



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS AND MANAGEMENT

### CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	ASSESSING THE IMPACT OF POPULATION EXPLOSION ON GLOBAL ENVIRONMENT <i>DR. BREHANU BORJI AYALEW</i>	1
2.	AN EVALUATION OF PATIENTS' SATISFACTION WITH HEALTH CARE SERVICES AT RALEIGH FITKIN MEMORIAL HOSPITAL IN SWAZILAND <i>DR. INNOCENT NGWARATI &amp; DR. MOHAMED SAYEED BAYAT</i>	5
3.	A COMPARISON STUDY OF STOCK MARKET RETURNS GIVEN BY THE NEWSWEEK 500 GREEN COMPANIES AND BROAD MARKET INDICES IN US <i>DR. VIMALA SANJEEVKUMAR</i>	9
4.	INFLATION AND EXCHANGE RATE, AND ITS IMPACT ON TRADE IN PAKISTAN (1980-2010) <i>DR. ABDUL QAYYUM KHAN</i>	17
5.	PSYCHOLOGICAL MAPPING OF STUDENTS TOWARDS COSMETIC BRANDS: AN EMPIRICAL STUDY <i>DR. D.S. CHAUBEY, JYOTI SHARMA &amp; PRABHAT RANJAN PRASAD</i>	21
6.	ECONOMIC VIABILITY OF MICRO-FINANCE FOR DAIRY ENTERPRISE <i>SURESH, K. &amp; MUNDINAMANI, S.M.</i>	28
7.	ADAPTATION TO CLIMATE CHANGE THROUGH FOREST CARBON SEQUESTRATION IN TAMILNADU, INDIA <i>K. S. SHOBA JASMIN &amp; DR. V. DHULASI BIRUNDHA</i>	32
8.	PROBLEMS OF WOMEN ENTREPRENEURS: A COMPARATIVE STUDY OF VELLORE (INDIA) AND THIMPHU (BHUTAN) <i>DR. KASAMSETTY SAILATHA</i>	37
9.	VOLATILITY OF STOCK RETURN OF THE SELECT BANKING COMPANIES LISTED AT BOMBAY STOCK EXCHANGE <i>DR. V. K. SHOBHANA &amp; DR. R. KARPAGAVALLI</i>	41
10.	FINANCIAL STRUCTURE OF MANUFACTURING CORPORATIONS AND THE DEMAND FOR WORKING CAPITAL: SOME EMPIRICAL FINDINGS <i>DR. A. VIJAYAKUMAR</i>	45
11.	SOCIO-ECONOMIC DETERMINANTS OF RURAL INDUSTRIALISATION IN EASTERN UTTAR PRADESH <i>RACHNA MUJOO</i>	51
12.	INDIAN BANKING INDUSTRY – BASICS TO BASEL <i>M. GURUPRASAD</i>	59
13.	QUALITY OF WORK LIFE AMONG BANK PROFESSIONALS: A STUDY UNDERTAKEN AT INDIAN BANK, CHENNAI <i>PREMA MANOHARAN</i>	69
14.	INDIAN PATENT (AMENDMENT) ACT 2005 BOON OR BANE TO SMALL SCALE DRUG INDUSTRY IN INDIA <i>DR. G. SHANMUGASUNDARAM</i>	75
15.	A COMPARATIVE STUDY OF RETURN ON INVESTMENT OF SELECTED PUBLIC SECTOR AND PRIVATE SECTOR COMPANIES IN INDIA <i>DR. SANTIMOY PATRA</i>	79
16.	TOY PURCHASES THROUGH ORGANISED RETAIL OUTLETS IN KERALA-AN EMPIRICAL STUDY <i>DR. ANDEZ GEORGE</i>	85
17.	WOMEN EMPOWERMENT THROUGH MICRO ENTERPRISES DEVELOPMENT IN TAMIL NADU <i>BALU. A, DR. M. CHANDRAN &amp; S. VENNILAASHREE</i>	90
18.	STRUCTURED CANOPY OF US RECESSION: PERCEPECTING POSITIVITY <i>DR. MANJU KHOSLA</i>	93
19.	ACCESS TO MICRO-HEALTH INSURANCE SERVICES FOR THE RURAL POOR: AN EXPLORATORY STUDY IN ANDHRA PRADESH <i>G. A. NARASIMHAM &amp; DR. D. NAGAYYA</i>	97
20.	REVISED CONSOLIDATED FDI POLICY 2011: BRIDGING THE GAP BETWEEN DOMESTIC PARTICIPANTS AND FOREIGN PLAYERS <i>NITI SAXENA</i>	107
21.	MAPPING MOTIVATIONAL ORIENTATION: APPROACH-AVOIDANCE MOTIVE & PERSONALITY <i>DR. EKTA SHARMA</i>	110
22.	ROLE OF CONSUMERS FORUM IN CONSUMERS EMPOWERMENT: AN EXPLORATORY STUDY OF BASRUR CONSUMERS FORUM IN UDUPI DISTRICT OF KARNATAKA <i>MUSTHAF</i>	117
23.	ECONOMIC IMPACT OF MICRO FINANCE ON RURAL POOR IN ANDHRA PRADESH <i>DR. NANU LUNAVATH</i>	119
24.	POST-MERGER PROFITABILITY OF SELECTED BANKS IN INDIA <i>K ANTONY AKHIL</i>	133
25.	A STUDY ON MANAGING DIVERSIFIED WORKFORCE-AND IT'S IMPACT ON ORGANIZATIONAL SUCCESS WITH REFERENCE TO BHEL/BAP, RANIPET <i>IRSHAD AHMED.Y</i>	136
	REQUEST FOR FEEDBACK	149

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## QUALITY OF WORK LIFE AMONG BANK PROFESSIONALS: A STUDY UNDERTAKEN AT INDIAN BANK, CHENNAI

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### ABSTRACT

The aim of this study is to find whether employees of banking sector are satisfied from the QWL factors. The factors of QWL chosen for the study are from the definition of Jerome M Rosow, President of the Work in America Institute. He specifies pay, employee benefits, job security, alternative work schedules, occupational stress, participation and democracy in the workplace as the seven factors of quality of work life. The study was conducted by collecting the data from a sample size of 120, comprising of 49 male and 71 female employees of Indian Bank. Questionnaires were used to collect the primary data and the statistical analysis of the data revealed that six of the said factors were satisfactory to both male and female employees but it was found that they experienced occupational stress. Also there was an attempt to find the difference in opinion regarding quality of work life on the basis of sex, experience and age of the respondents and it was found that there was significant difference. Suggestions were made to overcome occupational stress.

### KEYWORDS

Alternative work schedules, democracy in the workplace, occupational stress, Quality of work life.

### INTRODUCTION

#### BANKING INDUSTRY

Banking in India originated during the 1790s. Currently, India has 88 scheduled commercial banks, 27 public sector banks which have the Government stake holding, 31 private banks which do not have government stake and publicly listed and traded on stock exchanges and 38 foreign banks. According to a report by ICRA Limited, the public sector banks hold over 75 percent of total assets of the banking industry, with the private and foreign banks holding 18.2% and 6.5% respectively.

#### INDIAN BANK – A NATIONALISED BANK

It is a premier bank owned by the Government of India which was established on 15<sup>th</sup> August 1907 as a part of the swadeshi movement. The total number of branches spreading all over India is 1923 at the end of Q1 of 2011. The overseas branches are in Singapore and Colombo. There are also 240 overseas correspondent banks in 70 countries. Indbank Merchant Banking Services Ltd, IndBank Housing Ltd., and IndFund Management Ltd are the three subsidiaries of Indian Bank with diversified business activities. Indian bank is a front runner in specialized banking with 90 Forex Authorized branches inclusive of 1 Specialized Overseas Branch at Chennai exclusively for handling Forex transactions arising out of Export, Import, Remittances and Non Resident Indian business. It also has a Small Scale Industries Branch extending finance exclusively to SSI units. Indian Bank is a pioneer in introducing the latest technology in Banking such as computerization, CBS etc

### PROBLEM FOCUS

Banks were evergreen attraction to the job-seekers till recently, mainly because of the pay and employee benefits provided by the banking industry. In today's scenario, software companies dealing with information technology services, consultancy services and BPOs give attractive packages and the pleasure of employment in banks started to fade. Recently, the salary structure of Central and State Government employees too had increased at least forty percent after the sixth-pay commission recommendations and the bank employees feel dissatisfied about their pay which was hitherto treated as the best by comparing with the said industries. This necessitated finding the satisfaction from QWL among the bank employees and to review the seven critical factors of quality of work life.

### REVIEW OF LITERATURE

#### QUALITY OF WORKING LIFE

QWL can be defined as "the quality of relationship between employees and the total working environment." According to J. Lloyd Suttle, (1974) Quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization. Walton (1974) lists adequate and fair compensation, safe and healthy environment, jobs which are aimed at development using employee's skills and abilities, growth and security, an environment in which employees develop self-esteem and a sense of identity, protection and respect for employees' right to privacy, dissent, equity etc, a sensible integration of job career & family life and leisure time as the important aspects of QWL Robbins (1989) defined QWL as "a process by which an organization responds to employees needs by developing mechanisms to allow them to share fully in making the decisions their design their lives at work". Jerome M Rosow (1975) President of the Work in American Institute has identified seven critical factors which will affect the quality of work life during the years ahead. These are pay, employee benefits, job security, alternative work schedules, occupational stress, participation and democracy in the workplace

#### FACTORS RELATED TO QWL

According to Roopali Johri (2005) causes affecting QWL are economic adversity/employment difficulties, management practices (ways of treating employees and giving them opportunities to use their abilities) and job nature (work load, work hours and pay). The results of the study by Sinha (1980), indicate that higher QWL leads to greater job satisfaction. QWL is positively related to performance and negatively correlated to absenteeism. But no relationship exists between perceived QWL and workers' age, education and job experience (Guna Seelan Rethinam, Maimunah Ismail, 2008). According to a study by Waheeda Khan, Meena Osmany & M. Waseem, Jamia Millia Islamia (2002), QWL was significantly higher among the private sector women employees than their counterparts in the public sector. It also showed that younger group and higher experienced groups had significantly higher perception of QWL than the older and the lower experienced groups. Quality of work life carries different interpretations for different employees in an organization. The relationship between working time (fewer working hours) and job satisfaction is ambiguous, though job satisfaction is positively related to working time flexibility for maintaining a reasonable work-life balance (Robbins, 2005). QWL dimensions are broadly divided into: Classical dimensions and Contemporary dimensions. Classical dimensions include physical working conditions, employees' welfare, employee assistance, job factors and financial factors whereas, Contemporary dimensions include collective bargaining, industrial safety and health, grievance redressal procedure, quality circles, work-life balance, workers' participation in management etc (Padala, Shanmukha Rao & Dr.N.V.S. Suryanarayan, 2011). The quality of work that Canadians want rests on four pillars. These are the opportunity to engage in tasks that are fulfilling and meaningful to workers personally; a decent standard of living; health, well-being and support for family life or life outside work generally; and rights including worker participation in decision making (Roopali Johri, 2005) One side sees QWL as a way to improve working conditions, morale and productivity by providing a more congenial workplace where everybody "works together" (Grenier, Guillermo and Banks Andy, 1987) QWL is a process by which

an organization responds to employee needs by developing mechanisms to allow members to share fully in making decisions that design their lives at work (Robbins, 1998)

**JUSTIFICATION OF THE STUDY**

Extensive review of literature suggested that research on quality of work life was done among employees of various organizations but not particularly among Indian Bank employees. Hence the need was felt for undertaking such study.

**OBJECTIVES OF THE STUDY**

1. To know the demographic characteristics, particularly, sex, age and experience variables of the respondents
2. To find out whether the respondents are satisfied with the seven QWL factors provided by the bank.
3. To find whether the satisfaction level differs on the basis of sex, age and experience

**RESEARCH METHODOLOGY**

**SAMPLING AND DATA COLLECTION**

The study is descriptive in nature. Indian Bank was selected as a representative for banking industry. Convenience sampling was used. Field survey was undertaken using structured questionnaires to collect primary data. Secondary data sources were Internet, articles, books and journals. Out of the 1000 clerical employees in Chennai, 158 were approached and 120 questionnaires were obtained fully filled. Five point likert scale was used in the questionnaire. Points given for strongly agree to strongly disagree were 5 to 1 point respectively. For each of the seven factors several questions were asked to find the satisfaction level. The various hypotheses were tested using percentage Analysis, ANOVA, Chi-Square Test with the use of SPSS.

**DATA ANALYSIS AND INTERPRETATION**

**OBJECTIVE 1: TO KNOW THE DEMOGRAPHIC CHARACTERISTICS, PARTICULARLY, SEX, AGE AND EXPERIENCE VARIABLES OF THE RESPONDENTS:**

**TABLE 1: FREQUENCY DISTRIBUTION OF SEX OF RESPONDENTS**

Sex	Frequency	Percentage
Male	49	40.8
Female	71	59.2
Total	120	100.0

From percentage analysis it was found that 40.8% of the respondents were male and 59.2% were female.

**TABLE 2: FREQUENCY DISTRIBUTION OF AGE OF RESPONDENTS**

Age Group in years	Frequency	Percentage
Below 40	24	20.0
40-50	67	55.8
Above 50	29	24.2
Total	120	100.0

20% of respondents belonged to the age group below 40 years, 55.8% were in between 40 to 50 and 24.2% belonged to the age group above 50 years.

**TABLE 3: FREQUENCY DISTRIBUTION OF EXPERIENCE OF RESPONDENTS**

Experience in years	Frequency	Percentage
Below 20	21	17.5
20-25	59	49.2
Above 25	40	33.3
Total	120	100.0

The experiences of employees were in the category below 20 years for 17.5% of the respondents; between 20 to 25 years for 49.2% of them and above 25 years for the rest 33.3%.

**OBJECTIVE 2: TO FIND OUT WHETHER THE RESPONDENTS ARE SATISFIED WITH THE SEVEN QWL FACTORS PROVIDED BY THE BANK:**

**TABLE 4: OPINION ABOUT JOB SECURITY**

Job Security	Frequency	Percentage
Yes	113	94.2
No	7	5.8
Total	120	100.0

It was found out that 94.2% of the employees agreed about job security.

**TABLE 5: SATISFACTION FROM PAY**

pay	Mean	SD
Basic pay	2.32	0.80
Annual increment	2.32	0.71
Wage policy	2.08	0.77
Incentives	2.11	0.79
Other allowances	2.19	0.84

From the above table it was found that, among the 5 criteria of pay, the degree of satisfaction is almost the same and it is less than average level

**TABLE 6: SATISFACTION FROM EMPLOYEE BENEFITS**

Employee Benefits	Mean	SD
Medical reimbursement	3.06	1.05
Transport facilities	2.35	1.24
Safety measures	3.06	0.82
Promotion policy	3.14	0.71
Holiday Home	3.30	0.71
LFC	3.28	0.86
crèche	2.38	1.01
Canteen	3.13	0.90
Pension schemes	2.84	1.15
ESI	2.53	0.94
Compassionate job	2.94	1.06
Gratuity	3.51	0.72
WC benefits	3.28	0.84
Other Schemes	3.06	0.71

Among the 14 criteria of employee benefits asked in the questionnaire medical reimbursement, transport, crèche, pension schemes and compassionate job opportunities are found to be less satisfactory.

**TABLE 7: SATISFACTION FROM ALTERNATIVE WORK SCHEDULE**

Alternate work schedule	Mean	SD
Total working hours	3.71	0.57
Daily starting time	3.69	0.62
Daily closing time	3.52	0.70
Lunch break	3.40	0.69
Leave days	3.50	0.65
Work from home	3.43	0.84
Shift timings	3.57	0.72
Flexi time	3.59	0.70
Total working hours	3.71	0.57

All the nine criteria are found to have same degree of satisfaction.

**TABLE 8: SATISFACTION FROM DEMOCRACY IN WORK PLACE**

Democracy in work place	Mean	SD
Freedom to use skills	3.01	1.15
Freedom of expression of difficulties	3.03	0.88
Freedom to suggest	3.55	0.71
Freedom to get information	3.54	0.72
Freedom to follow own methods of doing	3.32	0.61

From the table it is understood that the respondents have agreed that they have democracy in work place (mean is >3)

**TABLE 9: SATISFACTION FROM PARTICIPATION IN MANAGEMENT**

Participation in management	Mean	SD
Management encourages info sharing	3.68	0.61
Encourages suggestions	3.40	0.64
Shares profits	3.12	0.86
Employee reps. are allowed to participate in decision making	2.74	0.82
Awards and recognitions are satisfactory	3.59	0.73
Trade unions are allowed to give suggestions in all levels	2.72	0.76
Every employee feels as a part of the organization	3.71	0.63

From the table it is understood that the respondents have agreed that they are allowed to participate in management (mean is >3) It was also found the trade union participation in giving suggestions at all levels and participation in decision-making are not lie the other 5 criteria.

**TABLE 10: OPINION ABOUT OCCUPATIONAL STRESS**

Occupational stress	Mean	SD
Not Encouraging	3.52	0.94
No Interpersonal relationship	3.55	0.92
Not Friendly	3.53	0.96
Leadership style is not good	3.43	1.01
Manager is not having skill	3.53	0.88
Attitude of superior is not good	3.24	1.24
Not easy to approach for solutions	3.43	1.12
Grievance redressal not available	3.31	1.22
Motivation is not given	3.28	1.15
Overload of work	3.35	1.14
No training is provided	3.42	1.03
Job is Boring	3.40	0.84
Job enrichment is required	3.37	0.83
Job enlargement is required	3.03	0.89
Demands more than my ability	2.64	0.87
No career growth	3.27	0.94
Job rotation is required	3.44	0.90
Work environment is not satisfactory	3.33	0.71
Training is required	3.15	0.74
Time consuming	3.16	0.72
Job is monotonous	3.79	0.72
No chances to utilize my skill fully	3.74	0.72



The respondents had agreed to the fact that they experienced stress (mean is >3). Of the 22 criteria, the opinion about the monotony of the job and no chance to utilize the skill fully were agreed by many respondents (mean is > 3.7)

**OBJECTIVE 3: TO FIND WHETHER THE SATISFACTION LEVEL DIFFERS ON THE BASIS OF SEX, AGE AND EXPERIENCE:**

Hypothesis 1 Difference in sex:

H0: There is no significant difference between male and female with respect to satisfaction from dimensions of QWL

H1: There is significant difference between male and female with respect to satisfaction from dimensions of QWL

**TABLE 11: COMPARISON OF MALE AND FEMALE EMPLOYEES REGARDING THE SATISFACTION FROM QWL FACTORS**

Dimensions of QWL	Male		Female		t value	P value
	Mean	S.D	Mean	S.D		
Pay	12.55	12.55	9.99	3.45	4.300	0.000**
Employee benefit	43.24	6.86	40.90	7.33	1.766	0.080
Alternate Work Schedules	16.84	2.37	18.51	2.69	3.511	0.001**
Occupational Stress	69.20	11.69	77.20	12.78	3.485	0.001**
Democracy in work place	15.53	3.36	17.08	2.98	2.667	0.009**
Participation in management	26.49	2.74	26.76	3.77	0.431	0.668

Note: \*\* Denotes significance at 1% level; \* Denotes significance at 5% level

Since P value is less than 0.01 for pay, alternative work schedules, occupational stress and democracy in work place the null hypothesis is rejected at 1 percent level of significance. So there is difference between male and female respondents with respect to satisfaction of these factors. Since P value is more than 0.05 for employee benefit and participation in management factors, the null hypothesis is accepted and it is concluded that there is no significant difference between male and female respondents. The occupational stress (V=69.20) was more for both male(V=69.20) and female(V=77.20) respondents.

**DIFFERENCE IN AGE**

Hypothesis 2:

H0: There is no significant difference among the respondents of various age groups with respect to satisfaction from dimensions of QWL

H1: There is significant difference among the respondents of various age groups with respect to satisfaction from dimensions of QWL

**TABLE 12: COMPARISON OF SATISFACTION FROM QWL AMONG EMPLOYEES OF DIFFERENCE AGE LEVELS Age (in years)**

Dimensions of QWL	below 40		40 -50		above 50		F value	P value
	Mean	S.D	Mean	S.D	Mean	S.D		
Pay	10.88	3.85	11.03	2.94	11.17	4.21	0.048	0.953
Employee benefit	41.33	6.72	41.54	7.79	43.03	6.23	0.512	0.601
Alternate Work Schedules	18.46 <sup>b</sup>	3.26	17.28 <sup>a</sup>	2.52	18.55 <sup>b</sup>	2.31	3.217	0.044*
Occupational Stress	76.75	7.88	73.97	12.99	71.52	15.72	1.080	0.343
Democracy in work place	15.46	3.48	16.96	3.15	16.10	3.02	2.177	0.118
Participation in management	26.50	4.33	26.66	3.11	26.76	3.19	0.038	0.963

Note: \*\* Denotes significance at 1% level; \* Denotes significance at 5% level

Since P value is less than 0.05 for alternative work schedules the null hypothesis is rejected at 5 percent level of significance. So there is difference between the different aged respondents with respect to satisfaction of alternative work schedules.

Since P value is more than 0.05 for all the other factors namely pay, occupational stress, democracy in work place, employee benefit and participation in management, the null hypothesis is accepted and it is concluded that there is no significant difference between the different aged respondents.

**DIFFERENCE IN EXPERIENCE**

Hypothesis 3:

H0: There is no significant difference among the respondents of different experience level with respect to satisfaction from dimensions of QWL

H1: There is significant difference among the respondents of different experience level with respect to satisfaction from dimensions of QWL

**TABLE 13: COMPARISON OF SATISFACTION FROM QWL AMONG EMPLOYEES WITH DIFFERENT EXPERIENCE LEVELS Experience (in years)**

Dimensions of QWL	below 20		20-25		above 25		F value	P value
	Mean	S.D	Mean	S.D	Mean	S.D		
Pay	8.90 <sup>a</sup>	2.34	12.08 <sup>b</sup>	3.09	10.60 <sup>b</sup>	3.84	7.920	0.001**
Employee benefit	40.05	7.70	42.41	7.06	42.00	7.19	0.839	0.435
Alternate Work Schedules	18.00	3.30	17.49	2.37	18.23	2.76	0.946	0.391
Occupational Stress	77.10	8.32	73.29	14.64	73.22	12.16	0.760	0.470
Democracy in work place	16.10	3.63	16.58	3.16	16.45	3.15	0.171	0.843
Participation in management	26.00	4.41	26.68	3.00	26.95	3.34	0.545	0.581

Note: \*\* Denotes significance at 1% level; \* Denotes significance at 5% level

Since P value is less than 0.01 for pay the null hypothesis is rejected at 1 percent level of significance. So there is difference based on experience of respondents with respect to satisfaction of pay.

Since P value is more than 0.05 for all the other factors namely employee benefits, occupational stress, democracy in work place, alternative work schedules and participation in management, the null hypothesis is accepted and it is concluded that there is no significant difference based on experience of respondents.

Hypothesis 4:

H0: There is no association between male and female with respect to satisfaction from job security

H1: There is association between male and female with respect to satisfaction from job security

**TABLE 14: SEX \* JOB SECURITY**

Sex	Job security		Total	Chi square	P value
	No	yes			
Male	1 (2.0%) [14.3%]	48 (98.0%) [42.5%]	49	2.169 <sup>b</sup>	0.141
Female	6 (8.5%) [85.7%]	65 (91.5%) [57.5%]	71		
Total	7[100%]	113[100%]	120(100%)		

a Computed only for a 2x2 table 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.86.

Note: 1. The value within ( ) refers to Row Percentage; 2. The value within [ ] refers to Column Percentage

Since P value is more than .05 the null hypothesis is rejected and there is association between sex of respondents and satisfaction from job security

**Hypothesis 5:**

H0: There is no association among different age groups with respect to satisfaction from job security

H1: There is association among different age groups with respect to satisfaction from job security

**TABLE 15: AGE IN YEARS \* OPINION ABOUT JOB SECURITY**

Age Group	Job security		Total	Chi square	P value
	No	yes			
Below 40	2 (8.3%) [28.6%]	22 (91.7%) [19.5%]	24	2.337 <sup>a</sup>	0.311
40-50	2 (3.0%) [28.6%]	65 (97.0%) [57.5%]	67		
Above 50	3 (10.3%) [42.9%]	26 (89.7%) [23.0%]	29		
Total	7[100%]	113[100%]	120[100%]		

<sup>a</sup> 3 cells (50.0%) have expected count less than 5. The minimum expected count is 1.40.

Note: 1. The value within ( ) refers to Row Percentage; 2. The value within [ ] refers to Column Percentage

Since P value is more than .05 the null hypothesis is rejected at 95% confidence level and there is association between age group and satisfaction from job security

**Hypothesis 6:**

H0: There is no association among the respondents of different experience level with respect to satisfaction from job security

H1: There is association among the respondents of different experience level with respect to satisfaction from job security

**TABLE 16: EXPERIENCE IN THE PRESENT ORGANIZATION \* OPINION ABOUT JOB SECURITY**

Experience (in years)	Job security		Chi square	P value
	No	yes		
Below 20	4 (19.0%) [57.1%]	17 (81.0%) [15.0%]	10.533	0.005 <sup>**</sup>
20-25	0 (0.0%) [0.0%]	59 (100.0%) [52.2%]		
Above 25	3 (7.5%) [42.9%]	37 (92.5%) [32.7%]		
Total	7	113		

<sup>a</sup> 3 cells (50.0%) have expected count less than 5. The minimum expected count is 1.40. Note: 1. The value within ( ) refers to Row %; 2. The value within [ ] refers to Column %.

Since P value is less than .01 the null hypothesis is rejected and there is no association between experience of respondents and satisfaction from job security.

**LIMITATIONS OF THE STUDY**

- The banking sector as a whole is represented by the employees of Indian Bank in Chennai alone which forms the main limitation of the study.
- Since the analysis is based on the survey where the data is subjective, it may not represent the idea of the whole population
- The area of study is restricted to Chennai district which is a metropolitan city and it may not wholly exhibit the views and the satisfaction level of employees in the rural and semi urban branches.
- The data collected being subjective, may not be useful for further study as the views may change after the implementation of the next bipartite settlement

**FINDINGS**

Majority (59.2%) of the respondents were female employees. Majority (55.8%) of the respondents belonged to the age group of 40-50 years. The maximum number of respondents (49.2%) was in the category between 20 to 25 years.

It was found out that 94.2% of the employees agreed that about job security. Satisfaction from pay was less than average level. Employee benefits such as medical reimbursement, transport, crèche, pension schemes and compassionate job opportunities are found to be less satisfactory. They were satisfied about alternate work schedule and democracy in work place. Trade union participation and participation in decision making was found to be not much satisfactory. Most of them agreed that they experienced stress in occupation.

There is difference between male and female respondents with respect to satisfaction of pay, alternative work schedules, occupational stress and democracy in work place. For employee benefit and participation in management factors, there is no significant difference between male and female respondents. The occupational stress (V=69.20) was more for both male (V=69.20) and female (V=77.20) respondents.

There is difference between the different aged respondents with respect to satisfaction of alternative work schedules and for all the other factors namely pay, occupational stress, democracy in work place, employee benefit and participation in management there is no significant difference in the satisfaction among the different aged respondents.

There is difference based on experience of respondents with respect to satisfaction of pay and for all the other factors namely employee benefits, occupational stress, democracy in work place, alternative work schedules and participation in management, the null hypothesis is accepted and it is concluded that there is no significant difference in the satisfaction based on experience of respondents.

There is association between sex and age group of respondents and satisfaction from job security but there is no association between experience of respondents and satisfaction from job security.

**SUGGESTIONS**

Since the general awareness is less among the Indian bank employees regarding the welfare measures in the organization, the trade union and the management must take steps to educate them about the availability of several facilities to reduce stress and keep them motivated. Though hand book which elaborates on the employee benefits is available in the trade union office, most of the employees are found to be less aware of them. It is suggested to give copies of hand books to all the branches. A comparative statement of the quality of work life factors which highlights the benefits available to the bank employees can be used to improve the satisfaction level. The crèche and the transport facility can be provided at least where number of employees working is more as in central office or zonal office. By sending them for training and refresher courses, stress can be minimized among the employees. Management may also arrange for yoga classes, social get together, etc to improve interpersonal relationship.

**CONCLUSION**

The study portrays the present scenario in the national banks and the dissatisfaction just after the central government's pay revision and the global banks pay scale. Of the seven factors taken for the study, only the pay is said to be the most unsatisfactory issue. The situation may change after the next bi-partite settlement which is expected in near future. Other factors such as job satisfaction, occupational stress, alternative work schedules etc are at the satisfactory level for the bank professional.

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