CHAPTER VI

SUMMARY OF FINDINGS AND SUGGESTIONS

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6.1 INTRODUCTION

Both public sector banks and LIC occupy an important place in the Indian financial system. They provide the necessary fuel for the economic and industrial growth of India. Like any other service industry, these two sectors provide employment opportunities to a large number of people. Among all the “Ms” in Management (Management of men, money, materials, methods) the most important “M” is for men or human resources. They play a pivotal role in the success of an enterprise.

The managements of public sector Banks and LIC know that although women employees are bright and hard working, they have special problems which lead to a high rate of absenteeism and a disinclination to take on challenging responsibilities in higher posts. The problems of women relate to their dual role; the wife and mother role and her job role. The Indian working women’s lot in this respect is much harder than that of her counterparts in many other countries, where entire industries are geared to remove drudgery from house-work. She cannot pick up ready-to-eat food packets on her way home from work and has a few gadgets to depend on. There are hardly any creches where she can put her children and expect them to be looked after until she can return from work and take care of
them herself. Whole-time servants are no longer within the reach of middle income families.

Besides these difficulties at the operational level, the problems of working women are also many relating to their role expectation. The parents-in-law still have the same expectations from their daughter-in-law in the matter of looking after the household affairs or serving them. In most cases, the husband also expects the same kind of attention from her had she not been in gainful employment. If she carries out all the duties along with duties of her job, she overstrains herself and finds herself tired and thus is not a pleasant and enjoyable company to her husband and children.

Some problems related to her job also arise. Working with men colleagues produces tension. The problems relating to her job are transfer and promotion problems, social isolation at work, attitudinal barriers, sex-labelling, lack of guidance and encouragement.

With the multiplicity of roles her behaviour becomes complex in terms of expected and actual conduct, and she faces a lot of confusion with regard to her role and status.
If women have problems, they will not derive satisfaction from their jobs. To vitalise this invaluable human resource, steps must be taken to ensure women utmost satisfaction from their jobs. Hence the present study is an attempt for identifying the various factors that determine job satisfaction, locating the areas of dissatisfaction and finding out the means to enhance job satisfaction of women employees working in both banks and LIC.

In the present study, out of 306 women employees working in the public sector Banks and LIC branches located in Tirunelveli District, 250 employees were selected on the basis of proportionate probability sampling technique as they were considered to be representative of the employees. Primary data were collected through well-structured interview schedule and through informal discussions with the women employees.

The relationship between job satisfaction and the employee’s socio-economic background was analysed by using chi-square test. The perceptivity of the respondents was judged through opinion survey in which the respondents were asked to give their opinion score of the thirteen job characteristics, ranging from one to five. The total score is a sum of the frequencies multiplied by the range of response. The same technique was adopted to find out the aspiration of the employees in terms of job characteristics. To test
the perception, aspiration, perceived deficiency and perceived importance of women employees, t-test was used. In order to identify the most important job characteristics, Multiple Linear Regression Model was used.

To identify the relationship between level of job satisfaction and work-family conflict constructs of women employees working in banks and LIC, the mean score of each construct was computed. With a view to examine the internal consistency of ten constructs of work-family conflict, standard deviation was used. To study the relationship among the constructs, correlation co-efficient technique was used.

6.2 FINDINGS

The job satisfaction is achieved when actual rewards match with the perceived rewards of the employees. The perceived reward is a reflection of their needs and hence job satisfaction is a matter of degree of need satisfaction. High job satisfaction is associated with better performance whereas low job satisfaction is associated with poor performance and disciplinary problems. The analysis of relationship between job satisfaction of the employees and socio-economic background reveals that out of the fourteen variables, five variables namely job mobility, type of family, family size, number of dependents and salary are
significant with regard to Bank employees. In the case of women employees of LIC, only three variables namely age, type of family and number of dependents have significant influence on job satisfaction.

The women employees of banks value more some job characteristics namely job security, modernisation and job itself than the women employees of LIC. Similarly LIC employees value more interpersonal relationship, work environment and social values.

The job level analysis reveals that the bank officers value more interpersonal relationship, advancement and transfer policy than the clerks. However, both officers and clerks have assigned almost equal weightage to the job characteristics, namely ‘salary and other benefits’, family attitude and grievance handling.

The officers of LIC value more social values, interpersonal relationship and grievance handling than the clerks. They have assigned almost equal weightage to job characteristics such as work environment and autonomy of work.

The women employees of banks aspire more for job security, work environment, recognition and job itself. In the case of LIC employees, they aspire
more for inter-personal relationship, advancement, salary and other benefits and job security.

The job level analysis reveals that both officers and clerks working in banks aspired more for job security and work environment.

The job characteristics less desired by the clerks of LIC were autonomy of work, family attitude and grievance handling while the modernisation, recognition and job itself were less desired by the officers.

The bank employees attach greater importance to job characteristics like job security, work environment, advancement and recognition than the employees of LIC. The less important job characteristics for LIC employees are work environment, advancement and recognition. The bank clerks consider job characteristics like recognition, autonomy of work and grievance handling as less important than bank officers. The LIC officers value more advancement, work environment and recognition when compared with clerks.

The study reveals that the bank employees were dissatisfied in terms of job characteristics namely recognition, work environment, advancement, family attitude, grievance handling and transfer policy. In the case of LIC employees,
they were dissatisfied with the job characteristics namely advancement, ‘salary and other benefits’, job security and autonomy of work.

There is only a slight variation in the importance of job characteristics as perceived by both bank and LIC employees.

The Multiple Linear Regression Analysis confirms the importance of the thirteen job variables listed in determining job satisfaction. In the case of bank employees the job variable ‘salary and other benefits’ had a greater influence on job satisfaction whereas in the case of LIC employees, job security had a greater influence on job satisfaction.

In order to compare each construct of work family conflict with different levels of job satisfaction, mean score of each construct was computed. It is found that out of ten constructs, work involvement, work expectation, quality of work life, quality of family life and life satisfaction received high mean score values from Bank employees with high level of job satisfaction. In the case of LIC employees with high level of job satisfaction, work involvement, work expectation, family expectation and quality of work life secured high scores.

In order to examine the internal consistency of work-family constructs, standard deviation was used. The results reveal that the work involvement has shown a high level of internal consistency in respect of both the sectors.
In order to examine the relationship between work-family constructs with level of job satisfaction, the co-efficient of correlation was used. It shows that the correlation of the constructs of work-family conflict is the same irrespective of the levels of job satisfaction for both bank and LIC employees.

6.3 SUGGESTIONS TO IMPROVE JOB SATISFACTION

The efficiency and performance of an employee is often hampered by her socio-economic conditions. As these are out of the periphery of formal organisational jurisdiction and could hardly be changed, it is always better for the management to concentrate on the job variables which determine job satisfaction in deficiency areas.

Women employees of public sector banks perceived deficiency in the area of recognition. For this, excellence in performance should be acknowledged by issuing certificates. The women employees should be given an opportunity to participate in group discussions and feel free to express their opinion and suggestions. Their best performance should be appreciated by the seniors. These measures would remove the deficiency in this area.

Work environment is another area where there is perceived deficiency. If a woman is working under a male boss there is a tendency of her being taken not as
a worker but as a woman. Her politeness and courtesy may be mistaken. This sort of feeling should be removed in order to create proper work environment in the workplace. In addition to this, management should provide good canteen facilities and separate lunch and rest rooms for women employees to create proper work environment.

In the case of women employees of LIC, greater deficiency was found in the areas of advancement, 'salary and other benefits' and interpersonal relationship. Hence, these areas should be taken care of by the management to improve job satisfaction.

The employees who are shelf-sitters may be encouraged to improve their qualifications so that they may get better alternative jobs outside. The management must take responsibility to train and equip officers and others with the necessary skills and it must play the role of “Change agents” with an emphasis on research and development and by identifying new areas for computerisation by developing appropriate software for new applications and providing necessary consultancy services. Employees should be promoted on the basis of merit. These measures would remove deficiency in the area of advancement.

Job satisfaction is determined by salaries and other benefits. LIC employees perceive great deficiency in this area, which is due to disparity in salaries and
other benefits. This disparity should be avoided to promote job satisfaction in this area. Although salaries of the employees are periodically revised, they are not upto their expectations. This could be avoided by adopting a liberal attitude.

Interpersonal relationship among the employees may be encouraged under the headship of the manager. The superiors should grant due recognition on the basis of a fair performance appraisal, so that the employees would never resort to work-to-rule.

The dual role-related problems of women employees affect their job prospects and opportunities. To remove this, the work organisations must provide child-care facilities. If women are to have equal opportunities in the work place, responsibilities for child care and rearing must be more equitably shared by husbands/fathers. Special considerations for parents of small children such as flex-time, job-sharing and temporarily altered assignments would be helpful. Finally, women are advised to insist on both husbands and children sharing a great share of housekeeping chores.

Women employees feel that the unions have not been their friends. Union leaders often support men in matters of transfer. This could be removed by forming women’s unions where women’s issues and concerns would receive better attention.
Finally, the managements of both bank and LIC may conduct job satisfaction surveys at least once in two years. This would enable the managements to take steps to improve job satisfaction of their employees.