

**QUALITY OF WORK LIFE OF WOMEN EMPLOYEES IN
BANKING SECTOR-A STUDY WITH SPECIAL
REFERENCE TO THRISSUR, KERALA**

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*Findings, Suggestions and
Conclusion*

CHAPTER V: FINDINGS AND SUGGESTIONS

INTRODUCTION

The paradigm shift has happened in our country during the last few decades viz. improved technology, globalization and growing economies has created new opportunities for the women work force in our country. These changes have made a major change in the employees' perception towards their jobs, especially in case of women employees. Banking organizations being the backbone of Indian economy, proficient management of human resources particularly women employees has become the need of the hour. Since women have a social pressure to give up their jobs to look after the domestic requirements, it has become very central to maintain a satisfied women work force so that they stick on to the organization and become future leaders of the industry. Higher job satisfaction affects the growth and performance of women in the banking organizations which leads to the growth and performance of the banking industry again the growth and performance of the whole economy. The main purpose of this study is to examine the women employees' perception on their Quality of work life, intensity of their work and life balance and determinants of job satisfaction among public sector, private sector and new generation banks.

5.1 ANALYSIS OF DATA

Data collected have been analysed using appropriate statistical tools. The statistical tools used to analyse the data include --(i) Percentage Analysis (ii) Analysis of Variance (ANOVA) (iii) 't' Test (iv) Chi-square (v) Friedman Rank Test (vi) Correlation (vii) Multiple Regression (viii) and Factor Analysis.

5.2 SUMMARY OF FINDINGS

Findings are summarized objective-wise.

5.2.1 Socio-Economic Profile

- ❖ Most of the employees are within the age of 30 years.

- ❖ Most of the employees are under graduates.
- ❖ Most of the employee's salary ranges from Rs. 15001 to Rs. 30000.
- ❖ Majority of the employees are married.
- ❖ Majority of the employees are from nuclear family.
- ❖ Most of the employees are with two children.
- ❖ Most of the employees have no senior citizens on their homes.
- ❖ Most of the employees have two dependents in their family.

5.2.2 Employment Details

- ❖ Most of the employees are employed at Old Private Sector Banks.
- ❖ Most of the employees are working at urban branch.
- ❖ Most of the employees belong to clerical cadre.
- ❖ Majority of the employees are good in computer proficiency.
- ❖ Most of the employee's bank experience ranges between six and ten years.
- ❖ Majority of the employee's weekly workload ranges above 50 hours.

5.2.3 Perception on Quality of Work Life

Twelve variables have been selected in order to test whether the level of perception on quality of work life differs based on these variables and if there really exists any association between each of the variables and level of perception on quality of work life. ANOVA / 't' test is used to examine significant differences in mean values, if any, among bank employees classified on the basis of the selected variables and Chi-square has been used to examine the association. Levels of significance chosen for ANOVA / 't' test and Chi-square tests are one and five per cent level.

A. Variables associated with Perception on Quality of Work Life

i. Type of Bank

Mean quality of work life index is found high among employees, who work at public sector bank. Mean quality of work life index is found low among employees, who work at old private sector banks. ANOVA test disclose that there exists significant mean difference among employees classified on the basis of type of

bank. Chi-square test portrays that there does not exist any significant association between type of bank and level of perception on quality of work life.

ii. Branch Location

Mean quality of work life index is found high among employees, who serve at rural bank branch. Mean quality of work life index is found low among employees, who serve at urban bank branch. ANOVA test exhibits that there exists a significant mean difference among employees classified on the basis of branch location. Chi-square test reveals that there does not exist any significant association between location of branch and level of perception on quality of work life.

iii. Designation

Mean quality of work life index is found high among bank officers. Mean quality of work life index is found low among clerical cadre employees. ANOVA test exhibits that there exists significant mean difference among employees classified on the basis of designation. Chi-square test portrays that there exists significant association between designation and level of perception on quality of work life. Bank officers also have low level of perception on quality of work life.

iv. Marital Status

Mean quality of work life index is found high among unmarried employees. Mean quality of work life index is found low among married employees. Result of 't' test disclose that there does not exist any significant mean difference among employees classified on the basis of marital status. Chi-square result exhibits that there does not exist any significant association between marital status and level of perception on quality of work life.

v. Age

Mean quality of work life index is found high among employees, who are within the age of 30 years. Mean quality of work life index is found low among employees, whose age ranges from 41 to 50 years. Result of ANOVA test disclose that there exists a significant mean difference among employees classified on the basis of age. Chi-square test shows that there exists significant association between

age and level of perception on quality of work life. Employees, who are within the age of 30 years, have high level of perception on quality of work life. Employees, whose age ranges between 41 and 50 years, have low level of perception on quality of work life.

vi. Type of Family

Mean quality of work life index is found high among employees, who belong to joint family. Mean quality of work life index is found low among employees, who belong to nuclear family. Result of 't' test disclose that there exists a significant mean difference among employees classified on the basis of type of family. Result of Chi-square test depicts that there exists significant association between type of family and level of perception on quality of work life. Employees, who belong to joint family, have high level of perception on quality of work life. Employees, who belong to nuclear family also, have low level of perception on quality of work life.

vii. Number of Dependents

Mean quality of work life index is found high among employees, who have three dependents in their family. Mean quality of work life index is found low among employees, who have no dependents in their family. ANOVA result displays that, there exists a significant mean difference among employees classified on the basis of number of dependents. Chi-square test exhibits that there exists significant association between number of dependents and level of perception on quality of work life. Employees, who have three dependents in their family, have high level of perception on quality of work life. Employees, who have two dependents in their family, have low level of perception on quality of work life.

viii. Educational Qualification

Mean quality of work life index is found high among professionally qualified employees. Mean quality of work life index is found low among graduate qualified employees. ANOVA rest demonstrates that there does not exist any significant mean difference among employees classified on the basis of educational qualification. Result of Chi-square test reveals that there does not exist any significant association between educational qualification and level of perception on quality of work life.

ix. Computer Proficiency

Mean quality of work life index is found high among employees, who are excellent in computer proficiency. Mean quality of work life index is found low among employees, who are poor in computer proficiency. ANOVA test explains that there exists a significant mean difference among employees classified on the basis of computer proficiency. Chi-square test exemplify that there exists significant association between computer proficiency and level of perception on quality of work life. Employees, who are good in computer proficiency, have high level of perception on quality of work life. Employees, who are poor in computer proficiency, have low level of perception on quality of work life.

x. Monthly Salary

Mean quality of work life index is found high among employees, whose monthly salary ranges from Rs. 15001 to Rs. 30000. Mean quality of work life index is found low among employees, whose monthly salary ranges above Rs. 50000. Result of ANOVA test divulges that there does not exist any significant mean difference among employees classified on the basis of monthly income. Chi-square test unveils that there exists a significant association between monthly income and level of perception on quality of work life. Employees, whose monthly salary ranges up to Rs. 15000 have low level of perception on quality of work life.

xi. Length of Service

Mean quality of work life index is found high among employees, whose job experience ranges from six to ten years. Mean quality of work life index is found low among employees, whose length of service ranges up to five years of experience. Result of ANOVA test portrays that there exists a significant mean difference among employees classified on the basis of length of service. Chi-square test exhibits that there exists significant association between length of service and level of perception on quality of work life. Employees, whose job experience ranges from six to ten years have high level of perception on quality of work life. Employees, who have up to five years of experience have low level of perception on quality of work life.

xii. Weekly Workload

Mean quality of work life index is found high among employees, whose workload ranges up to 40 hours in a week. Mean quality of work life index is found low among employees, whose work load ranges above 50 hours in a week. ANOVA test reveals that there exists a significant mean difference among employees classified on the basis of weekly workload. Chi-square test exhibits that there exists significant association between weekly work load and level of perception on quality of work life. Employees, who work up to 40 hours in a week, have high level of perception on quality of work life.

B. Employees Perception on Quality of Work Life – Factor Analysis

Factor analysis has been carried to group the variables into factors and also to identify the prominent features that enhance employee's positive perception towards Quality of work life. Eleven factors have been identified through the analysis. These factors explain 73.168 per cent of variance in perception on Quality of Work Life. Factor analysis portrays the vital factors on perception on Quality of Work Life are Management acceptance towards suggestions offered by employees towards working environment improvement, Grievances get enough attention from the higher ups, My management is always patient enough to address our grievances, There exists a satisfactory grievance redressal system in our bank, The communication to the higher ups is pretty easy etc.

5.2.4 Intensity of Work Life Balance

Thirteen variables have been selected in order to test whether the level of perception on quality of work life differs based on these variables and if there really exists any association between each of the variables and level of perception on quality of work life. ANOVA / 't' test is used to examine significant differences in mean values, if any, among bank employees classified on the basis of the selected variables and Chi-square has been used to examine the association. Levels of significance chosen for ANOVA / 't' test and Chi-square tests are one and five per cent level.

A. Variables associated with Intensity of Work Life Balance

i. Type of Bank

Mean work life balance index is found high among employees, who work at new generation bank. Mean work life balance index is found low among employees, who work at old private sector banks. ANOVA test reveals that there exists significant mean difference among employees classified on the basis of type of bank. Chi-square result exhibits that there exists a highly significant association between type of bank and intensity of work life balance. Employees, who work at new generation private sector banks, have high intensity of work life balance. Employees, who work at old private sector banks, have low intensity of work life balance.

ii. Branch Location

Mean work life balance index is found high among employees, who serve at urban located bank branch. Mean work life balance index is found low among employees, who serve at semi-urban located bank branch. Result of ANOVA test discloses that there does not exist any significant association between location of branch and intensity of work life balance. Chi-square test divulges that there does not exist any significant association between location of branch and intensity of work life balance.

iii. Designation

Mean work life balance index is found high among bank officers. Mean work life balance index is found low among clerical cadre employees. Result of ANOVA test unveils that there exists significant mean difference among employees classified on the basis of designation. Chi-square test discloses that there exists significant association between designation and intensity of work life balance. Bank officers have high intensity of work life balance and clerical cadre bank employees have low intensity of work life balance.

iv. Marital Status

Mean work life balance index is found high among unmarried employees. Mean work life balance index is found low among married employees. Result of 't' test disclose that there does not exist any significant mean difference among employees classified on the basis of marital status. Chi-square test portrays that there exists a significant association between marital status and intensity of work life balance. Unmarried employees have low intensity of work life balance.

v. Age

Mean work life balance index is found high among employees, whose age ranges between 31 and 40 years. Mean work life balance index is found low among employees, who are above the age of 50 years. Result of ANOVA test depicts that there exists a significant mean difference among employees classified on the basis of age. Result of Chi-square test illustrates that there exists significant association between age and intensity of work life balance. Employees, whose age ranges between 31 and 40 years have high intensity of work life balance. Employees, who are above the age of 50 years, have low intensity of work life balance.

vi. Type of Family

Mean work life balance index is found high among employees, who belong to joint family. Mean work life balance index is found low among employees, who belong to nuclear family. Result of ANOVA test exposes that there exists a significant mean difference among employees classified on the basis of type of family. Chi-square test represents that there exists significant association between type of family and intensity of work life balance. Employees, who belong to joint family, have high intensity of work life balance. Employees, who belong to nuclear family, have low intensity of work life balance.

vii. Number of Dependents

Mean work life balance index is found high among employees, who have no dependents in their family. Mean work life balance index is found low among employees, who have one dependent in their family. Result of ANOVA test portrays

that there exists a significant mean difference among employees classified on the basis of number of dependents. Chi-square test describes that there exists significant association between number of dependents and intensity of work life balance. Employees, who have no dependents in their family, have high intensity of work life balance. Employees, who have one dependent in their family, have low intensity of work life balance.

viii. Educational Qualification

Mean work life balance index is found high among professionally qualified employees. Mean work life balance index is found low among graduate qualified employees. Result of ANOVA test describes that there exists a significant mean difference among employees classified on the basis of educational qualification. Chi-square test explains that there exists significant association between educational qualification and intensity of work life balance. Professionally qualified employees have high intensity of work life balance and graduate qualified employees have low intensity of work life balance.

ix. Computer Proficiency

Mean work life balance index is found high among employees, who are good in computer proficiency. Mean work life balance index is found low among employees, who are poor in computer proficiency. Result of ANOVA test reveals that there exists a significant mean difference among employees classified on the basis of computer proficiency. Result of Chi-square test portrays that there exists significant association between computer proficiency and intensity of work life balance. Employees, who are good in computer proficiency, have high intensity of work life balance. Employees, who are poor in computer proficiency, have low intensity of work life balance.

x. Monthly Salary

Mean work life balance index is found high among employees, whose monthly salary ranges above Rs. 50000. Mean work life balance index is found low among employees, whose monthly salary ranges up to Rs. 15000. Result of

ANOVA test discloses that there does not exist any significant mean difference among employees classified on the basis of monthly income. Chi-square test reveals that there exists a significant association between monthly income and intensity of work life balance. . Employees, whose monthly salary ranges up to Rs. 15000 have low intensity of work life balance.

xi. Length of Service

Mean work life balance index is found high among employees, whose job experience ranges from six to ten years. Mean work life balance index is found low among employees, who have more than 20 years of experience. Result of ANOVA test exhibits that there exists a significant mean difference among employees classified on the basis of length of service. Result of Chi-square test depicts that there exists significant association between length of service and intensity of work life balance. Employees, whose job experience ranges from six to ten years have high intensity of work life balance. Employees, whose experience ranges up to five years, have low intensity of work life balance.

xii. Weekly Workload

Mean work life balance index is found high among employees, who work up to 40 hours in a week. Mean work life balance index is found low among employees, whose work more than 50 hours in a week. Result of ANOVA test divulges that there exists a significant mean difference among employees classified on the basis of weekly workload. Result of Chi-square test portrays that there exists significant association between weekly work load and intensity of work life balance. Employees, who work up to 40 hours in a week, have high intensity of work life balance. Employees, whose work load ranges between 40 and 50 hours in a week have low intensity of work life balance.

xiii. Perception on Quality of Work Life

Mean work life balance index is found high among employees, who have high level of perception toward quality of work life. Mean work life balance index is found low among employees, who have low level of perception toward quality of

work life. Result of ANOVA test represents that there exists a significant mean difference among employees classified on the basis of perception on Quality of Work life. Chi-square test shows that there exists significant association between employee perception on quality of work life and intensity of work life balance. Employees, who perceive quality of work life is high, have high intensity of work life balance. Employees, who perceive quality of work life is low, have low intensity of work life balance.

B. Work Life Balance of Bank Employees – Friedman Rank Test

From the Friedman Rank Test, it is inferred that on completing their work on daily basis without postponing them, receiving necessary support from their spouse, restricting their unnecessary social/cultural/recreational activities makes them to manage their work and life effectively.

5.2.5 Level of Stress

Fourteen variables have been selected in order to test whether the level of perception on quality of work life differs based on these variables and if there really exists any association between each of the variables and level of perception on quality of work life. ANOVA / 't' test is used to examine significant differences in mean values, if any, among bank employees classified on the basis of the selected variables and Chi-square has been used to examine the association. Levels of significance chosen for ANOVA / 't' test and Chi-square tests are one and five per cent level.

A. Variables associated with Level of Stress

i. Type of Bank

Mean stress index is found high among employees, who work at new generation bank. Mean stress index is found low among employees, who work at public sector banks. Result of ANOVA test discloses that there exists significant mean difference among employees classified on the basis of type of bank. Result of Chi-square test portrays that there exists a highly significant association between type of bank and level of stress. Employees, who work at new generation private sector

banks, have high level of stress. Employees, who work at public sector banks, have low level of stress.

ii. Branch Location

Mean stress index is found high among employees, who serve at rural bank branch. Mean stress index is found low among employees, who serve at semi-urban bank branch. Result of ANOVA test depicts that there does not exist any significant mean difference among employees classified on the basis of branch location. Result of Chi-square test describes that there exists significant association between location of branch and level of stress. Employees, who serve at urban bank branch, have high level of stress. Employees, who serve at semi-urban bank branch, have low level of stress.

iii. Designation

Mean stress index is found high among bank officers. Mean stress index is found low among clerical cadre employees. ANOVA test divulges that there does not exist any significant mean difference among employees classified on the basis of designation. Result of Chi-square test there exists significant association between designation and level of stress. Bank officers have high level of stress.

iv. Marital Status

Mean stress index is found high among unmarried employees. Mean stress index is found low among married employees. Result of 't' test discloses that there exists a significant mean difference among employees classified on the basis of marital status. Result of Chi-square test exhibits that there exists a highly significant association between marital status and level of stress. Unmarried employees have high level of stress. Married employees have low level of stress.

v. Age

Mean stress index is found high among employees, whose age ranges between 31 and 40 years. Mean stress index is found low among employees, who are above the age of 50 years. Result of ANOVA test exposes that there exists a

significant mean difference among employees classified on the basis of age. Result of Chi-square test shows that there exists significant association between age and level of stress. Employees, whose age ranges up to 30 years have high level of stress. Employees, who are above the age of 50 years, have low level of stress.

vi. Type of Family

Mean stress index is found high among employees, who belong to joint family. Mean stress index is found low among employees, who belong to nuclear family. Result of 't' test exhibits that there does not exist any significant mean difference among employees classified on the basis of type of family. Result of Chi-square test discloses that, there exists significant association between type of family and level of stress. Employees, who belong to joint family have high level of stress.

vii. Number of Dependents

Mean stress index is found high among employees, who have three dependents in their family. Mean stress index is found low among employees, who have one dependent in their family. Result of ANOVA test reveals that there does not exist any significant mean difference among employees classified on the basis of number of dependents. Result of Chi-square test exhibits that there exists significant association between number of dependents and level of stress. Employees, who have two dependents in their family, have high level of stress. Employees, who have one dependent in their family, have low level of stress.

viii. Educational Qualification

Mean stress index is found high among professionally qualified employees. Mean stress index is found low among graduate qualified employees. Result of ANOVA test portrays that there exists a significant mean difference among employees classified on the basis of educational qualification. Result of Chi-square test exhibits that there exists significant association between educational qualification and level of stress. Professionally qualified employees have high level of stress and post graduate qualified employees have low level of stress.

ix. Computer Proficiency

Mean stress index is found high among employees, who are average in computer proficiency. Mean stress index is found low among employees, who are excellent in computer proficiency. Result of ANOVA test exhibits that there exists a significant mean difference among employees classified on the basis of computer proficiency. Result of Chi-square test discloses that there exists significant association between computer proficiency and level of stress. Employees, who are average in computer proficiency, have high level of stress. Employees, who are excellent in computer proficiency, have low level of stress.

x. Monthly Salary

Mean stress index is found high among employees, whose monthly salary ranges between Rs. 15001 and Rs. 30000. Mean stress index is found low among employees, whose monthly salary ranges above Rs. 50000. Result of ANOVA test portrays that there exists a significant mean difference among employees classified on the basis of monthly income. Result of Chi-square test divulges that there exists a significant association between monthly income and level of stress. Employees, whose monthly salary ranges from Rs. 150001 to Rs. 30000 have high level of stress. Employees, whose monthly salary ranges between Rs. 30001 and Rs. 50000 have low level of stress.

xi. Length of Service

Mean stress index is found high among employees, whose job experience ranges from 11 to 15 years. Mean stress index is found low among employees, who have more than 20 years of experience. Result of ANOVA test there exists a significant mean difference among employees classified on the basis of length of service. Result of Chi-square test exposes that there exists significant association between length of service and level of stress. Employees, whose job experience ranges from six to ten years have high level of stress. Employees, who have more than 20 years of experience, have low level of stress.

xii. Weekly Workload

Mean stress index is found high among employees, who work more than 50 hours in a week. Mean stress index is found low among employees, whose work load ranges up to 40 hours in a week. Result of ANOVA test discloses that there exists a significant mean difference among employees classified on the basis of weekly workload. Result of Chi-square test exhibits that there exists significant association between weekly work load and level of stress. Employees, who work more than 50 hours in a week, have high level of stress. Employees, whose work up to 40 hours in a week have low level of stress.

xiii. Perception on Quality of Work Life

Mean stress index is found high among employees, who have low level of perception toward quality of work life. Mean stress index is found low among employees, who have high level of perception toward quality of work life. Result of ANOVA test discloses that there does not exist any significant mean difference among employees classified on the basis of perception on Quality of Work life. Result of Chi-square test portrays that there does not exist any significant association between employee perception on Quality of Work Life and level of stress.

xiv. Intensity of Work Life Balance

Mean stress index is found high among employees, who have low capability on managing their work and life commitments. Mean stress index is found low among employees, who have high capability on managing their work and life commitments. Result of ANOVA test reveals that there exists a significant mean difference among employees classified on the basis of intensity of work life balance. Result of Chi-square test exposes that there exists a significant association between intensity of work life balance and level of stress. Employees, who have low level of intensity of work life balance, have high level of job stress. Employees, who have high intensity of work life balance. Have low level of job stress.

B. Symptom of Stress – Friedman Rank Test

From the Friedman rank test, it is ascertained that majority of the bank employees are of opinion that worries about their work disturb their night sleep. Further, most of the employees agree that it is hard for them to feel calm and relaxed at work, even with adequate sleep, I feel very tired during the day etc.,

5.2.6 Impact of Stress

Fourteen impact of stress have been selected in order to test whether there is any association between each of the variables and level of stress. Chi-square has been used to examine the association. Level of significance chosen for Chi-square test is one and five per cent level.

i. Headache

Employees with high level of stress always suffer from headache and employees with low level of stress never suffer from headache. Chi-square test result portrays that there exists significant association between level of stress and headache.

ii. Back/Neck/Shoulder Pain

Employees with high level of stress always suffer from back/neck/shoulder pain and employees with low level of stress never suffer from back/neck/shoulder pain. Chi-square test discloses that there exists significant association between level of stress and back/neck/shoulder pain.

iii. Chest Pain

Employees with high level of stress always suffer from chest pain and employees with low level of stress never suffer from chest pain. Chi-square test exhibits that there exists significant association between level of stress and chest pain.

iv. Sleeping Difficulties

Employees with high level of stress always suffer from sleeping difficulties and employees with low level of stress never suffer from sleeping difficulties. Result of Chi-square test divulges that there exists significant association between level of stress and sleeping difficulties.

v. Gastro Intestinal

Employees with high level of stress always suffer from problem of gastro intestinal and employees with low level of stress never suffer from problem of gastro intestinal. Result of Chi-square test exhibits that there exists significant association between level of stress and problem of gastro intestinal.

vi. Breathing Difficulties

Employees with high level of stress always have breathing problem and employees with low level of stress never suffer from breathing difficulties. Result of Chi-square test discloses that there exists significant association between level of stress and breathing difficulties.

vii. Tiredness or Fatigue

Employees with high level of stress always feel tiredness and employees with low level of stress never feel tiredness. Result of Chi-square test divulges that there exists significant association between level of stress and tiredness.

viii. Skin Problems

Employees with high level of stress always suffer from skin problems and employees with low level of stress never suffer from skin problems. Result of Chi-square test reveals that there exists significant association between level of stress and skin problems.

ix. Eye Strain

Employees with high level of stress always suffer from eyes strain problems and employees with low level of stress never suffer from eyes strain problems. Result of Chi-square test indicates that there exists significant association between level of stress and eyes strain problems.

x. Feeling Dizzy

Employees with high level of stress always feel dizzy and employees with low level of stress never feel dizzy. Result of Chi-square test indicates that there exists significant association between level of stress and feeling dizzy.

xi. Ulcers / Constipation

Employees with high level of stress always suffer from ulcer and constipation problem and employees with low level of stress never suffer from ulcer and constipation problem. Result of Chi-square test points out that there exists significant association between level of stress and ulcer and constipation problem.

xii. Blood Pressure

Employees with high level of stress always suffer from blood pressure and employees with low level of stress never suffer from blood pressure. Result of Chi-square test exhibits that there exists significant association between level of stress and blood pressure.

xiii. Serum Cholesterol

Employees with high level of stress always suffer from problem of serum cholesterol and employees with low level of stress never suffer from problem of serum cholesterol. Result of Chi-square test indicates that there exists significant association between level of stress and problem of cholesterol.

xiv. Cold / Virus Fever

Employees with high level of stress always suffer from cold / virus fever and employees with low level of stress never suffer from cold / virus fever. Result of Chi-square test specifies that there exists significant association between level of stress and cold / virus fever.

5.2.7 Stress Coping Mechanism

Twenty two stress coping mechanisms have been selected in order to test whether there is any association between each of the variables and level of stress. Chi-square has been used to examine the association. Level of significance chosen for Chi-square test is one and five per cent level.

i. Favourite Activities

Employees, who always carry out their favourite activities, suffer from low level of stress. Employee's who never carryout their favourite activities suffer from high level of stress. Result of Chi-square test indicates that there exists significant association between carrying our favourite activities and level of stress.

ii. Deal with Negative Situation

Employees, who always have ability of handling negative situation, suffer from low level of stress. Employees, who never have ability of handling negative situation, suffer from high level of stress. Result of Chi-square test portrays that there exists significant association between ability of handling negative situations and level of stress.

iii. Exercise

Employees, who always and regularly carry out exercise, suffer from low level of stress. Employees, who never carry out exercise, suffer from high level of stress. Result of Chi-square test discloses that there exists significant association between exercise and level of stress.

iv. Breathing Exercise

Employees, who always and regularly carry out breathing exercise, suffer from low level of stress. Employees, who sometimes or occasionally carry out breathing exercise, suffer from high level of stress. Result of Chi-square test divulges that there exists significant association between breathing exercise and level of stress.

v. Delegation of Responsibility

Employees, who always delegate the responsibility among their colleagues, suffer from low level of stress. Employees, who never delegate the responsibility among their colleagues, suffer from high level of stress. Result of Chi-square test discloses that there exists significant association between delegation of responsibility and level of stress.

vi. Dealing Situation Objectively

Employees, who always have ability to deal situation objectively, suffer from low level of stress. Employees, who never have ability to deal situation objectively, suffer from high level of stress. Result of Chi-square test indicates that there exists significant association between dealing situation objectively and level of stress.

vii. Careful on Diet

Employee's who always careful on their diet suffer from low level of stress. Employee's who never careful on diet suffer from high level of stress. Result of Chi-square test discloses that there exists significant association between careful on diet and level of stress.

viii. Time Spent for Hobbies

Employees, who always spent necessary times for their hobbies suffer from low level of stress. Employees, who never spent necessary times for their hobbies suffer from high level of stress. Result of Chi-square test exhibits that there exists significant association between time spent for hobbies and level of stress.

ix. Advice from Superiors

Employees, who always take their superiors advice in a positive manner, suffer from low level of stress. Employees, who never take their superiors advice in a positive manner, suffer from high level of stress. Result of Chi-square test points out that there exists significant association between advice from superiors and level of stress.

x. Face Situations

Employees, who always practice to face situations as it is, suffer from low level of stress. Employees, who never practice to face situations as it is, suffer from high level of stress. Result of Chi-square test reveals that there exists significant association between situation handling and level of stress.

xi. Sleeping

Employees, who always sleep for sufficient hours, suffer from low level of stress. Employees, who never sleep for sufficient hours, suffer from high level of stress. Result of Chi-square test divulges that there exists significant association between sleeping and level of stress.

xii. Avoid being with People

Employees, who always avoid spending time with people during weekends, suffer from low level of stress. Employees, who never avoid spending time with people during weekends, suffer from high level of stress. Result of Chi-square test discloses that there exists significant association between avoiding with people with weekends and level of stress.

xiii. Rewarding / Creative Activity Work

Employees, who always enjoy thoroughly a rewarding or creativity activity outside work, suffer from low level of stress. Employees, who never enjoy thoroughly a rewarding or creativity activity outside work, suffer from high level of stress. Result of Chi-square test reveals that there exists significant association between enjoying thoroughly a rewarding or creativity activity outside work and level of stress.

xiv. Chatting with Friends

Employees, who always chat with friends, suffer from low level of stress. Employees, who never chat with friends, suffer from high level of stress. Result of Chi-square test exposes that there exists significant association between chat with friends and level of stress.

xv. Avoid Unhealthy Foods

Employees, who always avoid unhealthy foods, suffer from low level of stress. Employees, who never avoid unhealthy foods, suffer from high level of stress. Result of Chi-square test depicts that there exists significant association between avoiding unhealthy foods and level of stress.

xvi. Relax at Home

Employees, who never relax at home, suffer from high level of stress. Result of Chi-square test describes that there exists significant association between relaxing at home and level of stress.

xvii. Spend Time with Family / Friends

Employees, who always spend time with family / friends, suffer from low level of stress. Employees, who never spend time with family / friends, suffer from high level of stress. Result of Chi-square test explains that there exists significant association between spending time with family / friends and level of stress.

xviii. Physical Checkups

Employees, who always regularly carry out physical checkups, suffer from low level of stress. Employees, who never carry out physical checkups, suffer from high level of stress. Result of Chi-square test describes that there exists significant association between carrying out physical checkups and level of stress.

xix. Work for Longer Hours

Employees, who sometimes / occasionally work for long hours for completing their routine work, suffer from low level of stress. Employees, who never work for long hours for completing their routine work, suffer from high level of stress. Result of Chi-square test explains that there exists significant association between working for long hours and level of stress.

xx. Express Irritability

Employees, who sometimes / occasionally express irritability, suffer from low level of stress. Employees, who never express irritability, suffer from high level of stress. Result of Chi-square test express that there exists significant association between expressing irritability and level of stress.

xxi. Blame Myself

Employees, who never blame himself/herself, suffer from low level of stress. Employees, who always blame himself/herself, suffer from high level of stress. Result of Chi-square test depicts that there exists significant association between blaming myself and level of stress.

xxii. Visiting Children School

Employees, who always visit their children school, suffer from low level of stress. Employees, who never visit their children school, suffer from high level of stress. Result of Chi-square test explains that there exists significant association between visiting children school and level of stress.

5.2.8 Job Satisfaction

Fifteen variables have been selected in order to test whether the level of satisfaction differs based on these variables and if there really exists any association between each of the variables and level of satisfaction. ANOVA / 't' test is used to examine significant differences in mean values, if any, among bank employees classified on the basis of the selected variables and Chi-square has been used to examine the association. Levels of significance chosen for ANOVA / 't' test and Chi-square tests are one and five per cent level.

A. Variables associated with Job Satisfaction

i. Type of Bank

Mean satisfaction index is found high among employees, who work at new generation bank. Mean satisfaction index is found low among employees, who work at old private sector banks. Result of ANOVA test portrays that there exists significant mean difference among employees classified on the basis of type of bank. Result of Chi-square test explains that there exists a highly significant association between type of bank and level of satisfaction. Employees, who work at new generation private sector banks, have high level of satisfaction. Employees, who work at old private sector banks, have low level of satisfaction.

ii. Branch Location

Mean satisfaction index is found high among employees, who serve at rural bank branch. Mean satisfaction index is found low among employees, who serve at urban bank branch. Result of ANOVA test points out that there does not exist any significant mean difference among employees classified on the basis of branch location. Result of Chi-square test specifies that there exists significant association between location of branch and level of satisfaction. Employees, who serve at rural bank branch, have high level of satisfaction. Employees, who serve at urban bank branch, have low level of satisfaction.

iii. Designation

Mean satisfaction index is found high among bank officers. Mean satisfaction index is found low among clerical cadre employees. Result of ANOVA test discloses that there exists significant mean difference among employees classified on the basis of designation. Result of Chi-square test unveils that there exists significant association between designation and level of satisfaction. Bank officers have high level of satisfaction and clerical cadre bank employees have low level of satisfaction.

iv. Marital Status

Mean satisfaction index is found high among unmarried employees. Mean satisfaction index is found low among married employees. Result of 't' test discloses that there does not exist any significant mean difference among employees classified on the basis of marital status. Result of Chi-square test reveals that there does not exist any significant association between marital status and level of satisfaction.

v. Age

Mean satisfaction index is found high among employees, whose age ranges between 31 and 40 years. Mean satisfaction index is found low among employees, who are above the age of 50 years. Result of ANOVA test unveils that there exists a significant mean difference among employees classified on the basis of age. Result of Chi-square test reveals that there exists significant association between age and

level of satisfaction. Employees, whose age ranges between 31 and 40 years have high level of satisfaction. Employees, who are above the age of 50 years, have low level of satisfaction.

vi. Type of Family

Mean satisfaction index is found high among employees, who belong to joint family. Mean satisfaction index is found low among employees, who belong to nuclear family. Result of 't' Test disclose that there exists a significant mean difference among employees classified on the basis of type of family. Result of Chi-square test portrays that there exists significant association between type of family and level of satisfaction. Employees, who belong to joint family have high level of satisfaction.

vii. Number of Dependents

Mean satisfaction index is found high among employees, who have three dependents in their family. Mean satisfaction index is found low among employees, who have no dependents in their family. Result of ANOVA test reveals that there exists a significant mean difference among employees classified on the basis of number of dependents. Result of Chi-square test divulges that there exists significant association between number of dependents and level of satisfaction. Employees, who have two dependents in their family, have high level of satisfaction. Employees, who have one dependent in their family, have low level of satisfaction.

viii. Educational Qualification

Mean satisfaction index is found high among professionally qualified employees. Mean satisfaction index is found low among graduate qualified employees. Result of ANOVA test reveals that there exists a significant mean difference among employees classified on the basis of educational qualification. Result of Chi-square test indicates that there exists significant association between educational qualification and level of satisfaction. Professionally qualified employees have high level of satisfaction and graduate qualified employees have low level of satisfaction.

ix. Computer Proficiency

Mean satisfaction index is found high among employees, who are excellent in computer proficiency. Mean satisfaction index is found low among employees, who are average in computer proficiency. Result of ANOVA test explains that there exists a significant mean difference among employees classified on the basis of computer proficiency. Result of Chi-square test indicates that there exists significant association between computer proficiency and level of satisfaction. Employees, who are excellent in computer proficiency, have high level of satisfaction. Employees, who are poor in computer proficiency, have low level of satisfaction.

x. Monthly Salary

Mean satisfaction index is found high among employees, whose monthly salary ranges above Rs. 50000. Mean satisfaction index is found low among employees, whose monthly salary ranges up to Rs. 15000. Result of ANOVA test exhibits that there does not exist any significant mean difference among employees classified on the basis of monthly income. Result of Chi-square test discloses that there does not exist any significant association between monthly income and level of satisfaction.

xi. Length of Service

Mean satisfaction index is found high among employees, whose job experience ranges from 11 to 15 years. Mean satisfaction index is found low among employees, who have more than 20 years of experience. Result of ANOVA test exposes that there exists a significant mean difference among employees classified on the basis of length of service. Result of Chi-square test exhibits that there exists significant association between length of service and level of satisfaction. Employees, whose job experience ranges from 11 to 15 years have high level of satisfaction. Employees, who have more than 20 years of experience, have low level of satisfaction.

xii. Weekly Workload

Mean satisfaction index is found high among employees, who work more than 50 hours in a week. Mean satisfaction index is found low among employees, whose work load ranges between 40 and 50 hours in a week. Result of ANOVA test reveals that there exists a significant mean difference among employees classified on the basis of weekly workload. Result of Chi-square test exhibits that there exists significant association between weekly work load and level of satisfaction. Employees, who work more than 50 hours in a week, have high level of satisfaction. Employees, whose work load ranges between 40 and 50 hours in a week have low level of satisfaction.

xiii. Perception on Quality of Work Life

Mean satisfaction index is found high among employees, who have high level of perception toward quality of work life. Mean satisfaction index is found low among employees, who have low level of perception toward quality of work life. Result of ANOVA test indicates that there exists a significant mean difference among employees classified on the basis of perception on Quality of Work life. Result of Chi-square test portrays that there exists significant association between employee perception on Quality of Work Life and level of satisfaction. Employees, who have high level of perception toward quality of work life, have high level of job satisfaction. Employees, who have low level of perception toward quality of work life, have low level of job satisfaction.

xiv. Work Life Balance

Mean satisfaction index is found high among employees, who have high capability on managing their work and life commitments. Mean satisfaction index is found low among employees, who have low capability on managing their work and life commitments. Result of ANOVA test discloses that there exists a significant mean difference among employees classified on the basis of intensity of work life balance. Result of Chi-square test exhibits that there exists significant association between Intensity of Work Life Balance and level of satisfaction. Employees, who have high capability on managing their work and life commitments, have high level

of job satisfaction. Employees, who have low capability on managing their work and life commitments, have low level of job satisfaction.

xv. Level of Stress

Mean satisfaction index is found high among employees, who have low level of stress. Mean satisfaction index is found low among employees, who have high level of stress. Result of ANOVA test indicates that there exists a significant mean difference among employees classified on the basis of level of stress. Result of Chi-square test discloses that there exists significant association between level of stress and level of satisfaction. Employees, who have low level of stress, have high level of job satisfaction. Employees, who have high level of stress, have low level of job satisfaction.

B. Job Satisfaction - Friedman Rank Test

From the Friedman rank test, it is inferred that majority of the bank employees are satisfied with regard to present job and recommends their job to their friends and relatives etc.,

C. Nature of Association of Select Variables with Job Satisfaction

In order to examine the nature and quantum of association of variables with Job Satisfaction correlation analysis is used. Variables considered for Chi-square have been considered for Correlation test too. Out of fifteen variables selected for correlation analysis, thirteen variables have been found to be significant. Designation, Age, Number of Dependents, Educational Qualification, Weekly Workload, Quality of Work life, Work life balance and stress are found to be significant at one per cent level. Type of Bank, Type of Family, Computer Proficiency, Monthly Salary and Length of Service are found to be significant at five per cent level.

i. Type of Bank

Type of Bank and Satisfaction are positively correlated. Employees, who serve at new generation banks have high level of satisfaction.. The coefficient

of determination (r^2) shows that type of bank accounts for 1.10 per cent of the variation in the level of satisfaction.

ii. Designation

Designation and Satisfaction are negatively correlated. Managers are with high level of satisfaction. The coefficient of determination (r^2) shows that designation accounts for 2.70 per cent of the variation in the level of satisfaction.

iii. Age

Age and Satisfaction are negatively correlated. Employees, who are within the age of 30 year's are with high level of satisfaction. The coefficient of determination (r^2) shows that age accounts for 3.00 per cent of the variation in the level of satisfaction.

iv. Type of Family

Type of Family and Satisfaction are positively correlated. Employees, who belong to Joint family have high level of satisfaction.. The coefficient of determination (r^2) shows that type of family accounts for 0.90 per cent of the variation in the level of satisfaction.

v. Number of Dependents

Number of Dependents and Satisfaction are negatively correlated. Managers, who have no dependents in their family are with high level of satisfaction. The coefficient of determination (r^2) shows that number of dependents accounts for 2.10 per cent of the variation in the level of satisfaction.

vi. Educational Qualification

Educational Qualification and Satisfaction are positively correlated. Employees with professional qualification have high level of satisfaction. The coefficient of determination (r^2) shows that educational qualification accounts for 3.00 per cent of the variation in the level of satisfaction.

vii. Computer Proficiency

Computer Proficiency and Satisfaction are positively correlated. Employees, who are excellent computer proficiency, have high level of satisfaction. The coefficient of determination (r^2) shows that computer proficiency accounts for 0.80 per cent of the variation in the level of satisfaction.

viii. Monthly Salary

Monthly Salary and Satisfaction are positively correlated. Employees, whose monthly salary ranges above Rs. 50000, have high level of satisfaction. The coefficient of determination (r^2) shows that monthly salary accounts for 1.00 per cent of the variation in the level of satisfaction.

ix. Length of Service

Length of Service and Satisfaction are negatively correlated. Managers, who have up to five years of experience, are with high level of satisfaction. The coefficient of determination (r^2) shows that length of service accounts for 1.20 per cent of the variation in the level of satisfaction.

x. Workload

Workload and Satisfaction are negatively correlated. Managers, who work up to forty hours in a week, are with high level of satisfaction. The coefficient of determination (r^2) shows that weekly workload accounts for 3.70 per cent of the variation in the level of satisfaction.

xi. Quality of Work life

Employee perception on Quality of Work Life and satisfaction are positively correlated. Employees, who have high level of perception toward quality of work life, have high level of job satisfaction. The coefficient of determination (r^2) shows that weekly workload accounts for 2.30 per cent of the variation in the level of satisfaction.

xii. Work Life Balance

Work Life Balance and satisfaction are positively correlated. Employees, who have high capability on managing their work and life commitments, have high level of job satisfaction. The coefficient of determination (r^2) shows that work life balance accounts for 12.80 per cent of the variation in the level of satisfaction.

xiii. Stress

Stress and Satisfaction are negatively correlated. Employees, who have low level of stress, have high level of job satisfaction. The coefficient of determination (r^2) shows that stress accounts for 28.30 per cent of the variation in the level of satisfaction.

D. Determinants of Job Satisfaction

In order to find out the variables that determine Employee Satisfaction, all the variables included for correlation analysis have been regressed on Employees Satisfaction Index. Weekly workload, Work life balance and stress are found to be significant at one per cent level. Age and Educational Qualification are found to be significant at five per cent level.

i. Age

The regression coefficient indicates that age negatively influences job satisfaction. Employees, who are within the age of 30 years have high level of job satisfaction.

ii. Educational Qualification

The regression coefficient indicates that educational qualification positively influences job satisfaction. Employees with professional qualification have high level of job satisfaction.

iii. Weekly Workload

The regression coefficient indicates that weekly workload negatively influences job satisfaction. Employees, who work up to 40 years have high level of job satisfaction.

iv. Work Life Balance

The regression coefficient indicates that work life balance positively influences job satisfaction. Employees, who are capable to handle work and life commitment or who are manage to spend time for work and life commitments have high level of job satisfaction.

v. Stress

The regression coefficient indicates that stress negatively influences job satisfaction. Employees with low level of stress have high level of job satisfaction.

The value of R² is found to be significant at one per cent level. This shows that the regression equation framed is a good fit. Around 37.80 per cent of variation in level of job satisfaction is due to the select variables.

5.3 Suggestions

5.3.1 Level of Perception on Quality of Work Life

- Bank officers have low level of perception on Quality of Work Life. In order to increase their perception level, the bank managements should give more prominence on equal career advancement opportunities.
- The employees in the age range of 41-50 years are having low level of perception on Quality of Work Life. This is the age when monotony may happen due to continuous pressure on job and responsibilities at home. At this level banks can provide more training in the areas of professional as well as life skills development.
- The women bank employees who belong to nuclear families and having two or more dependents exhibit low level of perception on Quality of Work Life. The never ending responsibilities with regard to family in terms of child care as well as domestic works which cannot be shared with anyone else may be the reason behind the same. In order to address the issue, banks can think of providing crèches and canteens facilities at major places which can be utilized by women employees from several branches of the location. This may help in increasing the

perception on Quality of Work Life since the safety issues of the children are being taken care of and they can save time on cooking which is considered as a “female job”.

- The women bank employees with low level of computer proficiency have low level of perception on Quality of Work Life. To deal with this, banks can update the proficiency level by continuous on the job training modules where a computer trainer can be hired who can help the employees during the working hours itself. In this regard, employees should also take a personal interest in developing their computer skills by attending any training sessions personally since the basic knowledge in information technology is an essential part in today’s competitive world.
- The women employees having salary up to Rs.15000/- and experience up to 5 years of service tend to possess low level of perception on Quality of Work Life. This significantly shows that the new employees entering into the industry cannot cope up since they may not be able to meet the cost of living with their income and the demands of the job. Banks can think of revising the initial salary in the view of the fact that to maintain the middle class standard of living the present range of salary is not sufficient. This is necessary to attract new talented women into the industry.
- Women bank employees who work above 50 hours are having low level of perception on Quality of Work Life in terms of the weekly work load. Because of the long working hours, there is a high possibility of talented women workers to give up the industry at this level. In order to retain them, banks should take keen efforts to tackle the matter by having personal discussions. Providing with work home options and sabbatical leave are very good options to reduce the attrition level of promising women employees.

5.3.2 Work Life Balance

- The women employees, who work with old private sector banks, have low level of work life balance. To deal with the problem, the managements of old private sector banks may form a committee to study the difference in the

policies adopted by them and other types of banks and may recommend the same for implementation.

- Bank clerks have low level of work life balance. The bank managements may recruit more employees to this cadre so that the work can be divided in order to reduce the work load. Also more frequent job rotations can be implemented to avoid monotony in the routine work.
- Unmarried employees tend to have low level of work life balance. In order to attend the issue, they may not be given with extra responsibilities at work place because they may not have sufficient personal support systems.
- Employees having more than 50 years of age possess low level of work life balance. Due to health problems, they may not be able to fulfil the responsibilities both at personal and work front. Management may provide with regular health check up facilities and those who found to be unfit may be given with the jobs that fit to their current health situation.
- The work life balance is low for the employees coming from nuclear families. To address the issue, banks may provide child care leave and food coupons which may drastically reduce the routine management of personal problems.
- The graduate employees tend to have low level of work life balance than professionals or post graduates. Managements may design training programmes in such a way that the employees can enhance their knowledge level and can render their duties effectively.
- Employees who are less proficient in computer possess low level of work life balance. Since today's work atmosphere demands more technical knowledge, these employees may be provided with more on the job and off the job training sessions on basic computer literature. In this area, employees should also take some additional effort to enhance their computer skills by attending various computer training sessions personally which may help them in technological up gradation.

- Women bank employees having less monthly salary show low level of work life balance. Timely revision of salary is mandatory in order to enhance the work life balance to maintain the standard of living.
- The less experienced employees are having low level of work life balance. Due to the high demands at the work place, the employees may not be able to cope up with the new situations. More intensive induction programmes and experience sharing with the successful senior employees may address the issue. Also, team work and group cohesiveness becomes essential to overcome this issue.
- Employees with 40-50 hours of weekly work load have low level of work life balance. Managements as well as employees should plan the work accordingly, so that work is divided efficiently among all the employees so as to get enough time for both the personal and professional fronts.
- Women employees who possess low perception on quality of work life tend to have low level of work life balance. This is clear indication of relationship between both the factors, thus enhancing the quality of work life will in turn result in effective work life balance.

5.3.3 Stress

- Employees, who work with new generation banks, have high level of stress, in order to reduce the same the employees may be given with achievable targets and responsibilities and the working hours may be clearly specified and followed.
- The women employees who serve at urban location possess high level of stress. One of the reasons being hectic travelling, hence the bank managements may arrange conveyance facilities for the female staff.
- Bank officers have high level of stress, to reduce the same they may be sufficiently trained especially in the areas of man management so that they can deal with superiors, sub-ordinates and customers easily.
- The unmarried women employees show high level of stress, may be because of the lack of personal support systems. The superiors may dedicate sufficient time to mentor them and may educate them about the promising career forward.

- The women employees up to age of 30 years are having high level of stress. To attend the issue the managements should be empathetic enough to support them in their early career life and may take all efforts to retain the highly talented women employees.
- Women employees belong to joint families hold high level of stress, in order to reduce their stress level and to retain the promising women employees', bank managements may provide the sabbatical leave and work home options.
- Employees having professional educational qualifications are having high level of stress. These employees may be deputed into the departments where they can apply their professional skills, which may help in reducing their stress level.
- The average level proficiency in computer skills make the employees stressed. The superiors and the co-workers may help the women of less computer proficiency to complete the allocated work more efficiently thus imparting them with more skills in the technology.
- Women bankers with salary in the range of Rs. 15000 – 30000 are having more stress level. So as to reduce the stress level management may study and revise the salary structure on a timely manner and may ensure that the women employees can meet their cost of living.
- Employees with 6 to 10 years of experience possess high level of stress. This may be due to ambiguous career advancement opportunities for highly ambitious women employees. The management may have a transparent promotion criterion and the same should be communicated to all employees clearly.
- Women employees with weekly workload more than 50 hours have high level of stress. Managements may take keen interest in making a job analysis on a frequent basis. Wherever less number of employees are deployed, should be found out and may take necessary steps for timely recruitment to ensure the emotional as well as physical well being of talented women employees.
- Employees having moderate level of perception on quality of work life are having high level of stress, which shows there is positive relationship among quality of work life and stress. Bank management should design programmes

like 2 day leave on biological reasons to ensure the quality of work life of women employees which may eventually reduce their stress level.

- Women employees with low level of work life balance have high level of stress. Managements may take feedbacks from employees to discover the factors effecting their work life balance and HR departments may scrutinize the same and design activities to enhance the work life balance which in turn may reduce the stress level.

5.3.4 Impact of stress

From the analysis it is evident that the employees with high level of stress are having headache, back/neck/shoulder pain, chest pain, sleeping difficulties, gastro intestinal problems, breathing difficulties, tiredness or fatigue, skin problems, eye strain, dizziness, ulcers or constipation, high blood pressure, high cholesterol and frequent cold or virus fever. Bank managements may seriously take up the matter and may frame sufficient policies like routine health check up programmes at the cost of banks and platforms for open discussions to reduce the stress level and may ensure emotional and physical security of promising women talents in the banking industry. Also employees should understand the responsibility assigned to them and should adopt effective stress coping mechanisms like regular exercises, avoiding unhealthy foods, pursuing hobbies, allocating time to family and friends etc.

5.3.5 Job Satisfaction

- Employees, who work at old private sector banks have low level of job satisfaction, in order to enhance their job satisfaction employees' opinion on working conditions to be enquired at least once a year which may be analyzed and sufficient changes in the policies can be implemented. HR department can play an important role in this.
- Women employees who work in urban locations seem to have low level of job satisfaction. To address the specific issues in urban areas like hard travelling conditions and high cost of living, management may provide conveyance arrangements and urban allowances along with salary.

- Bank clerks show low level of job satisfaction, to address the same there may be career advancement opportunities for clerical staff to managerial positions and job rotations to avoid boredom in the routine work.
- Women bank employees above the age of 50 years are having low level of job satisfaction. To avoid stagnation in their working conditions, these experienced employees' can be offered with a consultancy work after retirement in the back office work viz. audit department, clearing department etc.
- Employees' belonging to nuclear families possess low level of job satisfaction. In order to augment their job satisfaction, managements may implement shift facilities, choice based transfer facilities, work home arrangements and sabbatical leave facilities.
- Graduate employees' tend to show low level of job satisfaction. To boost their morale and satisfaction, management may provide condition-based education leave. This may help in retaining and developing promising future leaders.
- Women employees' with more than 20 years of service are having low level of job satisfaction. To increase the level of satisfaction, they may be deputed with the department of their choice and may be deputed to conduct induction programmes for the newly recruited employees. This may help in more effective and practical experience sharing than the regular training sessions by the trainers.
- Employees' with work load of 40 to 50 hours tend to have low level of job satisfaction. Superiors may ensure equal distribution of duties to all the employees in the branch and if shortage is found it may be reported to higher authorities and may take necessary steps to fill in the positions.
- Employees' having low perception on quality of work life is having low level of job satisfaction. Conducting continuous training sessions both in door and out door to improve professional skills as well as life skills, education leave, regular increment in salary, transparent communication, participative decision making mechanism, career advancement opportunities, rewarding systems on particular achievements both in monetary and non-monetary terms may improve the

perception on the quality of work life which may consecutively improve the job satisfaction.

- Women bank employees with low work life balance possess low level of job satisfaction. This may be addressed by providing choice based postings, conveyance facilities, crèche facilities, canteen facilities, staff quarters, working arrangements including shifts as well as flexible working hours and work home facilities, sabbatical leave and extra ordinary leave. These facilities may help the talented and capable future women leaders to cope up with typical women based problems and to enhance the work life balance and job satisfaction.
- Women having high stress level have low level of job satisfaction. Managements should encourage the women employees to practice stress coping mechanisms like physical exercise, yoga etc. Managements can also make available these kinds of trainers inside the office premises at a fixed time so that every woman employee can practice the same without finding extra time for it. Management may also provide family tour packages and staff tour once a year to reduce the fatigue and stress thus to maintain refreshed and emotionally healthy employees.

5.4 CONCLUSION

Quality of work life becomes an imperative factor in today's highly competitive world. New strategies which may ensure employee commitment, adaptation to change are to be developed by the bank managements. These kinds of strategies are vital for the growth and survival of the banking sector today. This is also essential to create a healthy working environment which will significantly improve the employees' perception on quality of work life.

To meet the challenges of the work pressure in the banking profession, highly skilled and knowledgeable group of employees is a crucial factor. At the time of recruitment and selection bank managements should take special efforts to assess the needs, attitude and values of women employees. They should also ensure the selection of proper personnel and training in the scaffold of the job requirements. The demands of the jobs should be clearly communicated to the selected group. This may fundamentally aid in maintaining a proper work

life balance by the women employees and may avoid the chances of causing misfit between the employees' personal life and their job demands. Bank managements should have their own mechanism to cater and measure the level of stress experienced by their women work force. To alleviate the impact of job stress over their talented and promising women employees, bank managements should arrange stress reduction practices and health maintenance programmes. To reduce the work related stress, employees should be educated about scientific and healthy stress coping mechanisms.

Highly satisfied employees are a great asset to any organization and industry. To guarantee the retention of intellectually promising women employees at the leadership levels, bank managements should take all the measures to make certain that its women work force perceive high quality of work life, excellent work life balance with reduced stress level. These steps will certainly lead to an exceedingly satisfied women work group and motivate them to lead one of the foremost industries of our country from the front. Apart from the efforts of the bank managements, enough social support is also a critical factor to make this realized.

5.5 SCOPE FOR FURTHER RESEARCH

The current study has been undertaken for public sector banks, old private sector banks and new private sector banks. This can be extended to other categories of banks in India. Further, the same study can be conducted for the non banking financial institutions and insurance sectors which constitute a large number of women populations and contribute largely towards the up liftment of financial position of the country.

Also, similar kind of study may be initiated for finding the problems faced by male and female population of other crucial industries of India viz. information technology, education and manufacturing sectors. Again the particular research was undertaken in Thrissur. Focus can be given to other districts of the state and country, among various districts, among various states within the country. Aspiring researchers may also commence studies in comparing the problems of female employees within the country and other foreign countries.