiors, to have a better interpersonal relationship in nationalised banks.
4. For better efficiency and less supervision in nationalised banks, compassionary grounds appointment should be discouraged to have desired qualified employees. For that the banks can meet them by way of compensation. Moreover automation should be introduced to make less supervision.

5. To have better climate in managing problems in private sector banks, the expertised executives should be identified. More expertised executives should be identified. More Disciplinary action cell (DAC) should be established through vast network so that the problems can be solved at forth with.

6. Project is the only parameter of the bank. For that, orientation should be implemented or geared up. PEP is the goal of any bank (Productivity Efficiency and Profitability). To have better orientation in nationalised banks, the banks should encourage a) by getting low cost deposits and advancing b) by granting priority and retail lending schemes c) recovery of provisioned accounts and d) the interest spread can be widened.

7. The policy makers at the apex level in private sector banks should periodically conduct meeting for the introduction of neat innovative schemes to suit the needs of the customers. The products (services and
schemes) are being changed or modified to deliver to the clients effectively.

8. Communication methodology is the most complicated one, which does not reach the lower cadre of employees, who are the major portion of the banking system. Unless power including welfare measures, policies and guidelines are reached to all the employees, the effective goal of banks can’t be achieved. For that both the sector banks should narrow the gap existing between the targets fixed and the goal achievement.

9. In managing conflicts, the ego problems, difference of opinion and lack of knowledge in the field exists in both the sector banks should be bridged by means of work knowledge, motivation, cultivating team spirit and sense of belongingness, imparting training to narrow down the conflicts that arise in the banks.

10. The managing reward system is not sufficient in nationalised banks. The banks should identify the good performers and better appreciation, placement and promotion should be given to them for more development of the bank indirectly.

11. The both sector banks should encourage the staff about the benefits of entry of MNCs, such as more capital entry, more industrial development, more employment opportunities, increase in competition
within banks, increase in the quality of service and profit, earning of foreign exchanges at the macro level.

12. From the employees' side, the privatization policies and guidelines are not being welcomed. They lose their freedom and the change in work culture of defending the losses with tied hands create autocratic environment, which will affect the industrial relations.

From the collective side, deunionisation takes place, which will affect the morale of employees to fight for their rights with the management for more work, pressure, reduction of employees, increase in number of business hours during privatization.

Yet, from the government side it is inevitable because, the service of the bank is not up to the expectations resulting in incurring losses which affects the national equity. Privatisation contributes to the government by way of equity or dividend provided the above-mentioned drawbacks are taken care by the government.

13. In banks automation, eventhough there is reduction in workforce, existence of software problem, lack of knowledge in the field, it is quite good in the long run, because of the fast service and communication such as e mail, LAN (Local Area Network) service, ATM, Anywhere banking etc.
14. The purpose of VRS is to send the old aged people out and to retain the efficient employees and to cut the operational expenses. The VRS is successful only when the banks introduce/offer the scheme without any conditions and restrictions with more attractions by means of monetary benefits and compensations.

15. The basic attitude of the trainees should be made as a devoted one, for the improvement of their working knowledge and betterment of customer’s service.

16. The ego problem that arises between the directly recruited officers and promoted officers can be solved by means of taking the innovative skills and efficiency of directly recruited officers and implemented through the devoted experienced promoted officers.

Conclusion

Change is the only constant thing in life and any change will evoke a feeling of insecurity and imminent threat of appeal and apprehension. The present changes in the globalised economy and changes in the life styles of customers can be very easily be encashed by the marketing personnel to improve their services with their precious products. Service marketing is one such aspect, which can satisfy each and every human being in various aspects.
India needs professionals who can contribute positively to its development. Motivated people, motivated organisations and motivated nations set examples. Self-motivated person displays a special skill and a will and this maxim is true for banks and nations, which are fundamentally constituted of people only. Banking service in India is not only a business like service, but also a welfare-oriented service from various angles. Developments in banking business can be attributed for a better healthy India in the new millennium.