

## **CHAPTER VI**

### **SUMMARY OF FINDINGS AND CONCLUSION**

This chapter deals with a brief summary of findings, suggestions, scope for future research, implications of the study and conclusions of the study on quality of work life of women employees in banking sector with reference to Coimbatore District.

#### **6.1 FINDINGS OF THE STUDY**

The major findings of the study are summarized below.

##### **6.1.1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS**

- The number of respondents selected for the study was in equal proportion from both public sector and private sector banks.
- The age wise distribution of the respondents depicts that more than one – third of the respondents (32.40 per cent) were in the age group of 26 to 35 years.
- It is found that majority of the respondents (45.80 per cent) of the study were Graduates.
- The result shows that one third of the respondents (30.40 per cent) of the study have monthly earnings from Rs. 15,001 to Rs. 25,000.
- Among the total number of respondents of the study majority of them (59.60 per cent) were in clerical cadre.
- The result exhibits that nearly half of the respondents (42.80 per cent) of the study have a length of service up to 5 years.
- Among the total number of respondents of the study majority of them (70 per cent) were married.
- Of the married respondents 86.57 per cent of them have children.

##### **6.1.2 RESPONDENTS OPINIONS REGARDING QWL DIMENSIONS**

- It is concluded from the analysis that majority of the respondents have agreed with the statements of 'Nature of job' dimension.
- It is known from the analysis that majority of the respondents have agreed with the statements of 'Compensation of employees' dimension.

- It is observed from the analysis that majority of the respondents have agreed with the statements of ‘Safe and healthy working conditions’ dimension.
- It is ascertained from the analysis that majority of the respondents have agreed with the statements of ‘Opportunity for growth and development’ dimension.
- It is found from the analysis that majority of the respondents have agreed with the statements of ‘Social integration in the work force’ dimension.
- It is inferred from the analysis that majority of the respondents have agreed with the statements of ‘Constitutionalism in the banks’ dimension.
- It is noted from the analysis that majority of the respondents have agreed with the statements of ‘Occupational stress’ dimension.
- It is evident from the analysis that majority of the respondents have agreed with the statements of ‘Participation in management’ dimension.
- It is known from the analysis that majority of the respondents have agreed with the statements of ‘Grievance handling’ dimension.
- It is found from the analysis that majority of the respondents have agreed with the statements of ‘Social relevance of work’ dimension.

#### **6.1.3 MEASURING QUALITY OF WORK LIFE OF WOMEN BANK EMPLOYEES FROM BOTH PUBLIC AND PRIVATE SECTOR.**

- The Chi square analysis exhibits results that nature of job has no significant influence on the nature of service of bank employees.
- With the help of Chi square analysis it is found that there is no significant influence between compensation of employees and nature of service of bank employees.
- It is evident from the Chi square analysis that there is a significant influence between safe and healthy working conditions and nature of service of bank employees.
- The Chi square analysis result table indicates that there is a significant influence between opportunity for growth and development and nature of service of bank employees.
- It is proved with the help of Chi square analysis that social integration in the work force has a significant influence on the nature of service of bank employees.

- The chi square analysis shows the results that there is a significant influence between Constitutionalism in the banks and nature of service of bank employees.
- With the help of chi square analysis it is proved that occupational stress has no significant influence on the nature of service of bank employees.
- It is ascertained from the chi square analysis that there is a significant influence between participation in management and nature of service of bank employees.
- The Chi square analysis result table indicates that there is a insignificant influence between grievance handling and nature of service of bank employees
- It is found with the help of Chi square analysis that there is no significant influence between social relevance of work and the nature of service of bank employees.
- With the help of Gap analysis it is concluded that nature of service has found significant gap on QWL score.
- It is concluded with the help of Multiple regression analysis that among the list of QWL dimensions considered for this study, nature of job is of higher influence (37.5%) more than other dimensions. Hence it is suggested that the quality of work life can be justified based on the nature of job the women get to occupy, in the highly competitive sector of banking.

#### **6.1.4 STUDYING THE RELATIONSHIP BETWEEN THE VARIOUS FACTORS OF QWL AND STRESS.**

- ANOVA results indicate that occupational stress has found significant difference among the age group of the respondents. It is noticed from the analysis that occupational stress has been found to be high upto 25 year age group and also for above 55 year age group of the respondents.
- With the help of ANOVA it is concluded that there is a significant variance between educational qualification of the respondents and occupational stress. It is also found that the respondents who completed post graduation scored highest occupational stress.
- It is ascertained from the ANOVA table that there is a significant variance between occupational stress and monthly salary of the respondents. It is also found that there is high occupational stress to the respondents whose monthly income is below Rs.15,000 and above Rs.45,000.

- ANOVA results indicate that there is a significant difference among occupational stress and designation of the respondents. It is also found that occupational stress was high among the respondents in the managerial cadre.
- With the help of ANOVA it is justified that there is a significant difference among occupational stress and length of service of the respondents and Stress level was found to be high among the respondents who have an experience of more than 21 years.
- It is evident from the ANOVA table that there is insignificant difference between occupational stress and marital status of the respondents.
- Correlation analysis shows results that each QWL dimension had a significant relationship with another dimensions. The relationship also highlights integral dependence of each dimension. Hence it is found that cooperative binding of dimensions constitutes the overall quality of work life of the organization.
- Univariate analysis confirms the variance of QWL score with respect to level of occupational stress and nature of service. The level of occupational stress is found to be significantly different among public sector bank employees and private sector bank employees. Similarly the overall QWL score is significantly distinguished based on its level of occupational stress.

#### **6.1.5 INVESTIGATING THE FACTORS AFFECTING WORK LIFE BALANCE OF WOMEN EMPLOYEES**

- Average score indicates that both private sector and public sector respondents have agreed with the factors considered that affect the work life balance.
- It is concluded based on simple average score that the respondents above 55 years suffer more, when compared to the other category of respondents to balance their work and family.
- Based on simple average score it is concluded that the respondents who were having H.Sc as qualification have comparatively agreed more with the factors affecting work life balance than others.
- With average score analysis it is proved that the respondents who were getting monthly salary above Rs. 45,000 have comparatively agreed more than others with the factors affecting work life balance.

- Average score indicates that the clerical respondents were comparatively agreed more with the factors affecting work life balance than the others.
- By analyzing the data through average score analysis it is found that that the respondents whose length of service ranges from 11 to 15 years have comparatively agreed more with the factors affecting work life than others.
- Based on simple average score it is concluded that widows have comparatively agreed more with the factors affecting work life balance than others.
- Chi square analysis reveals that hours of work has a significant influence with QWL dimensions of Nature of job ( 0.000), Compensation of employees (0.011), Social integration in the work place (0.042), Constitutionalism in the banks (0.001), Occupational stress (0.000), Participation in management (0.009) and Social relevance of work (0.011), whereas Safe and healthy working conditions (0.243), Opportunity for growth and development (0.113) and Grievance handling (0.119) have an insignificant relationship with hours of work.
- It is concluded based on Chi square analysis that that there is a significant relationship between overtime and Nature of job (0.047), Safe and healthy working conditions (0.020), Social integration in the work place (0.000), Constitutionalism in the banks (0.000), Occupational stress (0.000) Social relevance of work (0.042). Whereas Compensation of employees (0.742), Opportunity for growth and development (0.213), Participation in management (0.121) and Grievance handling (0.080) dimensions have an insignificant influence on overtime.
- With the help of chi square analysis it is proved that all the QWL dimensions except nature of job have an significant influence on work from home.
- Chi square table indicates that QWL dimensions of Nature of job (0.000), compensation of employees (0.002), Safe and healthy working conditions (0.000), Opportunity for growth and development(0.000), Occupational stress (0.023), Participation in management (0.009) and Social relevance of work (0.003) have an significant relationship with need to work on holidays, whereas the remaining dimensions of Social integration in the work force (0.708), Constitutionalism in the banks (0.082) and Grievance handling (0.361) have an insignificant relationship with work on holidays.

- Based on Chi square analysis it is found that Nature of job (0.021), Safe and healthy working conditions (0.003), Occupational stress (0.022), Grievance handling (0.000) and Social relevance of work (0.000) are lesser than the level of significance 0.05 which indicates the significant relationship between these dimensions and travelling away from home. It is also found from the result table that the QWL dimensions Compensation of employees (0.294), Opportunity for growth and development (0.206), Social integration in the work place (0.052), Constitutionalism in the banks (0.252) and Participation in management (0.059) have no significant relationship with Travelling away from home.
- Average rank analysis concluded that the ranking patterns regarding the factors influencing work life balance differ among the public sector and private sector bank employees. Result table exhibits the private sector bank respondents' preference ranking as follows: Job sharing, Time off for family emergencies and events, More flexible working hours, Time off during school holidays and Work from home, whereas the public sector bank respondents preference ranking were as follows: Job sharing, More flexible working hours, Time off for family emergencies and events, Time off during school holidays and Work from home.
- It is concluded from average rank analysis that the ranking for factors influencing work life balance with respect to age group of the respondents, the highest ranking was to the factor 'More flexible working hours'.
- With the help of average rank analysis it is concluded that the highest ranking was given to the factor 'more flexible working hours' in ranking of factors influencing work life balance with respect to educational qualification of the respondents.
- Average rank analysis reveals that preferential rank was given to the factor 'More flexible working hours' by the respondents based on their monthly salary to balance their work and family.
- Based on average rank analysis it is concluded that 'More flexible works hours' was given first preference by the respondents based on their designation to balance their work and family.
- It is concluded based on the result table of average rank analysis that 'More flexible working hours' was ranked as the highest factor to balance their work and family by the respondents based on their length of service.

- Average rank analysis reveals that ‘Job sharing’ is considered as the major factor to balance work and family by the respondents based on their marital status.

#### **6.1.6 PROBLEMS FACED BY WOMEN EMPLOYEES**

- It is observed from the average score analysis that the private sector bank employees’ problems scores are comparatively higher than those of the public sector bank employees.
- Based on simple average score it is concluded that the respondents’ scores whose age was above 55 years are comparatively more regarding the problems faced by them.
- From the average score analysis it is concluded that the respondents who had completed H.Sc comparatively predicted more than others regarding the problems faced by them.
- Average score analysis concludes that the respondents whose earnings ranges from Rs. 25,000 p.m to Rs. 35,000 p.m opined more about the problems faced by them than others.
- It is concluded from the result table of average score analysis that clerical respondents scores are comparatively more about the problems faced by them than others.
- Based on simple average score it is concluded that the respondents whose length of service between 16 to 20 years opined more regarding the problems faced by them.
- It is evident from the average score analysis that widow respondents comparatively yielded more scores than others regarding the problems faced by them.

#### **6.1.7 IMPACT OF QUALITY OF WORK LIFE AND ATTITUDE OF WOMEN EMPLOYEES**

- Based on average score analysis it is concluded that the private sector employees agreed comparatively more than the public sector employees with the impact of quality of work life.
- It is concluded based on the average score that the respondents whose age was above 55 years comparatively agreed more regarding the impact of QWL.

- Average score analysis indicates that the respondents whose qualification was higher secondary comparatively agreed more regarding the impact of QWL.
- With the help of average score analysis it is concluded that the respondents whose monthly salary was above Rs.45000 per month agreed comparatively more than others regarding the impact of QWL.
- Based on simple average score it is concluded that the respondents of managerial cadre agreed comparatively more regarding the impact of QWL.
- It is evident from the result table of average score analysis that the respondents whose length of service ranges from 16 to 20 years agreed comparatively more regarding the impact of QWL.
- Average score analysis indicates that divorcee respondents comparatively agreed more than others with the impact of quality of work life.
- It is concluded from the Univariate analysis that the impact score was found to be significantly different among public sector bank employees and private sector bank employees and was also significantly distinguished based on its level of nature of job.
- Univariate analysis indicates that the impact score was found to be significantly different among public sector bank employees and private sector bank employees and was also significantly distinguished based on its level of compensation.
- Based on Univariate analysis it is concluded that impact score was found to be of insignificant difference among the public sector bank employees and the private sector bank employees based on safe and healthy working conditions.
- With the help of Univariate analysis it is concluded that impact score was found to be of insignificant difference among the public sector bank employees and private sector bank employees based on opportunity for growth and development.
- It is revealed through Univariate analysis that the impact score was found to be insignificantly different among public sector bank employees and private sector bank employees based on social integration in the work force.
- Univariate analysis proves that the impact score was found to be significantly different among public sector bank employees and private sector bank employees and was also significantly distinguished based on its level of constitutionalism in the banks.

- Based on Univariate analysis it is concluded that impact score was found to be of insignificant difference among the public sector bank employees and the private sector bank employees based on occupational stress.
- With the help of Univariate analysis it is concluded that the impact score was found to be of insignificant difference among the public sector bank employees and private sector bank employees based on participation in management.
- It is concluded based on Univariate analysis that the impact score was found insignificantly different among public sector bank employees and private sector bank employees based on grievance handling.
- Univariate analysis concludes that the impact score was found to be insignificantly different among public sector bank employees and private sector bank employees based on social relevance of work.

## **6.2 SUGGESTIONS AND RECOMMENDATIONS OF THE STUDY**

In the present research towards quality of work life of women employees in the banking sector with reference to Coimbatore district, the researcher offers certain suggestions to bring about the desired changes in QWL of banking sectors. This will indeed, improve the level of their productivity and make them more and more mission oriented. Based on the key findings of the study, the following suggestions are outlined.

- Employees should be given a challenging job because it motivates them and influences their quality of work life. Challenging job gives life to the work, utilizes human capabilities to the fullest extent and provides opportunity for intellectual satisfaction. It should be kept in mind that the workload should be in line with employees' capabilities and resources.
- Amenities at work ought to be improved at the earliest as poor amenities make the employee dissatisfied.
- Physical working condition assumes more importance as employees have to constantly deal with customers with good cheer and reasoning.
- Bank employees are usually very busy during bank hours. Banks do not maintain canteen at their branches. As such employees get beverages from outside hotels through attendants. There are no lunch rooms provided by banks. Employees have to have any refreshments at their seat which is not in accordance with Indian culture. Many employees pointed out in informal discussions that they can not

relax during bank hours until lunch breaks. If canteen or lunch room facility is provided they can take a short break to relax and they can start their work afresh. Hence it is suggested that the banks should provide atleast lunch room facility in all their offices.

- Air cooler or air conditioner is another physical condition which gains more importance in hot places because it is hard to spend 7–8 hours dealing with customers without cooling facility.
- Transport facilities can be provided to the employees. Transportation can be provided by way of vanpooling, where employees share the expenditure of a vehicle which is provided by the management.
- Safety measures can be improved in the organization so that employees' safety could be ensured. Worn out machinery, furniture and fixtures should be disposed as quick as possible.
- Appropriate pay strategies could be evolved to give fair and adequate compensation to the employees. Management should make attempts to adjust pay scales according to the changes in cost of living from time to time. Banks can take many steps towards welfare of its employees by providing other benefits like leave fare, medical aid and productivity bonus etc.
- There should be a perfect conflict - resolution mechanism in the bank. They have to form 'Joint consultative committee for officers' cadre and 'Industrial relations committee' to maintain good industrial relations in the bank. Initially grievances handling can be done by branch managers at branch level. If a solution can not be found it can be forwarded to Zonal/ divisional levels and finally to corporate office.
- Banks should have HRD cell at corporate and regional/divisional offices, which carry on various functions of HRD.
- Adequate number of staff should be recruited. Vacant posts should be filled up as soon as possible. While recruiting the ratio of male and female staff should be even. Recruitment policy should be associated with the requirements. There should be no reservation for selection of employees. Only competent persons should be selected.

- There should be permanent and clear policies of promotion and transfer. Employees' personal problems and preferences and constraints must be considered now and then by management before transferring any employee.
- Before introduction of new technologies adequate training has to be given to the employees to cope up with the new task. Even after introduction, continuous job support should be given to the employees to solve their difficulties.
- Banks should have training colleges which cater to the needs of employees from time to time.
- Banks can provide seminars and lectures to improve human capabilities which will help for career advancement.
- Sound interpersonal relations result in organizational efficiency. Good cooperation and contact between management and employees ensures QWL. Team spirit leads to greater efficiency.
- Basic rights of an employee like protecting his privacy, giving him chance to present his view, whenever a conflict arises, etc should be protected.
- Employees' performances should be rewarded as well as praised. This will undoubtedly uplift the morale of the employees and encourage them to show better performance.
- Today the concept of employee involvement is getting boosted up. The employees should be given participation in decision making process. This will certainly develop a sense of belongingness in them. Employees may be encouraged to offer suggestions while taking decisions and framing policies. This makes them feel their importance in the company.
- By nature human beings require more and more autonomy. Proper amount of autonomy should be given. They should be assigned tasks full of involvement challenge and risk. It definitely improves their performance. Thus Management should not unnecessarily interfere with the work of its employees.
- Banks are entering various innovative areas of service of their customers. This expansion of jobs needs enhancement of capabilities and potentials of employees. Finally improved performance of bank through enhanced capabilities of its employees also leads to the improved social image of the banks. This in turn satisfies the social needs of employees.

- Under employment is a serious threat to human resource development. Job should make use of all existing capabilities. Employees feel alienated if the job does not use his capabilities to a complete extent.
- Informal clubs can be organized at branch level through which periodicals, manuals and other volumes are bought, on mutual interest. This will improve the capabilities of its employees for promotions.
- Democratic style of management also helps in the development of human capabilities of employees.
- An important phase of HRD is career growth and development. Each and every employee aspires for an even and fair career graph. Banks should assist the employees in reaching higher positions. Banks can help the employees by providing counselling facilities right from planning stage.
- Sports and games can integrate the entire staff. Management can also organize annual inter - bank or intra-bank sports meets. All these facilities do not cost much for the management.
- Banks can also arrange picnics and tours for employees which not only recreate them but also help in the interaction among employees. Involving all employees in such recreational programmes helps in building inter - personal relations among the entire staff. As such any kind of effort from either management or trade unions towards improvement of working conditions will be much appreciated by employees.
- Policies should be framed in such a way that it supports women professionals in managing the balance between work and life. So the organization needs to recognize the dual responsibilities of female.
- Fixed working hours, flexible working hours (flexitime), staggered hours, reduced work, job sharing, part time employment and other types of alternative work schedules provide freedom to employees in scheduling their work.
- Stress free environment can be created by giving minimum work load. Courses on effective stress management and training can be introduced by banks. Typically they can create awareness and demonstrate techniques to reduce the stress. Proper yoga and meditation training can be given to the employees to cope with stress.

- Workshops can be arranged to create awareness about diet because in a healthy body resides a healthy mind.
- Information flow within the organization could be improved.
- Methods like job enrichment and job design can be used to improve QWL.
- The organization should go for childcare, telecommuting, emergency care facilities for children and elders and also support the employees for non – work commitments. It would help the organization to pool the talented women professionals at every level. The Indian organization has to understand that societal expectations and family responsibilities do come in the way of female professionals and their career. The organization should encourage family friendly practice.
- It's very necessary to understand that married women with children require more organizational support than the unmarried and married females with no children. So it is the prime responsibility of the employers to take care while designing the human resource policies so that they can best utilize the women's potential.

### **6.3 SCOPE FOR FUTURE RESEARCH**

The findings of the present study are reasonably limited in its scope with regard to many aspects. The results can be made more elaborate if a number of future scientific enquiries are conducted in this area. Hence the following research areas are identified and suggested for further research on the Quality of Work Life

This study has the potential to promote further research in so far as it has shed light on several areas which can bear further exploration. To ensure higher accuracy the study can be replicated with a bigger sampling frame and the results to be compared with those in this study.

Regular assessment of QWL can potentially provide organizations with important information about the welfare of its employees such as job satisfaction, general well being, work related stress and the home work interface.

For a better analysis of quality of work life every dimension of QWL can be studied individually and further dimensions can also be added. This study can be done among the employees of cooperative sector and foreign banks. Further comparative studies among public sector, private sector and foreign banks can also be done.

The researcher is pleased to offer further research in the area of finding out strategies to improve QWL and to reduce occupational stress.

This study can be extended beyond the limits of banking sector. Service sectors such as insurance, post office and railways are potential areas for research. Quality of work life of these employees can be explored and compared with that of banks. Hence there is a good scope for further research.

#### **6.4 PRACTICAL IMPLICATIONS OF THE RESEARCH**

The results of this study throw up a number of issues that are to be taken into consideration by the organization on priority basis to boost the employees. Institutional players for human resource management and human resource development will obviously be benefited by the findings of this research and its practical implications on factors like employee satisfaction, employee morale, career growth and corporate responsibility. Further findings of this study help the practitioners in the area of HRM to build HR model and general management in public and private sector as a whole. This research can assist in developing a prototype for HR recruitment policies and compensation packages. This study reveals crucial information that may be used to improve the working climate in the banks.

Periodic study about QWL in particular industries may reveal how the perception varies among the employees over a period of time and yield valuable inputs for the industries and a Government authorities to design policies and guidelines to improve the work quality and life quality.

With increased number of women opting for job opportunities in the financial sector, the study will be of particular relevance to employers and can serve as valuable secondary source for research scholars in this field. The research addresses in particular, the women work force in the banking sector, which is one of the vibrant fields for the country's growth, development and economic stability.

Foreign banks have also stepped into the field as big players. Their work culture and policies need to be customized to suit Indian women employees in banks. The present study has fanned out the entire gamut of QWL dimensions and indicators of work life balance of women employees in both public and private sector banks, which can provide valuable inputs for the design of work policies and provision of a conductive institutional climate for the new players.

## **CONCLUSION**

QWL is the need of the hour. Quality of working life is not a concept, that deals with one area but it has been observed as incorporating a hierarchy of concepts that not only include work based factors such as job satisfaction, satisfaction with par and relationships with work colleagues, but also factors that broadly focuses on life satisfaction and general feelings of well being. To retain a good talent in the organization it is important for the organization to have high QWL and low stress level. There is considerable evidence from this study that bank employees of both public and private are truly empowered.

We can deduce from the study that majority of the respondents have agreed with the statements of QWL dimensions. Among ten dimensions considered for the study nature of service has a significant influence on safe and healthy working conditions, opportunity for growth and development, social integration in the work force, constitutionalism in the banks and participation in management. It is to be noted here that among the list of QWL dimensions, nature of job is of high influence more than other dimensions. It is also found that QWL score was different among the private sector and public sector bank employees.

Stress level was found to be very high among the youngsters and to the employees who are above 55 years. Post graduate respondents, managers and highly experienced employees suffer more from stress. Stress is also high among high salaried employees. It is also concluded that occupational stress is significantly different among the respondents based on age, educational qualification, salary, designation and span of service of the respondents.

Respondents of all categories have comparatively agreed more with the factors affecting work life balance. They prefer 'flexible working hours and job sharing' to balance their work and family.

Similarly respondents of all categories have positive attitude with the impact of quality of work life. It is also found that based on nature of job, compensation of employees and constitutionalism, impact score was found to be significantly different among private sector and public sector bank employees