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# RVS Journal of Management

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## **Editorial**

The present issue of the RVS Journal of Management includes five articles. The editors would like to initiate discussions about more visionary approaches to understanding and managing the challenges of the new millennium. The fatigue that marks the public debate about the management questions could indicate that it is time for reflection and for taking a critical look at the way managerial problems are conceptualized and not least how the appropriate regulatory solutions are identified. We would like to offer our readers a platform for an open-minded discussion of management issues and how to go about their regulation or management from an academic perspective. The editors welcome papers exploring and critically reflecting upon the challenges of the new millennium from a management perspective. The R.V.S. Journal of Management seeks to provide an outlet for original high quality peer reviewed scholarly research in the increasingly important areas of management. High quality work in all areas of management will be welcomed by the Journal. We hope to publish theoretical, empirical, and experimental articles which will contribute to the development of the different areas of management. We hope and believe that our journal will be of interest to a wide range of researchers, in all areas of management. We are of the opinion that by publishing original, high quality, scholarly articles the Review will contribute significantly to our understanding of the minute details of management in the coming years.

1 November 2010

Vijila Kennedy  
Chief Editor

# RVS Journal of Management invites...

**Articles/Papers:** on topics related to different dimensions of management and contemporary issues

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- 1 Authors should send three copies of manuscript typed double spaced with at least one-inch margin on both sides (MS-word). Soft copies will be highly appreciated.
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- 3 A declaration should be made by the authors to the effect that the material submitted is original and has not been published or submitted for publication earlier for any other journal or publications.
- 4 A note on the author should accompany every material sent for publication. The note should include the name, designation, address (email also and affiliations) if any.
- 5 Contributions should not exceed 2,000 words in length.
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# **ROLE STRESS AND JOB SATISFACTION OF TEACHERS IN MANAGEMENT INSTITUTES - AN EMPIRICAL STUDY.**

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## **Abstract**

Assessing teacher stress has been a difficult and complex process, especially when role stress is considered. Apart from classroom teaching students in Management Education have to be given plenty of hands on experience and they should be empowered to handle real life business challenges. The study attempts to investigate the various sources of role stress experienced by college teachers in Management Institutes. The primary data was collected from 100 sample respondents (teachers) of Management Institutes from Mangalore City by convenience sampling method. For this purpose, structured questionnaire i.e. Organizational Role Stress scale (ORS) (Pareek, 1993) was employed to collect the primary data from the selected sample respondents. Chi-square tests revealed the responses of the respondents were closely associated with role stress due to role overload and role inadequacy.

Keywords: stress, role stress, teachers, management education

## **INTRODUCTION**

Modern life is full of stress. Urbanization, industrialization and increase in scale of operations in the society are causing increasing stress. In this changing environment, participation, interaction, transaction, planning and regulation have become key issues, each with its own frustrations attached. People feel stressed as they can no longer have complete control over what happens in life. There is no escape from stress in modern life. In today's context, "stress is a costly business expense that affects both employee health and organization profits". Stress is often termed as a twentieth century syndrome, born out of man's race towards modern progress and its ensuing complexities.

The keystone of the entire educational enterprise is the teacher. If a psychiatric examination is made on teachers, most teachers will be found internally maladjusted even though they do not appear to be so outwardly. Teaching involves a great deal of stress and strain. Teachers have to deal with youth always who create various problems of motivation, learning and adjustment. Teaching is a profession where, more than any other, rivalry, jealousy, conflicts and misunderstanding occur most frequently.

#### **Need for the study:**

Education sector is not immune from various challenges posed by liberalization and globalization. Educational institutions especially those which are imparting management education are pressurized to meet the world class standard. Naturally the pressure is mainly on teaching faculty as they are the agents through which change is implemented in the educational institutions.

Management Education calls for more practical exposure and a lot of more student oriented activities. Apart from classroom teaching students have to be given plenty of hands on experience and they should be empowered to handle real life business challenges. To imbibe all these in management students a lot of effort is required from the side of the teachers. They have to always plan well in advance.

Besides there is a severe competition among the institutions and to gain popularity the college management expects high performance from the institution and again the responsibility rests on the shoulder of the teachers to ensure that their institution is adjudged as the best. All these pressurize the teachers to handle roles in various capacities which lead to role conflict.

Teaching is considered to be a noble profession and only those who have an orientation for this join this profession. Though teachers wish to take all the responsibilities entrusted to them with willingness and interest, frustration begins when they do not get adequate remuneration and other perks as enjoyed by other counterparts for the efforts that they have put in. This coupled with above mentioned reasons mainly causes stress. Therefore, there is a need for studying the factors causing role stress in institutions offering management education and the influence of those factors on the job satisfaction of the teachers working in such institutions.

### **Review of literature:**

A factor related to workload is role overload, which takes place when an employee has to cope with a number of competing roles within their job. A study by Pithers & Soden (1998) has highlighted role overload as a significant stressor in teachers. Pelsma and Richard (1988) found job satisfaction and teacher stress to be strongly correlated. They also noted that the amount of stress and degree of job satisfaction experienced by teachers directly influenced the quality of teacher work life. There were however, other causes for concern within the profession; these included slow progress in career advancement, poor faculty communication, professional disillusionment and inadequate salaries.

Additional sources of academic pressure identified in the literature include heavy workload, role ambiguity, conflicting job demands, frequent interruptions, and publication efforts (Goldenburg and Waddell, 1990). Other studies have concluded that a significant proportion of stress experienced by academics is likely to emanate from the competing demands of career and family life and long working hours (both on and off campus) (Sorciennelli and Gregory, 1987). A 1991 Association of University Teachers survey of stress among university staff reported that Sources of job dissatisfaction were found to be inadequate salary, inadequate resources, conflicting and increased job demands, lack of promotional prospects and lack of public recognition of worth. A major source of stress among university lecturers is the dramatic increase in the enrollment of students. Student numbers have dramatically increased over the past few years.

The studies by Raschke (1985); Balse (1986); Hock and Roger (1996), indicated that the degree of stress which teachers experience is positively related to the degree which he/she perceives as a lack of control over a potentially threatening situation. Such as inability to meet the demands of students and a lack of adequate coping mechanisms. Schools are considered as a formal

organization (Hoy & Miskel, 1987), and teachers are susceptible to organizational stress of role conflict and role ambiguity.

In many countries teacher's job is often considered as one of the most stressful profession. In the last two decades, intensive researches have been carried out in USA and Europe concerning the sources and symptoms of teachers' professional stress (Kyriacou, 1996).

A preliminary union investigation into college lecturers' workloads and stress concluded that the main causes of stress, were with increases in workloads, were new style management policies, lack of time to do the job adequately, the range of duties and worries about job security, future prospects and the quality of education.

### **Objectives of the study:**

The present study is conducted with the following objectives:

1. To identify the causes that lead to role stress amongst teachers in Management Institutes.
2. To understand the association of factors influencing role stress and job satisfaction amongst teachers.
3. To analyze the sources of role conflict amongst teachers.

### **Methodology:**

The study focused on obtaining the opinion of experts in the field of stress management, especially within the educational field. It also involved a detailed formal interview with a number of teachers in the field of Business Management in order to get their view points. The primary data was collected from 100 sample respondents (teachers) of Management Institutes from Mangalore City by convenience sampling method. For this purpose, structured questionnaire i.e. Organizational Role Stress scale (ORS) (Pareek, 1993) was employed to collect the primary data from the selected sample respondents. The statistical tools used for analyzing the data were Mean, Standard deviation, Chi square and Correlation.

Ten factors according to Organizational Role Stress scale (ORS) (Pareek, 1993) are:

**Factor 1- Self role distance (SRD):** It denotes the conflict between the self concept and the expectations from the role. Roles which call for behavior which is not in accordance with the value system of the person result in Self role distance.

**Factor 2: Role stagnation- RS:** As a person occupies a role over a period of time, he grows into that role and behavior patterns become habitual. When he has to assume a new role he is unable to change as he has outgrown in that role.

**Factor 3: Inter role distance- IRD:** Due to the simultaneous occupation of multiple roles, it is likely to face conflicts between them. An employee could face conflicts between his or her role as an executive and role of a father or a mother.

**Factor 4: Role ambiguity- RA:** This results when a person is not clear about the expectations that other people have from him. This can happen when an employee has taken a new job without sufficient orientation to that role.

**Factor 5: Role expectation conflict- REC:** This is due to the conflicting expectations of different role senders for ex: boss, colleagues, clients etc.

**Factor 6: Role overload- RO:** When more and more work is demanded out of an employee stress increases because of role overload. It occurs when a person is unable to face the demands of that role.

**Factor 7: Role erosion- RE:** when an employee feels that some of his duties are taken away from him or that he is underemployed, the stress which results is Role erosion.

**Factor 8: Role inadequacy- RI:** It is experienced when an employee is not supplied with enough resources for ex: manpower, facilities and finance.

**Factor 9: Personal inadequacy- PI:** This occurs when an employee feels that he lacks the expertise or skills necessary for efficient role performance.

**Factor 10: Role isolation- RIN:** An employee may feel that some roles are close to him and others are at a relatively greater distance. If linkages are strong feelings of role isolation will be low and vice versa.

## Results and Analysis

**Table1:**

Sl.No.	Organizational Role stress factors	Mean	SD	Rank
1	Inter role distance- IRD	2.68	.879	1
2	Role stagnation- RS	2.38	.701	6
3	Role expectation conflict- REC	2.22	.670	10
4	Role erosion- RE	2.54	.794	4
5	Role overload- RO	2.57	.882	3
6	Role inadequacy- RI	2.52	.854	5
7	Personal inadequacy- PI	2.32	.678	8
8	Self role distance- SRD	2.35	.801	7
9	Role ambiguity- RA	2.23	.933	9
10	Role isolation- RIN	2.60	.789	2

It is inferred from above table that the factor, Inter role distance- IRD has greater mean score of 2.68 which is considered as an important factor because teachers may have to take multiple roles because of which, it is likely that they will have conflicts between them. The other factor Role isolation- RIN with mean score of 2.60 is important because in an institution the linkages among the teachers should be strong and this would lead to better teamwork and automatically the role isolation will be low. There are many other factors which have influence on job satisfaction like Role overload- RO , Role erosion- RE, Role inadequacy- RI, Role stagnation- RS, Self role distance- SRD, Personal inadequacy- PI, Role ambiguity- RA, Role isolation- RIN, with mean scores of 2.57, 2.54, 2.52, 2.38, 2.35, 2.32, 2.23 and 2.22 respectively. For the purpose of better understanding ranks are assigned for each factor. Factor with highest mean score is assigned as first rank followed by second highest mean scores as second rank and so on.

**Table 2: Results of Chi-square tests on various role stress factors:**

<b>Variables</b>	<b>Chi-Square</b>	<b>Significance</b>
<b>IRD</b>	52.100	.000
<b>RS</b>	47.000	.000
<b>REC</b>	36.320	.000
<b>RE</b>	44.040	.000
<b>RO</b>	18.200	.198
<b>RI</b>	19.000	.123
<b>PI</b>	22.980	.028
<b>SRD</b>	37.480	.000
<b>RA</b>	54.560	.000
<b>RIN</b>	29.220	.004

Chi-square tests revealed significant differences between responses of respondents for all the above factors, except factor RO- Role Overload and RI- Role Inadequacy with 't' value of 18.200 and 19.00, P value of .198 and .123 respectively. The responses of the respondents were closely associated with regard to role stress due to role overload and role inadequacy. Other factors such as Inter role distance- IRD, Role stagnation- RS, Role expectation conflict- REC, Role erosion- RE, Personal inadequacy- PI, Self role distance- SRD, Role ambiguity- RA, Role isolation- RIN showed significant difference in the level of role stress experienced by the teachers in the management institutes.

**Table 3:**

**Correlation:** In this study, to test the correlation between various factors, bivariate correlation technique was used to confirm the correlation between these factors.

**Correlations**

	IRD	RS	REC	RE	RO	RI	PI	SRD	RA	RIN
IRD Pearson Correlation	1	.690**	.307**	.226*	.556**	.517**	.181	.350**	.334**	.615**
Sig. (2-tailed)	.	.000	.002	.024	.000	.000	.072	.000	.001	.000
N	100	100	100	100	100	100	100	100	100	100
RS Pearson Correlation	.690**	1	.586**	.383**	.754**	.628**	.223*	.594**	.445**	.798**
Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.026	.000	.000	.000
N	100	100	100	100	100	100	100	100	100	100
REC Pearson Correlation	.307**	.586**	1	.549**	.454**	.469**	.477**	.607**	.576**	.581**
Sig. (2-tailed)	.002	.000	.	.000	.000	.000	.000	.000	.000	.000
N	100	100	100	100	100	100	100	100	100	100
RE Pearson Correlation	.226*	.383**	.549**	1	.388**	.576**	.624**	.706**	.215*	.538**
Sig. (2-tailed)	.024	.000	.000	.	.000	.000	.000	.000	.032	.000
N	100	100	100	100	100	100	100	100	100	100
RO Pearson Correlation	.556**	.754**	.454**	.388**	1	.749**	.318**	.650**	.482**	.754**
Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.001	.000	.000	.000
N	100	100	100	100	100	100	100	100	100	100
RI Pearson Correlation	.517**	.628**	.469**	.576**	.749**	1	.365**	.667**	.310**	.595**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000	.000	.002	.000
N	100	100	100	100	100	100	100	100	100	100
PI Pearson Correlation	.181	.223*	.477**	.624**	.318**	.365**	1	.606**	.562**	.335**
Sig. (2-tailed)	.072	.026	.000	.000	.001	.000	.	.000	.000	.001
N	100	100	100	100	100	100	100	100	100	100
SRD Pearson Correlation	.350**	.594**	.607**	.706**	.650**	.667**	.606**	1	.632**	.716**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.	.000	.000
N	100	100	100	100	100	100	100	100	100	100
RA Pearson Correlation	.334**	.445**	.576**	.215*	.482**	.310**	.562**	.632**	1	.511**
Sig. (2-tailed)	.001	.000	.000	.032	.000	.002	.000	.000	.	.000
N	100	100	100	100	100	100	100	100	100	100
RIN Pearson Correlation	.615**	.798**	.581**	.538**	.754**	.595**	.335**	.716**	.511**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.001	.000	.000	.
N	100	100	100	100	100	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

It is observed that there is a high positive correlation between Role stagnation-RS and Role Isolation- RIN with 'r' value of 0.798. The correlation is significant at 99% confidence level. This means that as the role stagnation increases in an institution the teacher experiences more role isolation. It is also seen that the next highest positive correlation is between Role overload-RO and Role isolation-RIN with the r value of .754 which is significant at 99 % confidence

level. From this we can infer that as the teacher experiences more role overload she also faces increased role isolation and vice versa.

There exists a weak correlation between Inter role distance- IRD and Personal Inadequacy-PI with r value of .181 followed by a lower correlation between Role Ambiguity-RA and Role Erosion-RE with r value of .215 which is insignificant.

### **Research implications:**

This research was undertaken to know the factors influencing role stress and its impact on job satisfaction among teachers in Management institutes. Based on convenience sampling method, primary data (structured questionnaire) was collected from 100 respondents (Teachers) of Mangalore city. Through the structured questionnaire of (Pareek, 1993) Organizational Role Stress scale (ORS) primary data of role stress was collected from the selected sample respondents. The basic objective of the research was to identify and find the association between factors influencing role stress and its implications on job satisfaction. It is observed that IRD is the most important factor because teachers may have to take multiple roles because of which they are likely to face conflicts; hence the table shows Inter role distance- IRD with highest mean score of 2.68. The other factor Role isolation- RIN with mean score of 2.60 is important because in an institution the linkages among the teachers should be strong and this would lead to better teamwork and automatically the role isolation will be low. There are many other factors which have influence on job satisfaction like Role overload- RO , Role erosion- RE, Role inadequacy- RI, Role stagnation- RS, Self role distance- SRD, Personal inadequacy- PI, Role ambiguity- RA and Role isolation- RIN.

The Chi-square tests revealed the responses of the respondents were closely associated with role stress due to role overload and role inadequacy.

There is a high positive correlation between Role stagnation-RS and Role isolation- RIN with r value of 0.798 followed by high positive correlation between Role overload-RO and Role Isolation-RIN with the r value of .754. There is close relation between Role stagnation- RS and Role Inadequacy- RIN, Role overload- RO and Role Inadequacy- RIN with regard to role stress faced by the teachers in Management Institutes.

Due to the increase in competition among the management institutes, teachers are no longer at ease. There is a continuous pressure on the teachers to upgrade themselves and perform better than their counterparts. This results in a sort of role stress among the management institute teachers. The study revealed that there is a significant association among the respondents with regard to Role overload- RO and Role Inadequacy- RI and its influence of role stress on job satisfaction.

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## **ACHIEVING JOB EXCELLENCE THROUGH EMOTIONAL INTELLIGENCE**

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### **Abstract**

The paper examines how emotional intelligence is associated with task performance among nursing professionals. The study has been conducted on a sample of 140 nurses of a large Multi Specialty Hospital. A 34-item scale developed by Hyde, Pethe, and Dhar was used to measure ten components of Emotional Intelligence and a five – item scale adapted from McCarthy and Goffin was used to assess Task Performance. The results revealed that nurses being emotionally intelligent can lead them to have higher task performance, which determine their success at personal and professional front.

One of the most provocative ideas to emerge from recent discussions of health management concerns the possibility that a new form of intelligence pertaining to emotions is related to the performance of organization members (Goleman, 1998; Caruso and Salovey, 2004). According to this idea, some health professionals may perform effectively because they have high

emotional intelligence. Emotional intelligence is a set of abilities that includes the abilities to perceive emotions in the self and in others, use emotions to facilitate performance, understand emotions and emotional knowledge, and regulate emotions in the self and in others (Mayer and Salovey, 1997). The concept of emotional intelligence has had an unusually important impact on nursing practice (Ashkanasy and Daus, 2002). Several organizations have incorporated emotional intelligence into their employee development programs (Fast Company, 2000), and some business schools have added the training of emotional competencies to their curriculums (Boyatzis, Stubbs, and Taylor, 2002). The appeal of emotional intelligence may reflect the idea that success is not simply determined by well-known abilities, such as verbal and quantitative abilities, but also by abilities pertaining to emotions.

The nursing profession emphasis on partnering with and care for patients and families distinguished nurses from other health professional's and positions them to be extremely important position in the medical field. The role of nurses is significantly enhanced by the therapeutic, interpersonal relationship nurses establish with patient and by the nurses' expertise in relieving the burden of disease and helping patients and families cope with continuum of health and illness. The "ethic or fare" is central to the claim for professional distinctiveness in which the ability to effectively manage one's own and others emotions is critical to the provision of excellent patient care. In doing the above, nurses seem to undergo tremendous amount of stress (Baggett, & Saale, 1996; Goldman, Kraemer, & Salovey, 1996). Hence it is also not surprising to find a high rate of emotional exhaustion among the nursing personnel (Simoni, Larrabee, Birkhimer, Mott, & Glassen, 2004). The study by Aiken et al (2001), has demonstrated that nurses negative feeling about their jobs, tend to be influenced more by the challenges inherent in caring for other than the organizational practices governing the work place.

The central place that emotion holds in the conceptualization of task performance and studies indicating that the experience and management of emotion are critical to nursing practices, scholarly know relatively little about how emotional experiences may differ among nurses or whether such experiences correlate directly with job performance. The results of past research on emotional intelligence and job performance—defined as the degree to which an individual helps the organization reach its goals (Motowidlo, Borman, and Schmit, 1997)—are mixed.

Some studies suggest that emotional intelligence and job performance are positively related. Studies found that emotional intelligence predicts the performance of undergraduate students on a single task (Lam and Kirby, 2002), the classroom performance of managers and professionals (Sue-Chan and Latham, 2004), the collection performance of account officers (Bachman et al., 2000), sales performance (Wong, Law, and Wong, 2004), and supervisory ratings of job performance (Slaski and Cartwright, 2002). Other studies have suggested that there is no relation or an inconsistent relation between emotional intelligence and job performance. These studies have found no relation or an inconsistent relation between emotional intelligence and performance on particular tasks (Austin, 2004; Day and Carroll, 2004), academic performance (Petrides, Frederickson, and Furnham, 2004), and supervisory ratings of job performance (Sosik and Megerian, 1999; Janovics and Christiansen, 2001).

### **Emotional Intelligence and Task Performance**

Emotional intelligence is positively related to the dimensions of task performance—task performance - in most, if not all jobs (Motowidlo and Van Scotter, 1994; Schmidt and Hunter, 1998; Chan and Schmitt, 2002). Task performance concerns the core substantive duties that are formally recognized as part of a job, and that contribute to the achievement of the objectives of an organization but that are not necessarily formally recognized as part of a job (Organ, 1988; Rotundo and Sackett, 2002).

In theory, cognitive intelligence enhances task performance through the knowledge of facts, procedures, and rules relevant to the technical core of the job (Motowidlo, Borman, and Schmit, 1997). Individuals with low cognitive intelligence may reap relatively large returns from high emotional intelligence because they tend to exhibit low job performance in most, if not all jobs. When job performance is low, the room for correction and improvement is large. For example, a salesperson who fails to hold the interest of potential customers has high potential for reducing mistakes in the future.

Task performance that is not attained through cognitive intelligence may be attained through emotional intelligence via multiple complementary mechanisms (Saleendran and Sajjan Rao, 2004). The first mechanism concerns expertise at identifying and understanding the emotions of other individuals. In most, if not all jobs, organization members interact with supervisors,

coworkers, support staff, and outsiders such as customers, clients, or patients. These individuals publicly display their emotions through facial, vocal, and bodily signals that provide important information about their goals, attitudes, and intentions (Rafaeli and Sutton, 1987; Sutton, 1991). This information may, in turn, be converted into high task performance by individuals with high emotional intelligence and low cognitive intelligence. An employee who accurately detects colleagues' emotions may facilitate coordination and interpersonal functioning that may, in turn, enhance task performance (Law, Wong, and Song, 2004).

Emotional intelligence may enhance the job performance of individuals with low cognitive intelligence concerns how regulating emotion influences the quality of social relationships. Employees who generate and display genuine emotions elicit more favorable reactions than employees who choose to display fake emotions (Grandey, 2003; Grandey et al., 2005). Employees who display genuine concern about their coworkers' problems should build stronger relationships than employees whose concern seems less genuine. Individuals with high emotional intelligence and low cognitive intelligence may employ their abilities to manage emotions to develop good social relationships (Wong and Law, 2002) that may in turn enhance task performance via advice and social support (Sparrowe et al., 2001; Pearce and Randel, 2004).

The preceding discussion suggests that emotional intelligence may positively relate to the job performance of organization members. Although emotional intelligence may help individuals to manage their own emotions, improve their own decisions, and enhance their own motivation, emotional intelligence should contribute little to their job performance because they already achieve high job performance. Based on the above reviews, the following null hypothesis is framed.

### **HYPOTHESES:**

Hypothesis 1: There is no relationship between emotional intelligence and task performance.

Hypothesis 2: Emotional intelligence does not affect of Job Performance.

Hypothesis 3: To predict of task performance on the basis of emotional intelligence components.

## **METHOD**

### **Participants and Procedure**

The participants were 140 full-time Nurses of a large Multi Specialty Hospital. Their mean age was 26 (S.D.11, range 23 to 45years). Participants had an average of 2 full years of work experience.

Emotional intelligence was measured by Emotional Intelligence Scale, which is a 34-item scale developed by Hyde, Pethe, and Dhar (2002). The scale measures ten components of EQ as: Self-awareness, Empathy, Self-motivation, Emotional Stability, Managing Relations, Integrity, Self-development, Value Orientation, Commitment, and Altruistic Behavior. The reliability coefficient was found to be relatively high 0.88. The questionnaire was randomly administered to the nurses of various departments.

A five –item scale adapted from McCarthy and Goffin (2000) was administered to the supervisor of each participant to assess Task Performance. Supervisors rated employees' (1) effectiveness in displaying job knowledge and skill, (2) effectiveness in verbal and written communication, (3) effectiveness in taking charge when required, (4) degree to which they set high standards and strive to meet them, and (5) quickness in learning on scales of 1. “Strongly below average”, to “strongly above average”. The Participants were then divided into high EI and Low EI based on the Emotional Intelligence score.

### **Scoring and Analysis**

The scoring of emotional intelligence and task performance was done according to the instructions given in the manual and the analysis was done on the basis of Pearson Product-Moment method t- test and Stepwise Regression Analysis.

## Results and Discussion

Descriptive statistics, internal reliability coefficients, and correlations among the variables were computed. The means and standard deviations for emotional intelligence were close to the normative means. **Table 1** represents the descriptive statistics of the variables taken up in the study.

**Table 1: Descriptive Statistics of the Variables taken up in the Study.**

<b>Variables</b>	<b>Sum</b>	<b>Mean</b>	<b>SEM</b>	<b>SD</b>
<b>Self-Awareness</b>	<b>2363</b>	<b>16.87</b>	<b>.23</b>	<b>2.76</b>
<b>Empathy</b>	<b>26.2</b>	<b>18.58</b>	<b>.20</b>	<b>2.44</b>
<b>Self-Motivation</b>	<b>3181</b>	<b>22.72</b>	<b>.23</b>	<b>2.72</b>
<b>Emotional Stability</b>	<b>2113</b>	<b>15.09</b>	<b>.20</b>	<b>2.41</b>
<b>Managing Relations</b>	<b>2167</b>	<b>15.47</b>	<b>.17</b>	<b>2.04</b>
<b>Integrity</b>	<b>1599</b>	<b>11.42</b>	<b>.14</b>	<b>1.74</b>
<b>Self Development</b>	<b>1398</b>	<b>9.98</b>	<b>.36</b>	<b>4.35</b>
<b>Value Orientation</b>	<b>1067</b>	<b>7.62</b>	<b>.13</b>	<b>1.61</b>
<b>Commitment</b>	<b>1116</b>	<b>7.97</b>	<b>.10</b>	<b>1.28</b>
<b>Altruistic Behaviour</b>	<b>1072</b>	<b>7.65</b>	<b>.10</b>	<b>1.26</b>
<b>Task Performance</b>	<b>1072</b>	<b>7.65</b>	<b>.10</b>	<b>1.26</b>

**Table 2: Table showing relationship between dimensions of Emotional Intelligence and Task performance.**

<b>S.No</b>	<b>Variables of EI</b>	<b>Task Performance</b>
1	<b>Self-Awareness</b>	0.53**
2	<b>Empathy</b>	0.33**
3	<b>Self-Motivation</b>	0.61**
4	<b>Emotional Stability</b>	0.47**
5	<b>Managing Relations</b>	0.24**
6	<b>Integrity</b>	0.14
7	<b>Self Development</b>	0.26**
8	<b>Value Orientation</b>	0.15
9	<b>Commitment</b>	0.36**
10	<b>Altruistic Behaviour</b>	0.11

Hypotheses 1 was tested with the proposition that there is no significant relationship between dimensions of emotional intelligence and Task performance and it was found that there is high significant relationship between self-awareness, empathy, self-motivation, emotional stability, managing relations, self development and commitment with the calculated r values of: 0.53, 0.33, 0.61, 0.47, 0.24, 0.26 and 0.36 respectively (significant at .01 level). Weak correlation has been found for integrity, value orientation, and altruistic behavior, with the calculated r-values of 0.14, 0.15 and 0.11.

**Table No 3. Mean. Standard Deviations and t- test**

S.No	Groups	N	Mean	Std. Deviation	t-value	significance
1.	High Emotional Intelligence	70	6.53	1.721	7.391	.001
2	Low Emotional Intelligence	70	3.73	2.792		

To test Hypotheses 2, the respondents were divided into two groups based on their Emotional Intelligence scores by median cut-off. The t-value 7.391 for the mean difference in the task performance score of the Low and High emotional intelligence group is significant ( $P < 0.001$ ). It is evident that the task performance of High emotional Intelligence group is comparatively better than the Low emotional intelligence group and the null hypothesis 2 is rejected.

**Table 3: Stepwise Multiple Regression representing the prediction of task performance as dependent variable and emotional intelligence as independent variable.**

<b>Variables</b>	<b>R</b>	<b>R2</b>	<b>F-value</b>	<b>Beta</b>
Self Awareness	0.26	0.07	10.00*	0.26
Self Awareness, Empathy	0.35	0.13	11.49*	0.25,0.26
Self Awareness, Empathy, Self-motivation,	0.45	0.20	11.00*	0.22,0.24,0.27
Self Awareness, Empathy, Self-motivation, Emotional stability	0.50	0.25	12.01*	0.28,0.24, 0.23,0.31

In table 3, task performance is predicted by self-awareness, empathy, self-motivation, and emotional stability jointly accounted for 50% of variance. Self awareness predicted task performance with the calculated R as 0.26 (F-value 10.00,)  $p < 0.01$ ,  $R^2 = .07$ , Beta= 0.26). Empathy predicted task performance with calculated R as 0.35 (F-value=.10.49,  $p < 0.01$ ,  $R^2 = 0.13$  Beta= .26). Self-motivation predicted task performance with the calculated R as 0.45 (F-value = 11.00,  $p < 0.01$ ,  $R^2 = 0.20$ , Beta= 0.27) and Emotional stability predicted task

performance with the calculated R as: .50 (F-value = 12.00,  $p < 0.01$ ,  $R^2 = .25$ , Beta = -.31). Thus, it can be concluded that, Emotional stability is the strongest predictor of task performance.

The present study examined whether the emotional intelligence was associated with job performance and if so which components of Emotional Intelligence contribute to task performance. In the compensatory model, emotional intelligence compensates for low levels of cognitive intelligence in most, if not all jobs, because effective social interaction, good decisions, and high motivation contribute to job performance in most, if not all jobs. Wong and Law (2002) found that the interaction between employee-rated emotional demands and emotional intelligence was a significant predictor of job performance. The interaction between supervisor-rated emotional demands and emotional intelligence, however, was not a significant predictor of job performance by conventional standards. The present study results support Wong and Law (2002), Saleendran and Sajjan Rao (2004), who proposed that emotional intelligence is more strongly related to job performance in emotionally demanding jobs than in other jobs.

Past research has implicitly or explicitly proposed that emotional intelligence relate to job performance in independent and complementary linear ways (Goleman, 1998; Mayer, Salovey, and Caruso, 2000). The present study reveals, instead, the emotional stability and self motivation components of emotional intelligence are compensatory with respect to task performance.

The findings of the present study address the controversy about the usefulness of emotional intelligence for organizational research and managerial practice. Landy (2005) and Zeidner, Matthews, and Roberts (2004) argued against using emotional intelligence to predict job performance unless it makes an incremental linear contribution to prediction. The current results suggest that this argument is overly simplistic. Predictors of job performance such as emotional intelligence may be important in ways other than their incremental linear effects (Murphy, 1996; Hough, 2003). Our results further show that though emotional intelligence is an important predictor of task, the components of Emotional Intelligence, such as emotion stability, empathy, self motivation and emotional factors are major predictors of task performance. The implicit of the present study results can be assumes that using cognitive intelligence tests alone to predict

performance entails risk, because employees with low cognitive intelligence can perform effectively if they have high emotional intelligence.

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## **ORGANIZATIONAL COMMITMENT**

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### **Introduction**

Organizational commitment refers to an attitude that reflects the strength of the linkage between an employee and an organization. The level of commitment has implications as to whether a person would stay with an organization. In other words, this is an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being. Commitment reflects the psychological bond that ties the employee to the organization but that the nature of the bond can take three forms labelled compliance, identification, and internalization (O'Reilly & Chatman, 1986). Researchers with different theoretical perspectives have defined organizational commitment in various ways.

### **Organizational Commitment**

In its broadest sense, organizational commitment includes the idea of loyalty and commitment (Morris, Lydka and O'Creavy, 1993). Grusky explains commitment as the nature of the relationship of the member to the system as a whole. Although numerous articles have been

produced on the subject of organizational commitment, there has been lack of consensus on its definition (Coopey and Hartley, 1991; Meyer and Allen, 1991; and Jaros et al., 1993). The dimensionality of the organizational commitment has also added to the confusion surrounding the definitions and conceptualization of Organizational Commitment (Fenson-O’Creevy et al., 1997; and Meyer and Herscovitch, 2001).

### *Attitudinal Perspective*

From an attitudinal perspective, the concept was defined as the relative strength of an individual’s identification with and involvement in a particular organization. Commitment comes into being when a person, by making a side-bet, links extraneous interests with a consistent line of activity (Becker 1960).

Sheldon (1971) defines commitment as an attitude or an orientation toward the organization, which links or attaches the identity of the person to the organization. Commitment is termed as the willingness of social actors to give their energy and loyalty to social systems; the attachment of personality systems to social relations, which are seen as self-expressive (Kanter 1968). Porter et al (1974) have identified three factors of organizational commitment: a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to remain in the organization. Brown (1969) indicates that commitment includes (a) notion of membership, (b) reflects the current position of the individual, (c) has a special predictive potential, providing predictions concerning certain aspects of performance, motivation to work, spontaneous contribution, and other related outcomes, and (d) suggests the differential relevance of motivational factors. Organizational commitment is an attitude or inclination that attaches individuals’ identities to the organization

(Morris, Lydka and O'Creavy). According to the cost-benefit approach, commitment is a result of the perception of benefit associated with staying in and the perception of cost associated with leaving from an organization (Kanter, 1968).

### ***Individual – Organizational Construct***

Buchanan defines commitment as a partisan, effective attachment to the goals and values of an organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth (1974). Commitment is the process by which the goals of the organization and those of the individual become increasingly integrated or congruent (Hall, Schneider, and Nygren 1970). Richard Steers (1977) defines organizational commitment as the relative strength of an individual's identification with, and involvement in, a particular organization. He characterizes it by three factors: (a) a strong belief in, acceptance of, the organization's goals and values, (b) a willingness to exert considerable effort on behalf of the organization, and (c) a strong desire to maintain membership in the organization. Employee commitment links the identity of the person to the organization, a process by which the goals of the organization and those of the individual become congruent, an involvement with a particular organization, the perceived rewards associated with continued participation in an organization, the costs associated with leaving, and normative pressures to act in a way which meets organizational goals (Meyer & Allen, 1997). It is the relative strength of an individual's identification with, and involvement in, a particular organization (Mowday, Steers, and Porter 1982). In the early studies, organizational commitment was defined as seizing the values and goals of the organization, trying to be a part of the organization and feeling like a strong member of a family (Boylu, E. Pelit, E. Güçer, 2007). O'Reilly and Chatman (1986) proposed that commitment is better thought of as a psychological bond between the employee and the

organization, and that there are several reasons why employees may form such a bond. Building from previous work by Kelman (1958), they claimed that the connection between the organization and the employee could take three separate forms: compliance, identification, and internalization. According to the normative approach commitment is the aggregate internalized normative pressures to conduct in a manner which meets organizational objectives and interests (Wiener, 1982). It is explained as the totality of internalized normative pressures to act in a way that meets organizational goals and interest.

### ***Behavioural Construct***

Weiner and Gechman (1977) define commitment as behaviours that are socially accepted and that exceed formal and/or normative expectations relevant to the object of commitment. It is a state of being in which an individual becomes bound by his actions and through these actions to beliefs that sustain the activities and his own involvement (Salancik 1977). The committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years (Marsh and Mannari 1977). Organizational commitment is an integrity composed of the desire to stay as an organization member, the desire to work hard for the organization and the belief in the values and goals of the organization (Dubin, Champoux and Porter, 1975).

### **Organizational Commitment Models**

In addition to the many different definitions of organizational commitment, there are many different models of organizational commitment that focus on different aspects of the relationship between the individual and the organization. A review of the different models and research

conducted over the past 40 years will provide a historical perspective of the growth of organizational commitment concepts.

### **1. Becker's Model:**

The earliest research works on organizational commitment include those of Becker (1960) who proposes that organizational commitment begins with the principle of consistent behaviour. He suggests that commitment is a function of individual behaviour, and employees become committed to the organization through their behaviour and their choices made over time. Becker (1960) says, commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity.

The concept of side bets is the link between the interests of individuals and their consistent lines of activity. Side bets are anything that an employee might consider as valuable as a result of the work environment. They are things the employee has invested his or her time, effort, money, pension plans, stock options, work relationships, and organizational specific skills. Side bets include unrelated aspects or investments of the employees' life that retains organizational membership by the employee. When the employee no longer works in the specific environment and the employee-organization relationship ends, these investments are discontinued (Becker, 1960).

### **2. Etzioni's Model:**

Etzioni (1975) expands Becker's concept of side bets with a model linking individual compliance with organizational directives. The Etzioni model proposes compliance in three forms, (a) moral involvement representing internalization of the organizational goals, (b) calculative involvement representing a relationship based upon a mutually beneficial exchange

between employees and the organization, and (c) alienative involvement, representing a negative orientation towards the organization.

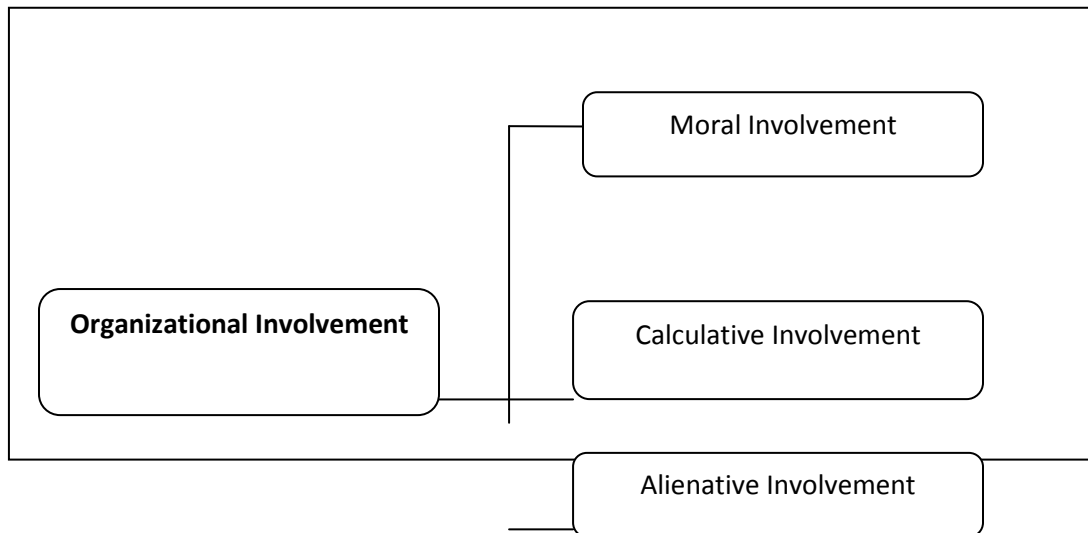


Figure 1:Etzioni's Model

Moral involvement is both positive and intense and has a strong positive influence for increasing commitment. Employees' desire involvement in supporting organizational activities that they believe will contribute to useful goals. Calculative involvement results when the employee receives rewards for organizational commitment and can be controlled as a result of remunerative power through employee salary and benefits received. Alienative involvement is a result of situations where individual behaviour is constrained usually through coercive power. Etzioni (1975) viewed these as mutually exclusive, resulting from one form of involvement. As a result, organizations use mainly one of these primary forms of establishing organizational commitment.

### 3. Grusky's Model:

Grusky (1966) proposes that the types of rewards received and the different tasks and experiences required to receive the rewards influence a person's commitment to an organization. Grusky believed that as rewards increase, an individual's organizational commitment would also increase. In addition, his research supports his second hypothesis that as the tasks and difficulties an employee must overcome to receive the organization's rewards increase, employees' commitment also increases.

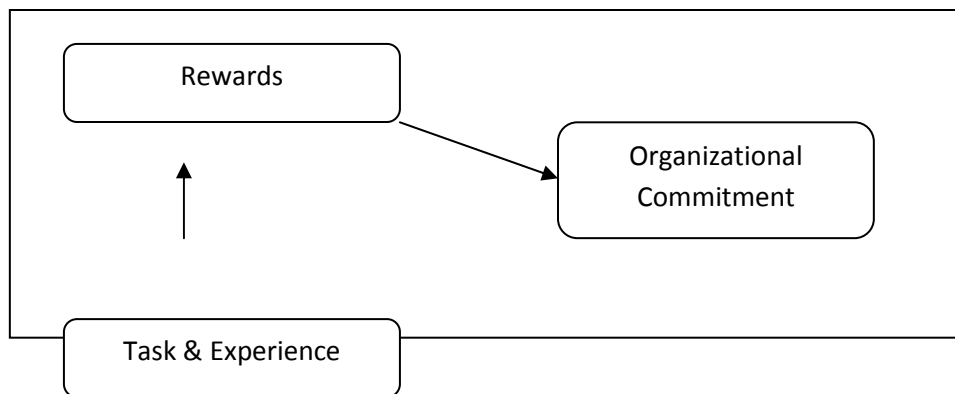


Figure 2: Grusky's Model

### 4. Kanter's Model:

Kanter (1968) said that commitment is "the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relationship which are seen as self-expressive" (p.499). Her model includes three different forms of commitment: (a) continuance (b) cohesion, and (c) control.

Continuance commitment is based on the idea that it will cost more to leave the organization than to remain. It is caused by requiring employees to make personal sacrifices to join or to remain in an organization. Examples include signing an enlistment contract or requiring a number of years service for the training and education received by active duty Air Force members and Civil Service Employees. Cohesion commitment is the attachment to social relationship in an organization brought on by such techniques as public renunciation of previous social ties or by engaging in ceremonies that enhance group cohesion. It represents the commitment of individuals to group solidarity or a set of social relationships. The result is support and a sense of loyalty among the group members (Kanter, 1968). Control commitment is a member's attachment to the organization's norms that shape the employees behaviour in the desired direction (Kanter, 1968). It represents the employee's commitment to uphold norms and to obey group authority. The demands required by the system are considered right, moral, and essential.

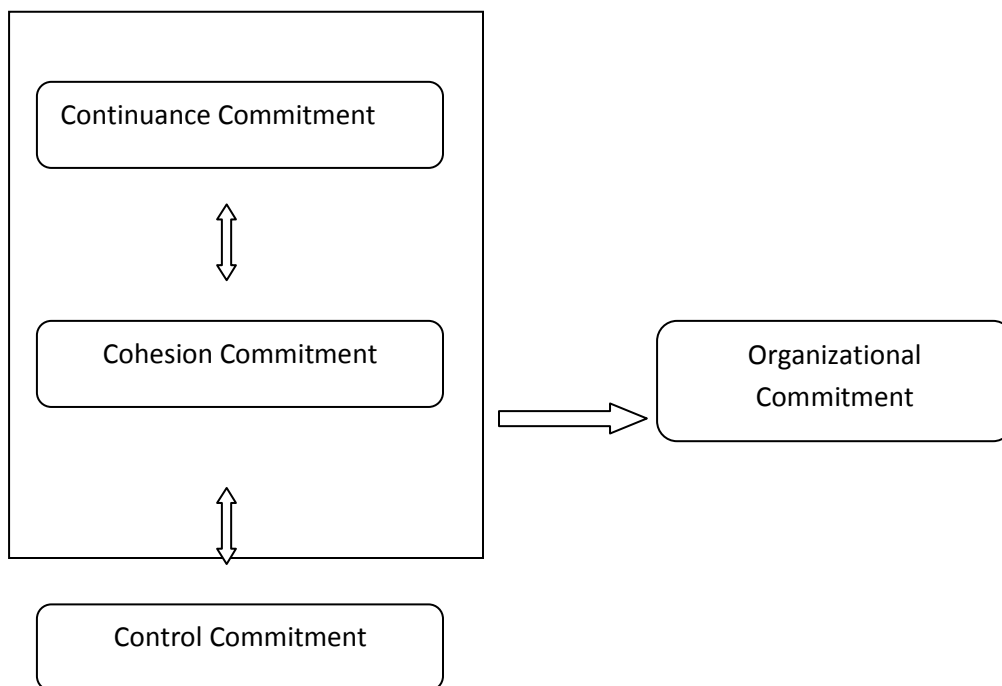


Figure 3: Kanter's Model

Kanter's model of the three forms of commitment is interrelated. All three approaches can be used simultaneously and can be mutually reinforcing to influence higher levels of organizational commitment (Kanter, 1968).

### 5. Sheldon's Model:

Sheldon (1971) proposed a model that investments produce commitment to the organization even though individuals may not be aware they are making these investments. Sheldon proposed that social involvement produces organizational commitment, similar to Becker's (1960) side bet concept. Sheldon states that both investments and involvement are associated with commitment to the organization. Investments are the stronger of the two, especially among employees with low commitment to their profession and older employees.

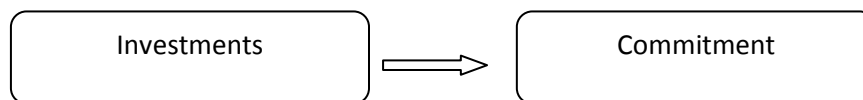


Figure 4: Sheldon's Model

### 6. Salanick's Model:

Salanick (1977) proposed four characteristics of behaviour that make them binding and help determine the extent of commitment. The four include (a) explicitness meaning the deniability of the behaviour act, (b) revocability meaning the reversibility of the action, (c) volition meaning the link between the action and the individual, and (d) publicity involving the degree of publicity of the act. Salanick proposed that too much commitment can have negative effects on an

organization. Commitment could result in inflexibility by adhering to past policies and practices resulting in repeating past mistakes.

### **7. Allen and Meyer's Model:**

Allen and Meyer (1990) who reviewed several organizational commitment studies found that they consist of at least three components - affective, continuance and normative commitment respectively.

- *Affective Commitment:* AC is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". In developing this concept, Meyer and Allen drew largely on Mowday, Porter, and Steers's (1982) concept of commitment, which in turn drew on earlier work by Kanter (1968).
- *Continuance Commitment:* The individual commits to the organization because he/she perceives high costs of losing organizational membership (cf. Becker's 1960 "side bet theory"), including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organization because he/she "has to".
- *Normative Commitment:* The individual commits to and remains with an organization because of feelings of obligation. These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person

joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to".

### **New Model Based on Two Dimension of Time and Style of Commitment**

In 1982, the distinction between commitment and behavior intentions was advanced by Mowday, Porter and Steers (1982), who pointed out the difference between attitudinal and behavioral commitment. They argued that commitment tendency focuses on the process by which individual come to think about their relationship with organization.

Commitment		Bases of commitment	
		Instrumental attachment	Psychological attachment
Timing	Pre-entry	<b>Instrumental commitment propensity</b>	<b>Normative commitment propensity</b>
	Post-entry	<b>Instrumental commitment</b>	<b>Affective commitment</b>

Figure 5: Cohen's Model

Cohen (2007) developed his theory with two dimensions, one is the Time and employees will not begin in a given organization without some attitude toward commitment, therefore the intention might be the predictor for the commitment behavior. Studies have referred to these attitudes as commitment propensity. Normative commitment was defined as the employees' feelings of moral obligation to the organization that push employees to remain in it. Normative commitment propensity can be defined as the belief that one has a moral obligation to demonstrate loyalty and duty in all social situations in which one has a significant personal involvement. Instrumental

one, is strongly tied to and is part of the motivational process. The second dimension views commitment as a normative or affective process resulting from one's early socialization or experiences. Cohen attempts to clear past difficulties in the conceptualization of commitment from the cost of leaving (continuance commitment) to the benefits of staying (instrumental commitment). While the instrumental form of commitment can be described as a lower level order of commitment, the normative and affective ones may be characterized as higher of commitment.

### **Summary and Conclusion**

This paper argues that most of the approaches to organizational commitment developed so far have the potential to contribute to a better understanding of OC and thus cannot be ignored in any re-conceptualization of commitment. The conclusions are shown as follows in Table 1. Research on organizational commitment spans over four decades and remains an area of interest to both researchers and practitioners. Commitment was initially defined and studied as one dimensional construct tied either to one's emotional attachment to an organization (Porter et al., 1974) or to the costs associated with exit (Becker, 1960). As work in this area progressed, these views of commitment converged and a new, multidimensional dimensional framework was adopted based on three distinct but related forms of commitment: affective, continuance and normative (Allen and Meyer, 1990). The affective dimension of commitment refers to an emotional attachment to and involvement with an organization while continuance commitment denotes the perceived costs of leaving an organization (Meyer and Allen, 1991). Normative commitment is a newer addition to the commitment typology and is viewed as felt responsibility to support and remain a member of an organization (Allen and Meyer, 1990).

This article highlights a critical review and some recent developments of commitment to enhance the understanding and interest in this discipline among academics and human resource followers.

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# **A STUDY ON LIFE AND LABOUR IN INFORMAL SECTOR**

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## **Abstract**

In India, about ninety one per cent of the labour are working in informal sector. The informal sector labour have more problems in comparison to the labour working in the formal sector in connection with their living and working conditions. Despite having different protective and regulative statutory measures, their conditions have not been improved. The State, NGOs and trade unions have to work more collaboratively to ameliorate the living and working status of these informal sector labour. In this article, firstly, a conceptual framework on informal sector has been portrayed. Secondly, the origin and characteristics of this sector has been highlighted. Thirdly, legal measures for the betterment of this labour has been mentioned. Finally, labour engaged in construction industry has been discussed followed by tentative suggestions for the betterment of informal sector labour.

## **INTRODUCTION**

Most of the labour in India is working in the informal/unorganized sector. The origin, nature and the problems of the labour engaged in informal sector are quite different from the organized sector. Different studies have shown that more benefits and services goes to the formal sector workforce than the labour in informal one. The informal sector in India is expanding steadily. More number of labour are coming within its purview. Around ninety-one percent of labour forces in the country are working in this informal sector. Empirical studies conducted by Roychoudhury (2005), Venkatratnam (2000), Sankaran (2000), Sinha(2000), Chandra (2000), Sinha (2000), on different dimensions of informal sector labour. Most of these studies focus that rights of workers and many legal measures, have to be implemented for betterment of their

status. Various studies on informal activities have been undertaken by different authors/researchers/practitioners.

Studies by Giri (2007), Tripathy (2005), Rao (2005) and Misra (2005) reveal the difficulties of labour in the informal sector. These studies reflect that girl child labour, women labour, agricultural labour, labour in small-scale industries of Orissa have many problems with regard to their working conditions. It affects to their social life.

Many national and international bodies have started their promotional campaign in connection with the labour. The International Labour Organization's yearlong campaign to promote gender equality at the workplace launched significance in the current context of increasing participation of women in the labour force, largely in the informal sector. Issues are emerging relating to inequality in employment-linked status of women labour. According to the ILO's report on global employment trends for women, the rate of female unemployment remains high at 6.4 per cent, in comparison with 5.7 among men despite the entry of over 200 million women into the labour market in the past decade. Moreover, globally, the employment to population ratio in 2007 for women was a mere 49.1 per cent, as against 74.3 for men. In addition, a large segment of the population remains outside the productive workforce (The Hindu, 2008). Women have adapted themselves to the changing employment scenario from agriculture to the service sector.

Disparities in the levels of education and vocational training undercut their chances for employment and career mobility in the long-term. The exclusion from productive employment is one of the fundamental causes of gender inequality at the workplace. Its effects serve to undermine rights to association, remuneration, quality and hours of work, protection from gender-specific occupational hazards. Attempts to mainstream gender specific problems and implementation of legislations, policies, programmes could serve as a useful beginning in the right direction (The Hindu, 2008). The informal sector has an important role to play in creating employment opportunities. Different activities carried out in this sector have multifaceted linkages. These aspects have been discussed in the conceptual framework as below.

### **Informal Sector- A Conceptual Framework**

It is difficult to define 'informal sector' from the practical sense. Many attempts are there to define the concept of informal sector. The concept of 'informal sector' is first used in a study on Ghana to review the theory on the economy of developing countries which is characterized by the basic distinction between modern and traditional sectors and suggestions are made to name them as 'formal' and 'informal' sectors (Keith Heart, 1973).

The ILO/UNDP employment mission to analyze the employment situation worked out a strategy for employment and adopted the concept of informal sector (Geneva, 1972). The report stresses that in order to protect and promote employment opportunities it is important to concentrate on developmental efforts specifically on informal sector.

The 'informal sector' also came to be known as 'unorganized' or 'unregulated' or 'unprotected' or 'sweated' or 'traditional' or 'household' or 'peasant'. It is because of its diversified definitions in the dichotomous model of the modern economy.

It has been used as 'unorganized sector', 'self employed individuals', 'unenumerated sector' and 'urban-proletariat' more or less alternatively and interchangeably by Keith Heart (1973). According to Lubell, the informal sector constitute the residual labour market of last resort, into which persons enter as staff employed, low income producers of marginal goods and service for lack of any other means of earning as livelihood (1973). According to Sethuraman, one of the most convenient ways of identifying the informal sector is to define it in terms of the source of employment of the urban poor. Since the vast majority of the urban labour force, particularly the urban poor would depend on private sources of employment, public sector employment would be considered to fall outside the informal sector. The large industrial and commercial establishments in the private sectors are excluded because small fraction of their labour force consists of the urban poor. Thus the informal sector might be defined as "all enterprises which employ labour at a relatively low wage." (1974)

## **Origin of Informal Sector**

In the process of economic development in many developing countries, a modern commercialized industrial sector has developed besides a traditional subsistent agricultural sector, thus resulting in a dual economy. Various classifications such as organized and unorganized, modern and traditional, capitalist and subsistence sectors have been used for analyzing the urban economics, while distinction between organized, protected and unprotected, and regular and casual workers has been used for analyzing labour markets (Papola, 1981).

The informal sector is a vital constituent in the development process of a developing economy. And with regard to urban informal sector, it has a special role to play for the development of urban economy and as a matter of economic advantage this sector needs to be strengthened. There are two lines of thought on the role of informal sector in the long run development process. (Breman, 1976) Firstly, the informal sector is inevitable as a transitory phenomenon in the development process providing the poor with some income and employment until they are absorbed in the formal sector. Development of informal sector is not only less capital intensive, but also associated with more employment opportunities for unskilled labour force. So development of this sector will be more effective in tackling the problem of unemployment and poverty in urban areas.

The second view of Breman considers the informal sector as a source of development, recognizes the need to establish linkages with the formal sector for mutual advantage, and advocates favorable treatment by the Governments.

Papola and Madhur (1980) focused on the existence of both forward and backward linkages of the informal sector with formal sector. The forms of economic activity, namely production and marketing can be sub-divided into several processes, which reflect a juxtaposition of the formal and informal sector.

It is cheaper to have work outside the formal sector where there are no economies of scale which is the production linkage with informal sector.

Yet another form of production linkage is the employment of cheap manual labour in the production of semi-finished industrial goods and raw materials of corporate sector on a piece-rate basis. The whole business is on a contract basis and is technically outside the organized

sector, thus avoiding most of the wage and work regulations and the earnings are at subsistence level or even below.

The informal sector has a marketing linkage with the formal sector. A large number of the commodities produced in the informal sector are marketed by the formal sector at considerable profit for the latter, while the wages in the former are at the subsistence level. This is typically true for those commodities which do not require sophisticated technology and are produced by individual craftsmen or by small groups of traditional workers who use their own indigenous means of production and are in no position to reach the consumers by their products directly. The industries where such practices are dominant are foot-wear, leather, textiles, garments, handloom, handicraft, metal-ware, carpets, wood-work etc.

The informal sector is an infinite source of cheap labour which is used for capital accumulation by the formal sector through established linkages.

### **Characteristics of Informal Sector:**

There are certain characteristics of the informal sector. The review of various literatures gives the features of this sector.

- a. It is an irregular sector consisting of a variety of low status and illegitimate fringe activities.
- b. It is consisting of small-scale economic activities.
- c. Sometimes single worker establishments and those with only self employed and own account workers form the core of the informal sector (John Weeks, 1975).
- d. Small size of operations is considered a necessary condition for the inclusion of an enterprise in the informal sector (Sethuraman, 1976).
- e. This sector has entirely indigenous ownership of its means of production. The proprietor would organize and control the activities of the business enterprises. The operators of this sector do not have the same access to credit facilities, which limits the scale of operations.

- f. The operations of this sector are more labour intensive. In different units indigenous technologies are used, whereas in formal sector import/sophisticated/foreign technology is used. It is one of the basic features, which distinguishes informal from formal sector.
- g. The informal sector operates in a highly competitive market and often has to sell goods and services at unfavourable conditions.
- h. It has less access to public facilities and State patronage bank credit, advantages of organized capital market foreign technology, imported raw materials.
- i. Most of the enterprises employ illiterate/semi-literate workers who have least/no trade experience. And they have least scope to rise in the same enterprises.
- j. Normally the workers have more working hours in comparison to formal sector. Some enterprises do not give weekly holidays.

### **Legal Measures and Informal Sector**

In India, many laws have been enacted for the betterment of labour working in different factories, industries, mines, plantations and similar organizations. These laws are applied to the activities coming within the purview of informal sector. These laws protect the labour in different categories and ensure better working conditions. The International Labour Organization also emphasizes on improving the socio-economic status of labour. Some of the labour enactments are as follows:

- (i) Factories Act, 1948
- (ii) Minimum Wages Act, 1948
- (iii) Dock Workers' Regulation and Employment Act, 1948
- (iv) Plantations Labour Act, 1951
- (v) Mines Act, 1952
- (vi) Merchant Shipping Act, 1958
- (vii) Motor Transport Workers Act, 1961
- (viii) Beedi and Cigar Workers (Conditions of Employment) Act, 1966
- (ix) Shops and Commercial Establishment Act

- (x) Beedi Workers Welfare Fund Act
- (xi) Employees' Provident Fund and Miscellaneous Act, 1952
- (xii) Payment of Wages Act, 1936
- (xiii) Child Labour (Prohibition and Regulation) Act, 1986
- (xiv) Equal Remuneration Act, 1976
- (xv) Contract Labour (Regulation & Abolition) Act, 1970
- (xvi) Unorganized Sector Workers Social Security Act, 2008

In different periods, these laws have undergone changes (amendments). It is in order to extend more benefits to labour and to meet the changes in the national economy.

All are in order to ensure human rights. All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of goodwill. Without distinction of any kind, such as race, colour, sex, language, religion, national or social origin, everyone is entitled to all rights and freedom. Right to life, liberty and security are guaranteed to all human beings. All should be treated to keep the status above without any slavery in any trade.

The Preamble of our Constitution, Fundamental Rights and Directive Principles are for the protection and promotion of all people in the country. The UN Convention on the Rights of the Child, adopted by the UN in 1989 has been ratified by India in 1992. Equality and Non-discrimination, Best Interest of the Child, Right of Survival, Development, Protection and Education, Girl Child are some of the important human rights. These are given in different Articles.

## **LABOUR IN INFORMAL SECTOR WITH SPECIFIC REFERENCE TO CONSTRUCTION INDUSTRY**

The labour engaged in different informal sector activities viz, woollen carpet making, shawl weaving establishment, rice mill, flour mill, dall mill, tobacco manufactory, plantations, oil mill, stone breaking, stone crushing, lac manufactory, mica, tanneries leather, construction industry have different problems as the nature and work activities are different. A study was conducted on workers engaged in construction industry which is considered as a part of the

urban informal sector. The living status and different aspects of working conditions of the labour engaged in construction industry have been studied.

## **SCOPE AND METHODOLOGY**

The study is conducted on the wage earners of a small village namely Gopinathpur. It is coming under Kukudakhandi Block of Ganjam District, Orissa. The village is around 17 k.m. away from Berhampur corporate. This corporate is considered as the trade centre of Southern Orissa. The study is a qualitative one based on the information taken on purposive sampling method. The data is collected by administering scheduled open ended questionnaire method from the labour engaged in construction industry. These labour are daily travelling to Berhampur to earn their livelihood. The study was conducted in November 2008. As per the suitability, the first hand information collected from the respondents have been collated and analysed. This study is a qualitative one and not bound by any hypothesis. Some of the statistical indicators like per cent age, tabulation aspects have been used.

In Gopinathpur, 221 households are there. The reported population of the village is 2009 which comprises of 1682 adults & 327 children. Among the total population, male adult constitute around half whereas female adults constitute little less than quarter of the whole population. The children constitute around fifteen per cent age of the total population. The table-1 indicates that the old age population is least in the village followed by children and the highest number goes to male adults.

The category-wise figure is given in table-1. There is an M.E. School in the village. Potter making, daily wage earning, traditional laundry; are the occupations of the villagers. There is a kuchha road to the village. The average family size in the village is seven. Around 83 % of the households are thatched and the rest 17% live in asbestos rooms. The educational level of the village is poor. The villagers average educational level is standard-III. The ratio between the APL households to BPL house hold is 1:1 (approximately).

Table-1: Distribution of Population in Gopinathpur Village, Ganjam

<b>Population</b>	<b>Adult</b>	<b>Old aged</b>	<b>Children</b>	<b>Total</b>
<b>Male</b>	1157 (88.52 %)	16 (1.22 %)	134 (10.25%)	1307 (100 %)
<b>Female</b>	452 (64.38%)	57 (8.11 %)	193 (27.49 %)	702 (100 %)
<b>Total</b>	1609 ( 80.08 %)	73 (3.63 %)	327 (16.27 %)	2009 (100%)

Source: Village Panchayat. The figures in parenthesis indicate the per cent age of the category from total population.

The study is based on the response of the daily wage earners who go to Berhampur for different construction works. Totally, 712 individuals are coming under this category. Out of this, 20 per cent of them have been taken as the respondents for this study. The distribution of the respondents is as follows:

**Table-2: Age-wise distribution of Respondents**

<b>Age Group</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Below 15	11	3	14
15 to 25	15	34	49
25 to 35	23	17	40
35 and above	27	12	39
<b>Total</b>	<b>76</b>	<b>66</b>	<b>142</b>

Source: Compiled from the opinion of the respondents

## **FINDINGS OF THE STUDY**

- Most of the respondents viewed regarding the poor status of living. Besides the head of the house hold, other members viz; women, adolescents, children go to nearby town to

earn their livelihood. Their income is low. Out of their income, around 67 per cent expenditure is incurred towards food. It is followed by health (11%), festivals (9%), and around 3 per cent is incurred towards education. Though the family members take four to five times food (rice, raggie), yet; the nutritious content is not adequate.

- During the festival season, *Sankranti* of every month; they take for more than two items along with rice. Some of the children suffer from vitamin deficiency diseases. It is observed that some of the women suffer from malnutrition.
- They travel ten to fifteen kilometers to search their livelihood. Towards this, each labourer incurs around twenty rupees. They come to one common place (*Gate Bazar*) in Berhampur. Then, as per the requirement for different works, they are being provided the jobs by the contractor/ highly skilled mesionary (artisan in building construction).
- The labour below the age of fifteen, do not get the benefits prescribed under the Child Labour Act, 1986. All the respondents have agreed that they are working in unsafe and dangerous construction activities. They are involved in brick taking from ground floor to up-stair, water curing, cleaning and allied activities.
- Some of the female workers within the age group of fifteen to twenty five have viewed that they are not getting better treatment by their contractor/skilled artisan under whom they are directly working. In the working site, to get any sort of oral/physical activity degrading their moral values is against the human rights. It should be taken care of and ensured by the concerned employer.
- Around three-fifth of the respondents have opined that they come to work during the confinement period. It is due to the poor economic condition which compels them to search for their livelihood. Almost all the respondents are not aware of the Maternity Benefits Act, 1961. Illiteracy and lack of awareness is the main reasons behind it.
- Some of the women labourers have shown their dissatisfaction with regard to the wage given to them. For the similar nature of work, the male workers are paid more than the women labour. It shows the violation of the Equal Remuneration Act, 1976.
- Some of the unskilled labour have focused about the low payment of their wages. In Orissa the minimum wage for the unskilled, semi-skilled, skilled and highly skilled labour is Rs.70/; 80/; 90/; &100/; respectively as per the law. But some workers get less than the prescribed rate.

- Around one-third of the respondents have viewed about the unauthorized deduction of their wages. They have also shown their discontentions with regard to the tenure of payment. The contractors delay in giving their wage dues. They have opined that the untimely payment of their wage compel them to take loan from the rich people in the nearby villages. Thus, the different provisions of the Payment of Wages Act, 1936 are not being followed.
- The living status of the unskilled labour is poor. Their future is uncertain. Even some times without getting the job by the contractor, they return home in empty hands. Really, the wages which they get is low in terms of the cost of living in the district. These labour do not opt for jobs under the National Rural Employment Guarantee Act enforced from February, 2006.They do fear of losing the opportunity of getting employment opportunities in the town. As this law does not ensure for employment throughout the year, they do not get the benefits of this law. More awareness, consensus, exploration and participation of villagers are lacking so far as development and employment activities in the concerned village is concerned.
- Some (one-fifth)of the highly skilled labour who are above thirty-five age have viewed that they have been getting Rs. 120 to 140 per day. It is more than the Minimum Wages Act.
- Some of the respondents are dissatisfied with the compensation measures taken by the employer. In case of any injury, they take the indigenous ayurvedic treatment. Taking the extent of injury, adequate and timely treatment is required. This is prescribed under various laws.
- Most of the respondents viewed that many measures are there but least facilities are there for them. The Government provides various benefits for the organized industrial workforce. But these facilities are not extended to them even though these unorganized labourers take more tedious and long hours of work than the workers in the organized industries.
- Most of the male respondents (adult) agreed about their alcoholic habit. It is due to the hard nature of the work and in order to relief physical pain, they take alcohol. They have also viewed that for better employment opportunities nearby people migrate to Surat,

Jam Nagar, & Mumbai. Some of them are also planning to become migrant labour to earn their livelihood.

- The respondents denied that they were unaware of the comprehensive social security measures for the unorganized labour. It was in the form of a Bill when the study was conducted. One point is to be noted that the Unorganized Sector Workers Social Security Bill was passed in the Parliament on 19<sup>th</sup> December 2008.

## **SUGGESTIONS**

Based on the living and working conditions of labour in the village Gopinanthpur the some of the measures have been suggested for their betterment. These are as follows:

- Provisions of different labour legislations viz; Minimum Wages Act, 1948; Equal Remuneration Act, 1976; Payment of Wages Act, 1936; Contract labour (Regulation & Abolition) Act, 1970; Child Labour Act, 1986; are to be followed strictly.
- More employment opportunities to be created and the concerned law i.e. National Rural Employment Guarantee Act, 2006 to be followed.
- More education facilities are to be provided to the villagers.
- Awareness regarding the rights and benefits of the labour to be created. Personal counseling to be given by the NGO professionals. And it should be a continuous process.
- More Self-Help Groups (SHGs) have to be developed which would become not only from the economic betterment of the labour but also a platform for solving difficulties faced in their daily working life.
- The leaders of different federations, trade unions have to be organize these labour in the unorganized sector and strive for their betterment in all dimensions.
- The real difficulties faced by the labour should be felt in and equal compensation to be given.
- More activities of these labour to be emphasized by agencies of mass media viz; traditional media, print media, electronic media, new media. And especially for the rural mass different forms of traditional media as: folk dance, *Dashakathia*, street play to be followed for creating awareness among the rural mass.

- The Unorganized Sector Social Security Act should be implemented for ameliorating the conditions of labour in this concerned sector. The future of the unorganized sector workforce is uncertain. To make their lives happy and prosperous, awareness and implementation of this Act is important.

## CONCLUSION

True spirit with political will is essential for the development of labour in India. Many laws are there for the organized sector. Law protects their rights and ensures their implementation through labour machinery. However, the inspection of legal measures in informal sector is really a difficult task due to the scattered nature of employment. Moreover, a comprehensive law for the informal sector is required for the overall betterment of labour.. Efforts of the State, political parties, trade union federations, NGOs are required for the implementation of the Unorganized Social Security Act. The strict enforcement of legislations, imposing penalty to the defaulter employer, creating awareness by traditional mass media and treating the labour as an equal partner with employer would improve the conditions of the unorganized labour. There is only one law, which ensures employment for the unorganized labour (rural). It is right time to promote the labour of this sector in real sense than to make academic debates and endeavors. The study is not an end in itself. Further studies can be conducted in this area to explore the difficulties and expedite various measures for the betterment of this informal sector labour.

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**A CRITICAL ANALYSIS ON EMPLOYEE ENGAGEMENT LEVEL WITH  
REFERENCE TO SYNTHITE INDUSTRIES LTD-SYNTHITE VALLEY,  
KOLENCHERRY, KERALA**

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**ABSTRACT:**

Spice industry has been witnessing phenomenal growth rates both in the international and domestic sector. SYNTHITE is the world's largest manufacturer and exporter of spice oleoresins and essential oils. The main objectives of the research were to understand the various factors influencing the employee engagement level and to find the satisfaction level of employees. Percentage analysis, One Way ANOVAs and Mean score was used for the analysis of data using SPSS 11.0. The research resulted that employees of SYNTHITE INDUSTRIES were satisfied with the way they are engaged in the company. The researcher has made some suggestions which can definitely help the company to take the upward trend.

**INTRODUCTION**

Research suggests that Employee engagement is more than a passing fad - it brings clear business benefits. Engagement is seen, as bringing real competitive advantage. However, raising engagement levels, and maintaining them, takes time, effort, commitment and investment - it is not for the half-hearted. Positive responses to the engagement statements indicate a positive attitude towards, and pride in, the organisation belief in the organization's products. Organizations need to work hard to prevent, and minimize the impact of, bad experiences. They

also need to ensure that employees' development needs (including the special needs of professionals) are taken seriously; pay attention to, and value the roles of, support staff; and to maintain the interest of longer-serving employees.

## ENGAGEMENT CHALLENGES

Engagement levels decline as employees get older – until they reach the oldest group (60 plus), where levels suddenly rise, and show this oldest group to be the most engaged of all. Minority ethnic respondents have higher engagement levels than their white colleagues. Managers and professionals tend to have higher engagement levels than their colleagues in supporting roles, although people in the latter group appear to owe greater loyalty to their profession than to the organisation in which they practice their craft. Engagement levels decline as length of service increases. Having an accident or an injury at work or experiencing harassment (particularly if the manager is the source of the harassment) both has a big negative impact on engagement. Employees who have a personal development plan, and who have received a formal performance appraisal within the past year, have significantly higher engagement levels than those who have not.

## **THE NEED AND FOCUS OF EMPLOYEE ENGAGEMENT:**

Current studies show that organizations are focusing on employee engagement as to how to make employees more engaged. Employees feel engaged when they find personal meaning and motivation in their work, receive positive interpersonal support, and operate in an efficient work environment. What brought engagement to the forefront and why is everyone interested in it? Most likely, the tight economy has refocused attention on maximizing employee output and making the most of organizational resources. When organizations focus attention on their people, they are making an investment in their most important resource. You can cut all the costs you want, but if you neglect your people, cutting costs won't make much of a difference. Engagement is all about getting employees to "give it their all." Some of the most successful organizations are known for their unique work environments in which employees are motivated to do their very best. These great places to work have been recognized in such lists as Fortune's 100 Best Companies to Work For.

## ENGAGEMENT PREDICTS ORGANIZATIONAL SUCCESS

Many studies have shown that investments in people (i.e., HR-related practices) have a reliable impact on the performance of organizations. The Bureau of Labor conducted a comprehensive review of more than 100 studies and found that people practices have significant relationships to improvements in productivity, satisfaction, and financial performance. Research has shown that when engagement scores are high, employees are more satisfied, less likely to leave the organization, and more productive.

Each organization is different and there are many factors that affect bottom-line outcomes; however, engagement scores can serve as meaningful predictors of long-term success. Some organizations use engagement scores as lead measures in their HR scorecards. When an organization can show the relationship between engagement scores and bottom-line outcomes, everyone pays attention to the engagement index. Establishing this critical link between people and performance helps HR professionals prove that people-related interventions are a worthwhile investment.

#### ELEMENTS OF ENGAGEMENT

Some researchers conclude that personal impact, focused work, and interpersonal harmony comprise engagement. Each of these three components has sub-components that further define the meaning of engagement.

**PERSONAL IMPACT**-Employees feel more engaged when they are able to make a unique contribution, experience empowerment, and have opportunities for personal growth. Past research (e.g., Conger and Kanungo, 1988; Thomas and Velthouse, 1990) concurs that issues such as the ability to impact the work environment and making meaningful choices in the workplace are critical components of employee empowerment. Development Dimensions International's (DDI) research on retaining talent (Berntthal and Wellins, 2000) found that the perception of meaningful work is one of the most influential factors determining employees' willingness to stay with the organization.

**FOCUSED WORK**-Employees feel more engaged when they have clear direction, performance accountability, and an efficient work environment. Aside from the personal drive and motivation to make a contribution, employees need to understand where to focus their efforts. Without a clear strategy and direction from senior leadership, employees will waste their time on the

activities that do not make a difference for the organization's success. Additionally, even when direction is in place, employees must receive feedback to ensure that they are on track and being held accountable for their progress. In particular, employees need to feel that low performance is not acceptable and that there are consequences for poor performance. Finally, employees want to work in an environment that is efficient in terms of its time, resources, and budget. Employees lose faith in the organization when they see excessive waste. For example, employees become frustrated when they are asked to operate without the necessary resources or waste time in unnecessary meetings.

INTERPERSONAL HARMONY-Employees feel more engaged when they work in a safe and cooperative environment. By safety, we mean that employee trust one another and quickly resolve conflicts when they arise. Employees want to be able to rely on each other and focus their attention on the tasks that really matter. Conflict wastes time and energy and needs to be dealt with quickly. Some researchers also find that trust and interpersonal harmony is a fundamental underlying principle in the best organizations. Employees also need to cooperate to get the job done. Partnerships across departments and within the work group ensure that employees stay informed and get the support they need to do their jobs.

#### **STATEMENT OF THE PROBLEM:**

A Dissertation is done in the topic "*A Critical analysis on Level of Employee Engagement in Synthite Industries Ltd, Kerala*". In this research, researcher has tried to analyze the level of *employee engagement* prevailing in Synthite industries Ltd and an effort is made to analyze the short comings in the system and the ways to improve the employee engagement in the organization so as to add value to the organization and its effective functioning.

#### **DESIGN OF THE RESEARCH:**

The method used for the research is of the descriptive type. Descriptive research includes researches and fact-finding inquiries of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present. The respondents are the employees of Synthite industries Kadayiruppu unit, Kolenchery, Ernakulum. The universe of research is the above mentioned company and the research is done by convenient sampling during the year 2009-2010

## **NEED OF THE RESEARCH:**

The present research is an attempt to check the level of employee engagement in the organization. By doing the research, Researcher could get the satisfactions level as well as the dissatisfaction level of employees. The satisfaction level can be considered as a note of appreciation and encouragement to the company so as to implement further similar tasks. The dissatisfactions or problems can be taken into notice for its eradication and thus creating more chance for the improvement of engagement of the employees towards the company.

The research would also sensitize the human resource managers who are planning to work more on the most complex resource because the research will give the real essence of handling the complexity in human resource.

## ***ENVISIA LEARNING***

One of the most salient career paradigm shifts has been the change from job security to employability security. Today, the engagement and retention of high potential talent is a competitive advantage to all organizations. What do we know about engagement and its relationship to productivity and retention? Several recent studies provide some answers to this question. For example, Aon Consulting reported in a recent research research of about 1,800 workers that employee commitment is declining in every industry, age group, and income group and job classification. The Gallup organization also recently reported evidence of declining employee engagement in a major research that found only 26 percent of employees consider themselves "actively engaged" in their work .A change in the psychological contract with employees over the last few years has contributed to a set of critical paradigms shifts about careering in the US. The old sense of job security has given way to the concept of “employability security” where developing “just in time competencies” results in the ability to be competitive in a global market place. In the “old” paradigm employees expected to be with companies for long periods of time (job jumping was typically seen as a sign of instability, immaturity or loyalty) and an expectation of rising responsibilities and salary/benefits. Today’s “IPOD generation” employees have typically experienced mergers, acquisitions, bankruptcy, extensive downsizing and failures resulting in a focus on continuous relearning, Perceptions of stress at work are quite high with several studies suggesting 40 % to 60% of all employees rate their jobs as being stress

or extremely stressful with impact on family balance and health. In a recent poll by US based True Careers, more than 70% of workers do not think there is a healthy balance between work and family lives. More than 50% of the 1,626 were exploring new career opportunities because of the inability to manage both work and family stressors.

## **OBJECTIVES:**

The present research aims at examining the level of employee engagement in the organisation. To achieve this aim, the following specific objectives were framed.

- To evaluate the present level of employee engagement in the company.
- To analyze the contribution of each of the key factors with respect to employee engagement level
- To analyze the impact of tenure of work on the key factors of employee engagement.
- To analyze the impact of age on attitude of the employees towards their job.

## **PRIMARY DATA**

This includes the information collected from the respondents directly by the researcher in Synthite industries by using structured questionnaire. Direct personal interview with employees were conducted with 100 samples.

## **SECONDARY DATA**

This includes books, Journals etc used by the researcher for collecting data.

## **SAMPLE SIZE:**

The sample size is 100 employees of Synthite Industries LTD, Kadayirupu unit Kolencherry, Ernakulum.

The following tools were used in this research;

- ❖ An interview schedule for obtaining the socio- demographic characteristics of the subjects.
- ❖ Questionnaire

The questionnaire contains 50 different questions that deal with the various provisions and responsibilities of the company

### **STATISTICAL TOOLS USED FOR ANALYSIS**

- Percentage analysis
- One-way ANOVA
- Mean score

An arbitrary means score index was prepared to fit the workers perception on a particular response category. For this purpose, the actual response of all the sample respondents on a particular attribute were added and mean and standard deviation were calculated. The mean score results were interpreted as below.

<b>MEAN SCORE</b>	<b>INTERPRETATION</b>
Above 1.2	EXCELLENT
Between 1 and 1.2	AVERAGE
Below 1	POOR

### **STATISTICAL ANALYSIS**

The role of statistics is functioning as a tool in, designing research, analyzing its data and drawing conclusion there from. The important statistical tool used in analysis is one way ANOVA.

#### **OBJECTIVE-2**

#### **AIM:**

To analyze the contribution of each of the key factors of employee engagement to the employee engagement level by mean score method.

## MEAN SCORE FOR ATTITUDE

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with the working conditions	100	-1	2	1.33	.652
I have a good belief in my company's products and services	100	1	2	1.63	.485
I appreciate my organization's effort in performance appraisal for its employees	100	-1	2	.80	.888
I am satisfied with the pay and benefits schemes of the company	100	-2	2	.67	1.025
My organization treats me with dignity & respect	100	0	2	1.23	.566
I show high commitment towards my job	100	0	2	1.57	.517
The work timings are very comfortable	100	-1	2	1.29	.701
The office environment is good	100	-1	2	1.20	.696
I am doing the work which matches my experience and educational qualification	100	-2	2	1.07	.795
Even if I have the opportunity to get a similar job with another organization, I will stay with my present company	100	-2	2	1.04	.828
I foresee my children working in synthite in future.	100	-2	2	.24	.878
Valid N (listwise)	100				

**MEAN VALUE=1.09**

### INTERPRETATION

The above table shows the mean and standard deviation for every individual item that contained in the dimension of attitude of employees by using this tool; the mean for attitude level has been calculated. Since the calculated mean is 1.09, it is clear that the respondents have a good attitude towards the company.

**MEAN SCORE FOR DEVELOPMENT FOCUS**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
I am getting proper opportunities for growth & development	100	-1	2	1.15	.744
. The chances for promotion are good	100	-2	2	.81	.837
. I think regular training is needed for the better performance of employees	100	-1	2	1.02	.738
I believe that learning is the best way to grow up in the career.	100	0	2	1.35	.539
I consider continuous learning as a part of my job.	100	-2	2	1.15	.716
Valid N (listwise)	100				

**MEAN VALUE=1.09**

**INTERPRETATION**

The above table shows the mean and standard deviation for every individual item that contained in the dimension of development focus among the employees. By using these means, the mean for development focus among the employees has been calculated. Since the calculated mean is 1.09, it is clear that there is a good development focus among the employees.

## MEAN SCORE FOR EFFECTIVE MANAGEMENT

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I have a clear idea about the company's goals and objectives	100	-1	2	1.35	.672
. I am satisfied with the way my supervisor encourages me in my work.	98	-1	2	1.14	.689
My manager /HOD is easily approachable whenever I need their guidance	100	-1	2	1.28	.668
My manager is interested in asking the welfare of my family.	100	-2	2	1.10	.823
I am confident enough to express my new ideas	100	-1	2	1.31	.692
I believe that i play an important role in the growth of the company.	100	0	2	1.41	.605
Valid N (listwise)	98				

**MEAN VALUE=1.26**

### INTERPRETATION

The above table shows the mean and standard deviation for every individual item that contained in the dimension of effective management of employees. By using these means, the mean for effective management of employees has been calculated. Since the calculated mean is 1.26, it is clear that the respondents are managed in an excellent way.

## MEAN SCORE FOR TEAM WORK

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
. The interpersonal harmony among the employees is really good	100	-1	2	1.13	.614
I am interested in helping out my fellow worker who is a poor performer	100	0	2	1.38	.565
. In the last six months, someone at work talked to me about my progress	100	-2	2	.89	.815
I have a best friend at work.	100	-1	2	.76	.767
I am interested to find time in training my colleagues who are poor in their performance.	100	-1	2	1.21	.715
The delegation is properly done in the company	100	-1	2	.97	.797
Valid N (listwise)	100				

**MEAN VALUE=1.05**

### INTERPRETATION

The above table shows the mean and standard deviation for every individual item that contained in the dimension of team work of employees .By using these means, the mean for team work of employees has been calculated. Since the calculated mean is 1.05, it is clear that the team spirit among the respondents is good.

## MEAN SCORE FOR COMMUNICATIONAL EFFECTIVENESS

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I have enough information to get the job done	100	0	2	1.23	.510
There are some employee review processes in my organization	100	-2	2	.91	.780
My organization ensure open channels of communication between employees and top management	100	-2	2	.98	.853
At work, my opinions seem to count.	100	-2	2	1.04	.665
Valid N (listwise)	100				

**MEAN VALUE=1.04**

### INTERPRETATION

The above table shows the mean and standard deviation for every individual item that contained in the dimension of communicational effectiveness employees by using these means, the mean for communicational effectiveness has been calculated. Since the calculated mean is 1.09, it is clear that the communicational effectiveness is good among the employees.

### OBJECTIVE-3

#### AIM

To analyze the impact of tenure of work with the key factors of employee engagement.

#### HYPOTHESIS:

Hypothesis deals with the assumption made regarding the research in order to find an accurate solution

#### NULL HYPOTHESIS: (HO)

Tenure of work will not have an impact on key engagement factors .

**ALTERNATE HYPOTHESIS: (H1)**

Tenure of work will have an impact on key engagement factors.

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Attitude	Between Groups	.563	2	.282	.336	.716
	Within Groups	81.437	97	.840		
	Total	82.000	99			
Development focus	Between Groups	.464	2	.232	.293	.747
	Within Groups	76.846	97	.792		
	Total	77.310	99			
Effective management	Between Groups	2.658	2	1.329	.980	.379
	Within Groups	131.502	97	1.356		
	Total	134.160	99			
Team work	Between Groups	1.581	2	.791	1.107	.335
	Within Groups	69.259	97	.714		
	Total	70.840	99			
Communication	Between Groups	.566	2	.283	.222	.801
	Within Groups	123.434	97	1.273		
	Total	124.000	99			

**INTERPRETATION**

Since the significance level is  $>.05$ , null hypothesis is accepted .So there is no significant difference between the people belong to different tenure of work group on attitude, development focus, effective management, team work, communication.

**OBJECTIVE-4**

**AIM:**

To analyze the impact of age on attitude of the employees towards their job.

**NULL HYPOTHESIS: (HO)**

Age of the employee will not have an impact on attitude of the employee towards their job.

**ALTERNATE HYPOTHESIS: (H1)**

Age of employee will have an impact on attitude of employee towards their job.

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
I am satisfied with the working conditions	Between Groups	.666	2	.333	.780	.461
	Within Groups	41.444	97	.427		
	Total	42.110	99			
I have a good belief in my Company's products and services	Between Groups	.951	2	.475	2.062	.133
	Within Groups	22.359	97	.231		
	Total	23.310	99			
I appreciate my organization' s effort in performance appraisal for its employees	Between Groups	1.705	2	.852	1.084	.342
	Within Groups	76.295	97	.787		
	Total	78.000	99			
I am satisfied with the pay and benefits schemes of the company	Between Groups	12.277	2	6.139	6.484	.002
	Within Groups	91.833	97	.947		
	Total	104.110	99			
What kind of dreams you have about synthite.	Between Groups	1.319	2	.659	.914	.404
	Within Groups	69.991	97	.722		
	Total	71.310	99			

**INTERPRETATION**

The significance level is  $>.05$  in all the factors except the attitude towards pay & benefits scheme. So null hypothesis is accepted in all the factors apart from pay & benefits scheme. The significance level obtained for pay & benefits scheme is  $.002$  which is  $<.05$ .so null hypothesis rejected and alternate hypothesis accepted which says attitude towards pay and benefits scheme differs with employees belonging to different age group.

## **SUGGESTIONS AND RECOMMENDATIONS:**

### **Pay & benefits scheme**

- The pay & benefits scheme prevailing in the company is not satisfactory to the employees. The major bias in the satisfaction level depends upon the age group. The employees belonging to the age group 20-35 are the most dissatisfied group. So the company should ensure that steps to be taken in this regard so as to regain the talented energetic, young generation in the company.
- Since most of the respondents are not satisfied with their salaries, they try to switch over to other companies, which can be eliminated if the company can enhance their salary based on their performance.
- Money has become one of the most important factors for motivation of people throughout the world .If money has to act as a motivator , it is necessary to assume a direct relationship between performance and reward in terms of money

### **Good work environment**

- From the research it is found out that one of the main factors which motivate most of the employees to do their work is a good work environment. So organization should be very careful in maintaining this factor to a greater extent. All the decision makings should be in favor of this factor for the active participation of employee thereby increasing the productivity.
  
- Some important suggestions for a better work environment include:
  - adequate & fair compensation
  - safe & healthy work environment
  - development of human capacities
  - growth & security
  - social integration in work environment
  - constitutionalism(rule of law) &
  - social relevance to work life

- In such an environment the employee will definitely enjoy doing his work and thus the job will become his/her passion.

### **Growth & development**

- From the research it's clear that in order to retain the employees, the company must satisfy their innate aspirations for growth & development, of advancement in their career.
- It is found that most of the respondents consider learning & training as part of their job. So the company can exploit their willingness.
- Some of the experienced staffs are even interested in training their colleagues who are poor in their performance. The company should make use of such employees.
- Thus it can lead to performance appraisal methods.
- A poor performer can also be corrected by personal counseling.

### **Effective management**

- Most of the employees have a poor opinion regarding employee promotional measures taken by the company. So the company should give more importance to performance based promotions.
- The managers should make their employees feel that they care for them as persons and are interested in their well being .For this they have to be more interactive and easily approachable.
- The delegation should be done in such that it can be acceptable to other employees
- Another important aspect in effective management includes effective counseling to the employees by HR team.
- Counseling can be:
  - Directive
  - Participative
  - Non directive

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### **Make Work Place More Conducive**

- People would need and deserve a work place free from anxiety and stress, where each can contribute fully from their jobs and also get a satisfactory growth in return.

- The work habits should be more flexible so that the employees can find an optimum balance between family and work.
- Workplace should buzz with words like openness, speed, team work and quality

## **CONCLUSION:**

The research on employee engagement level in Synthite industries Ltd has been completed with some suggestions for the company to enhance their employee engagement level. The above findings show that organizations needs to put more effort to prevent, as well as minimize the impact of, bad experiences. They also need to ensure that employees' development needs (including the special needs of professionals) are taken care of seriously; whether enough attention has been paid to the roles of support staff and the interest of longer-serving employees are sustained.

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# EXPECTATIONS GAP: REAL OR VIRTUAL: ISSUES FOR PROFESSIONAL SERVICES INDUSTRY

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## **Introduction**

The employee/employer relationship is evolving and undergoing positive changes globally. The days of bureaucracy are over and both the employees and employer seek mutually beneficial environment for growth and success. With the evolving changes worldwide, both categories are extremely selective and have clear expectations from each other. Once these expectations are met, the corporate atmosphere becomes very conducive and healthy.

Any individual enters an Organisation with certain expectations which may vary in degree between individuals. But some of the common expected norms include money for time, security for loyalty, self-actualization for high productivity.

## **The Issue:**

However, the question that arises is whether these expectations are real or a myth? Are there issues in an Organisation<sup>1</sup> pertaining to individual expectations<sup>2</sup>? Is it also one of the factors to be considered for employment? If they do exist, are these expectations met one on one? Is there an opportunity to be flexible and selective in one's choice? Is adaptability easy without compromising on values? Is there an overlap at least in some areas with regard to values, principles and other expectations? A gap seems to exist in the demand and supply particularly with regard to salary and individual differences in working style etc. An attempt is being made by various Organisations and individuals to bridge the gap in this ever changing relationship to provide a safe and healthy work environment, quality work life and equal employment

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<sup>1</sup> Organisation: Something made up of elements with varied functions that contribute to the whole and to collective functions

<sup>2</sup> Expectations: something looked forward to, whether feared or hoped for. Another meaning is a belief that someone should behave in a particular way.

opportunities<sup>3</sup>. The changing trend indicates better job and life satisfaction for both the employer and employee and sustenance of the work ethics and values of the Organisation.

No two individuals are alike and so are the differences in expectations of individuals. But in a working environment, some of the expectations may be common to the employee<sup>4</sup> such as the salary structure, Individual goals and values, job security, appreciation, performance based increments etc. Similarly most employers may expect adherence to the organisational goals and values, loyalty to the Organisation, team work etc. There is also a difference in the perception of the employer<sup>5</sup> about the employee expectations and vice versa.

In the current scenario, an attempt is being made to match the expectations, values etc to create a suitable work environment that would satisfy most of the needs and thus focus on a healthy employee/employer relationship<sup>6</sup>. How far is the individual willing to extend himself to bridge this gap and at the same time carve a niche for himself in the corporate world?

This is easier said than done. Expectations also depend on certain external factors like type and size of the Organisation, similarities of goals between Organisations. Rules and regulations, policies may be more rigid in relatively large industries with more than 200 employees and the levels of hierarchy are also clearly defined. The same does not apply to smaller or medium sized industry where the organizational structure may be more horizontal and there is more freedom in choice and style of working.

This paper is an attempt at exploring the gaps in employee/employer relationship of a medium sized service industry and to determine which elements of expectations appeal to both the segments. The perceptions of the employer about employee expectations and the employee perceptions of the employer expectations form a major part of the study.

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<sup>3</sup> <http://www.sbaer.uca.edu/research/ssbia/1994/pdf/10.pdf>

<sup>4</sup> Employee: A person who works for another in return for financial or other compensation.

<sup>5</sup> Employer: A person or company that employs workers

<sup>6</sup> Relationship: A state involving mutual dealings between people or parties or countries.

## Review of Literature

This paper aims at analyzing the expectations in employee – employer relationship pertaining to the service sector.

In general, what employees and employers want and expect from each other — has been changing dramatically in recent years. As a result of all sorts of pressures and trends on both sides, such characteristics of corporate employment as stability, permanence, predictability, fairness, tradition and mutual respect are being replaced by new emerging features of self-reliance, flexibility and adaptability.<sup>7</sup>

Although extensive research has been done in the field of employee-employer relationships, there are few papers pertaining to the professional services sector of a medium sized industry.

Motivational theories imply that it is important to ensure that workers have personalities with motives and values relevant to the type of organization and to the jobs in which they are placed.<sup>8</sup> Presthus for example points out three "discrete types" of accommodation that seem to occur in organizations (Presthus, 1965). They are the upward- mobiles, the indifferents, and the ambivalents.<sup>9</sup>

A model has been proposed for balancing employer-employee relationship in a small business environment by McNeese State university students. (Ray Comish, Jeanne Daboval, Lonnie Phelps, Charles Rader). The model accommodates key variables of the debate over employee responsibilities and rights. The four components of the model include high concern for rights, low concern for responsibility, Low concern for rights, low concern for responsibility, High concern for responsibility, low concern for rights and High concern for responsibility, high concern for rights.<sup>10</sup>

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<sup>7</sup> [http://www.sciencedirect.com/science?\\_ob=ArticleURL&\\_udi=B6V9T-3Y44S4C-](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V9T-3Y44S4C-)

<sup>8</sup> Katzell, Raymond A. & Thompson, Donna E. Work motivation theory and practice. (1990, February).P.146

<sup>9</sup> Presthus, Robert. (1965). Individual adjustments to organizations. In The Organizational Society.

<sup>10</sup> <http://www.sbaer.uca.edu/research/ssbia/1994/pdf/10.pdf>

**Jean-Marie Hiltrop** examines the human resource implications of the changing psychological contract, specifically, how organisations under pressure from greater competition, internationalization and integration of functions can manage employees now facing increased professional risk and uncertainty.<sup>11</sup>

**The Work Expectations Profile Online Report** provides a framework to explore **10 critical work expectations** that impact today's employment relationships: Recognition, Autonomy, Expression, Career Growth, Diversity, Teamwork, Structure, Environment, Balance, and Stability.<sup>12</sup>

**In the journal article on Managing to Meet Employee Expectations: Quality Improvement Tools Narrow the Gap between Employee Expectations and Company Resources**, Robert C Woods poses the question whether the people who work for your company are really customers in the guise of employees? In the quality improvement arena, a customer typically rings expectations to a company believed to have the capability to meet those expectations. Strong relationships are formed and quality improvement results as a company seeks to understand and match the total set of a customer's expectations. Solid customer/company relationships withstand the test of competition and occasional service and supply problems. Can a case be made for valuing employees to the same degree as customers? Kotter and Heskett (1992) show that higher-performing companies consistently value their customers, stockholders and employees to a greater extent than do lower-performing companies. This paper addresses employees as customers of the company and describes a process and some tools to help a company understand, and more closely meet the expectations of its employees.<sup>13</sup>

## **Aim**

The aim of this study is

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<sup>11</sup> Jean-Marie Hiltrop -The changing psychological contract: The human resource challenge of the 1990s

<sup>12</sup> <http://www.discprofile.com/work.htm>

<sup>13</sup> Journal article by Robert C. Woods; Human Resource Planning, Vol. 16, 1993

- Analysing issues in Organisational behaviour from the perspective of employee-employer expectations
- Determining the elements that are common to both segments.

## **Approach**

The data for the research was compiled during a specific training programme held for approximately 50 employees of a medium sized Organisation in professional services industry by a management consultancy Company. The method of data collection involved group discussion, brainstorming and observations.

The participants were divided into 10 teams with five members in a group. The tools used for the discussion included the two leading research questions:

1. What do you expect from your employees as an employer?
2. What do you expect from your employer as an employee?

## **The Responses**

From the responses it was observed that there were similarities between groups on the different expectations in both the classes of employee and employer expectations.

The data was then consolidated in a spreadsheet for easy computation classifying the common expectations together. The expectations were grouped together with scores for each of the ten teams as listed below:

- Expectations of employees
- Expectations of employers
- Expectations common to both

## **Scoring**

A score of one was given to every expectation stated by the team. If a team did not state a particular expectation then the score was taken as zero. The percentage scores for the sum of the scores for each listed expectation were then computed. This type of scoring was done to rate the expectations valued most by the entire group of employees.

## **Analysis**

The results and analysis are based on the inputs received from 50 employees of a medium sized professional services Organisation. This analysis highlights some of the key expectations that are ranked high both in terms of employee and employer expectation.

In general, it was observed that most of the perceptions of employees and employers are different. However, there are some common expectations which are viewed as necessary by both.

From the scores, it can be inferred that the following were considered important from the perspective of the employee/employer. The list below includes scores in percentages above 60%.

### *Employer Perspective:*

1. Responsibility
2. Dedication
3. Sincerity in Values
4. Punctuality
5. Honesty
6. Hard work

### *Employee Perspective:*

7. Rewards/Recognition
8. Good Working Environment

Some of the common expectations that overlap include

9. Appreciation
10. Remuneration
11. Team Playing
12. Opportunity & Growth
13. Empathy
14. Knowledge Enhancement

Table 1: Range of all the expectations with grading

Appreciation	B/E	↑	10	Cost Effective	B	⇒	4
Responsibility	B	↑	10	Job Allocation	E	↓	3
Remuneration	B/E	↑	9	Infrastructure	E	↓	3
Team Player	B/E	↑	8	Motivation	B/E	↓	3
Dedication	B	↑	8	Confidentiality	B	↓	3
Opportunity/growth	B/E	↑	8	Initiative	B	↓	3
Rewards/Recognition	E	⇒	7	Cleanliness	B	↓	3
Empathy	B/E	⇒	7	Support	E	↓	2
Sincerity	B	⇒	7	Flexibility	E	↓	2
Punctuality	B	⇒	7	Assessment	E	↓	2
Good working Environment	E	⇒	6	Healthy Criticism	E	↓	2
Knowledge Enhancement	B/E	⇒	6	Ethical	B	↓	2
Honesty	B	⇒	6	Positive Attitude	B	↓	2
Hard Work	B	⇒	6	Respect	B	↓	2
Good Relationship	B/E	⇒	5	Integrity	B	↓	2
Quality & Standards	B	⇒	5	Good Manners	B	↓	2
Creativity	B	⇒	5	Ownership	B	↓	2
Loyalty	B	⇒	5	Self sufficient	B	↓	2
Time Management	B	⇒	5	Result oriented	B	↓	2
Client Management	B	⇒	5	Patience	E	↓	1
Understanding	E	⇒	4	Good Listener	E	↓	1
Guidance	E	⇒	4	Challenging Work	E	↓	1
Leadership	B/E	⇒	4	Training	E	↓	1
Discussion/Consultation	B/E	⇒	4	Identify talent	E	↓	1
Discipline	B	⇒	4	Image building	B	↓	1

Key for the above table: **E** – Employee; **B/E** – Common expectations; **B** – Employer/Boss

The table above lists the expectations in totality with the scores for the 10 teams. The scores also indicate the number of teams in favour of that expectation. Grading of scores has been done as follows:

- Scores between 8 and 10 – High (marked by up arrow)
- Scores between 4 and 7 – Medium (marked by side arrow)
- Scores less than 4 – Low (marked by down arrows)

From this table, the importance of certain expectations over others can be clearly identified. Moreover, a key observation can be made here in that certain expectations are given prime importance in the service Industry like Appreciation and Responsibility. Appreciation is a common expectation preferred by both the employee and the employer. Responsibility is considered the main criteria by the employer for the success of an Organisation. Both these qualities enhance the working of a company.

It can be inferred from the table above, but for a few common attributes, most of the expectations stated by the employer and the employee are different. Of the 50 expectations listed above, 40 of the listed expectations are completely different.

### **Analysis of Employer Expectations**

Overall, the employer perspective varied from honesty and sincerity to timely completion of work and taking on responsibilities.

Table 2: Employer expectation percentage scores

S. No.	Employer Expectation	Score %	S. No.	Employer Expectation	Score %
1.	Responsibility	100	14.	Confidentiality	30
2.	Dedication	80	15.	Initiative	30
3.	Sincerity	70	16.	Cleanliness	30
4.	Punctuality	70	17.	Ethical	20
5.	Honesty	60	18.	Positive Attitude	20
6.	Hard Work	60	19.	Respect	20
7.	Quality & Standards	50	20.	Integrity	20
8.	Creativity	50	21.	Good Manners	20
9.	Loyalty	50	22.	Ownership	20
10.	Time Management	50	23.	Self sufficient	20
11.	Client Management	50	24.	Result oriented	20
12.	Discipline	40	25.	Image building	10
13.	Cost Effective	40			



From the above table, it can be inferred that responsibility with dedication are key factors in the development of a good employee.

Responsibility: ranks highest at 100% on the list of expectations. The entire group appears to have validated responsibility as the most important factor in an Organisation. Responsibility in one's job, responsibility for one's actions characterizes an Individual and this adds to the credibility of the Organisation. Dedication is closely linked with responsibility. Doing one's work with dedication and responsibility can escalate the success rate multifold and therefore is an essential part of the employee–employer relationship. The employer would expect responsibility combined with dedication and hard work as some of the key skills of an employee.

## Analysis of Employee Expectations

Table 3: Employee expectations percentage scores

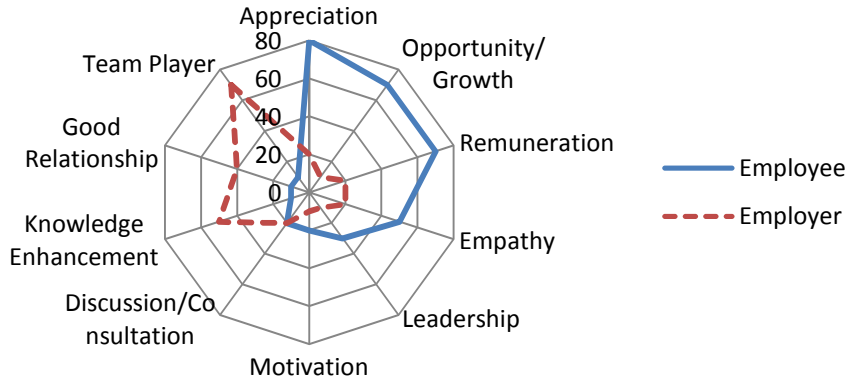
S. No.	Employee Expectation	Score %	S. No.	Employee Expectation	Score %
1	Rewards/Recognition	70	8	Flexibility	20
2	Good working Environment	60	9	Assessment	20
3	understanding	40	10	Healthy Criticism	20
4	Guidance	40	11	Patience	10
5	Job Allocation	30	12	Good listening	10
6	Infrastructure	30	13	Challenging Work	10
7	Support	20	14	Training	10
			15	Identify talent	10



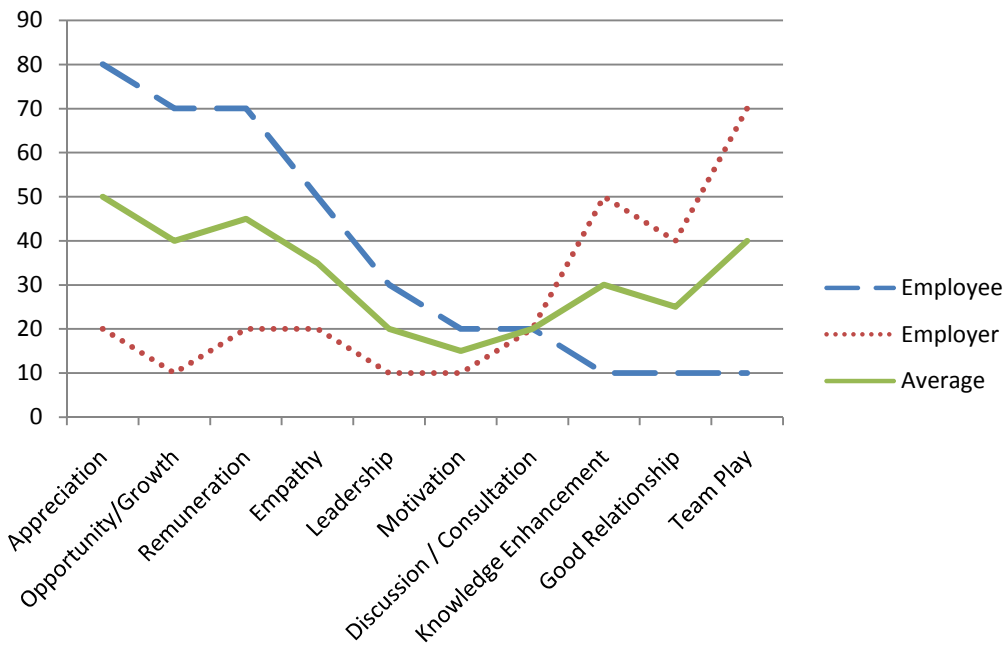
The other side of the coin revealed surprising results. It is generally assumed that people work essentially for compensation which becomes the prime motivating factor. But rewards and recognition took precedence over remuneration as a motivating factor. It is also widely believed that after a certain stage in life, an individual works for the sheer pleasure or joy of working. This is a stage when an individual is satisfied with the remuneration and money becomes secondary.

**Analysis of expectations common to both**

**Common Expectations**



**Common Expectations**



In general, the expectations of the employer and employee showed considerable differences. However there were few common elements considered important by both but the percentages varied considerably.

## **Recommendations**

This study clearly identifies the varied expectations of both the stakeholders with a below average overlap of the common ones.

Based on this study, an attempt has been made by the researcher to propose certain recommendations to narrow the existing gaps. This employee-employer gap needs to be reduced in order to minimize the losses and differences resulting in high employee turnout, high cost etc.

- Assessment during interviews through test on the expectations.
- Those expectations that are around the threshold scores can be improved through training. If the post training gap is okay, then the candidate can be inducted.
- This method can be used to evaluate existing employees through periodic assessment (once in 6 months) to constantly monitor the gaps.
- Orientation of the new employee to the systems, procedures and expectations of the Organisation. Orientation could also be done for the existing employees to the new procedures introduced in the Organisation.

## **Limitations**

This study is restricted to the size and type of industry.

1. Data collected from 50 employees
2. The Organisation – medium sized service industry.
3. The participants included specialists/professionals, administrators and the management.
4. An almost equal number of men and women

5. A fair ratio of North Indians and South Indians
6. The participants were from all three levels of management – low, middle and senior
7. Study limited to Chennai.

**Note:** An Organisation can be termed medium if the number of employees range between 20 and 100. A small Organisation comprises of less than 20 employees and a number greater than 100 could be classified as a large Organisation.

This research work can be expanded to study Organisations of various sizes and various types of categories in the service sector itself. A comparison of the Indian outlook with that of the rest of the world in terms of expectations could also be carried out. Influences of cultural effects/background on expectations can also be another part of a study.

### **Implications/Conclusion**

The focus of this paper has been to match the employee/employer expectations<sup>14</sup>. The synchronizing of the expectations between the two categories can help achieve the common goals and together build a strong Organisation. The employer may be responsible for the well-being of the employee but the employee is also required to put in a lot of self-effort and exert himself to achieve the individual goals and that of the Organisation.

The implications or repercussions of a mismatch in the relationship between employers and employees can lead to attrition, less productivity, loss of business and credibility of the Organisation leading to a slump in the growth of the Organisation.

The gap that exists can be reduced to a remarkable extent with equal effort from both sides as individuals and organizations differ significantly in their perceptions. Selection of a suitable and satisfying job and adaptability/adjustment to the job can pave the way for building a successful career. By this the employee can also satisfy his personal values and achieve his goals.

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<sup>14</sup> <http://www.sbaer.uca.edu/research/ssbia/1994/pdf/10.pdf>

The Organisation on its part need to put in a lot of effort in the selection of the right candidate, keeping in mind the needs and development of the individual without compromising on the Organisation goals.

Mutual discussion with sufficient sharing of information could aid in assessing and enhancing the suitability. Globally, a lot of importance is now given to the character of the Individual and networking sites like ORKUT or Face book help the Organisation to gather more information and judge the suitability of the candidate. Websites of the organisation and market research could aid in checking the credibility of the organisation.

Therefore a congruence of the values and expectations between employer-employee could lead to success irrespective of the size or structure of the organisation. Implementation or an attempt in meeting the expectations can be easily accomplished in a small or medium sized organisation.

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# **PERFORMANCE OF DISTRICT CENTRAL CO-OPERATIVE BANKS THROUGH CAPITAL ADEQUACY AND MANAGEMENT EFFICIENCY**

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## **ABSTRACT**

Around the world modern cooperatives have developed for over 200 years. Cooperative institutions exist all over the world providing essential services which would otherwise be unattainable. In 90 countries of the world, over 700 million individuals are members of cooperative institutions. Globally, cooperatives have been able to elevate their position as a powerful economic mode. In some countries they are a sizeable force within the national economy. During the British rule, Nicholson a British officer in India suggested to introduce Raiffersen model of German agricultural credit cooperatives in India. As a follow up of that recommendation, the first cooperative society Act of 1904 was enacted to enable formulation of “agricultural credit cooperatives” in villages in India under Government sponsorship. At the central level (district level) District Central Cooperative Banks (DCCBs) function as a link between primary societies and State Cooperative Apex Banks (SCAB). It may be mentioned that DCCBs and SCABs are the federal cooperatives and thus the objective is to serve the member cooperatives.

## **Introduction**

Banking system occupies an important place in a nation's economy. It plays a pivotal role in this economic development of a country and forms core of the money market. The banking scenario in India is undergoing fast changes in order to keep pace with the international banking practice. The banks render vital services to the masses belonging to the various sectors of the economy like agricultural, industry whether small scale or large scale. The poor people in

the country are in large number, so there is a need for the agencies to collect and invest savings of the masses and invest them in the most productive purposes.

Co-operatives are people-centric institutions, organized, operated and managed by people themselves on democratic principles, giving equality of rights, duties and privileges to each member irrespective of diversities of religion, culture or language and thus contributing to the goal of national integration and communal harmony. Establishment of co-operatives is regarded as one of the instruments for economic, social and cultural developments as well as human advancement in developing countries. Cooperative movement was introduced in India as a state policy and owes its inauguration to the enactment of co-operative credit societies Act, 1904. Since independence, the co-operative societies sector has made remarkable progress. This has also resulted in certain weaknesses. If the cooperative sector fail to adopt itself to the new economic environment, it may not survive. The Globalization of economy, deregulation of interest rates, rapid development of information technology and introduction of prudential norms have introduced a new element of competition. In the light of this changing scenario, co-operative societies have to prepare themselves to face these challenges.

The District Central Co-operative Banks (DCCBs) as the name suggests has an area of operation covering a single district. The DCCBs are banking entities recognized by the RBI under the Banking Regulations Act. They accept deposits from general public and provide loans to individuals and institutions including primary co-operative societies. They are governed by the various regulations stipulated by the RBI from time to time. Special provisions have been incorporated in the Banking Regulations Act 1949 considering the special nature of their ownership, development role, etc.

### **Objectives of the study**

The aim of the present study is

- i) To evaluate the comparative performance of DCCBs in Tamil Nadu and in the India level for a period covering 6 years from 2001-02 to 2006-07.
- ii) To study the capital adequacy and management efficiency of DCCBs in Tamil Nadu and in India.

## Research Methodology

The present study is mainly based on the secondary data collected from the Annual reports of the National Federation of State Co-operative Banks Limited, Reports of the RBI, Journals, magazines, text books, etc. The information collected are tabulated and analysed by using various statistical measures like percentage analysis, mean, standard deviation (S.D.), Coefficient of Variation (C.V.) have been used in different contexts. For the analysis of data, various accounting ratios like Debt Equity Ratio, total advances to total deposits ratio, Government Securities to total investments, Business per employee, profit per employee and profit per bank have been computed.

### Determinants of Capital Adequacy

The following table 1 and table 2 exhibit the two ratios representing the capital adequacy of banks in Tamil Nadu and in India.

(i) Debt Equity Ratio: Debt Equity Ratio is the relationship between outside liabilities and net worth. Outside liabilities include total borrowings and deposits. Net worth includes Equity share capital and Reserves & Surplus.

$$\text{Therefore, Debt Equity Ratio} = \frac{\text{Outside Liabilities}}{\text{Networth}}$$

Lower the Debt Equity ratio better it is for the bank.

Table 1 - Debt Equity Ratio (Rupees in Lakhs)

Year	Share Capital		Reserve & Surplus		Deposits		Borrowings		Ratio	
	T.N.	India	T.N.	India	T.N.	India	T.N.	India	T.N.	India
2001-02	35339	338800	79088	792982	672517	6679721	134791	1827605	6.80	7.16
2002-03	3883	35768	10305	967591	72363	7239443	14250	1923847	6.00	6.66

	0	0	5		7		5			
2003-04	3581 2	38100 3	12676 2	1120824	71081 3	7688452	19709 7	2112810	5.45	6.31
2004-05	4395 9	41154 7	13909 0	1267286	72976 9	8047636	23485 4	2155710	4.74	5.66
2005-06	4898 3	45114 7	16440 7	1408294	73767 3	8665222	24351 4	2320213	4.23	5.39
2006-07	7279 4	50981 3	17713 1	1550512	73640 7	9208136	21751 7	2794060	3.62	5.54
Mean	4595 3	40833 2	13158 9	1184582	71846 9	7921435	19504 6	2189041	5.14	6.12
s.d.	1414 1	63701	36881	281173	24557	925850	46549	343843	1.17 4	0.70 6
c.v.	0.30 8	0.156	0.280	0.237	0.034	0.117	0.239	0.157	0.22 8	0.11 5
skewness	1.18 5	0.492	-0.151	-0.088	-1.122	0.075	-0.348	0.774	0.11 3	0.34 6
Kurtosis	2.72 6	1.70	1.487	1.479	2.595	1.536	1.239	2.237	1.49 6	1.36 9
r	0.91 6	0.978	0.995	0.999	0.828	0.997	0.866	0.943	-	-

From the table above, it is ascertained that during the study period from 2001-02 to 2006-07, the average debit equity ratio is 5.14 in DCCBs in Tamil nadu and 6.12 in India level. Lower the ratio better it is for the bank. The coefficient of variance indicates greater variability in the banks of Tamil nadu. Share Capital of DCCBs in India has been increased from 338,800 lakhs in 2001-02 to Rs.509,813 lakhs in 2006-07 which increases nearly 51 percent and have a mean value of Rs.408,332 lakhs, standard deviation is Rs.63,701 lakhs, Reserve Funds have an mean value of Rs.11,84,582 lakhs, standard deviation is Rs.2,81,173 lakhs. Deposits have an mean value of Rs.79,21,435 lakhs, standard deviation is Rs.9,25,850 lakhs. Borrowings have an mean value of Rs.21,89,041 lakhs, standard deviation is Rs.3,43,843 lakhs.

(ii) Government Securities to Total Investments

It is the relationship between Government Securities to Total investments.

$$\text{Therefore, Ratio} = \frac{\text{Government Securities}}{\text{Total Investments}}$$

When Government securities to Total Investments ratio is higher, which indicates low risk involved in investments.

Table 2 - Government Securities to Total Investments Ratio

Year	Government Securities		Total Investments		Ratio	
	T.N.	India	T.N.	India	T.N.	India
2001-02	58694	264014	258119	2831959	0.20	0.09
2002-03	56055	243950	279510	3113877	0.20	0.08
2003-04	55260	357521	270084	3567729	0.20	0.10
2004-05	55765	528675	279163	3478322	0.20	0.15
2005-06	47965	581938	266357	3712739	0.18	0.15
2006-07	46750	573681	256889	4079112	0.18	0.14
Mean	53415	424963	268354	3463956	0.19	0.12

s.d.	4856	155392	9844	441194	0.01	0.032
c.v.	0.091	0.366	0.037	0.127	0.053	0.269
skewness	-0.477	-0.114	0.015	-0.107	-0.645	-0.071
Kurtosis	1.339	1.021	1.223	1.698	1.249	0.996
r	-0.919	0.940	-0.198	0.962	-	-

From the table above, it is ascertained that during the study period from 2001-02 to 2006-07, the average government securities to total investments ratio is 0.19 in DCCBs in Tamil nadu and 0.12 in India level. Higher the ratio better it is for the bank. The coefficient of variance indicates greater variability in the banks in India level. Government Securities of DCCBs in India has been increased from Rs.264,014 lakhs to Rs.573,681 lakhs in India level and Rs.58,694 lakhs to Rs.46,750 lakhs and have a mean value of Rs.53,415 lakhs, standard deviation is Rs.4,856 lakhs, Total investments in India has been increased from Rs.28,31,959 lakhs in 2001-02 to Rs.34,63,956 lakhs in 2006-07 which increases nearly 22.3 percent and have an mean value of Rs.34,63,956 lakhs, standard deviation is Rs.4,41,194 lakhs.

##### 5. Determinants of Management Efficiency:

These ratios are calculated to measure the efficiency with which the human resource of banks has been employed. The four ratios namely, total advances to total deposits, cost of management, and profit per employee and profit per branch have been included in the present study to measure the efficiency. Higher the ratio, the greater is the efficiency and vice versa but lower the ratio, the lower is the efficiency in case of cost of management. The management efficiency analysis of DCCBs in Tamil Nadu and India level has been presented in the following four tables.

(i) Total Advances to Total Deposits: This ratio establishes the relationship between total advances and total deposits. Total deposits include demand deposits, savings deposits, fixed deposits and deposits from other banks.

$$\text{Therefore, Total Advances to Total Deposits} = \frac{\text{Total Advances}}{\text{Total Deposits}}$$

This ratio indicates the efficiency of management in converting the deposits into high earning advances.

Table 3 - Total Advances to Total Deposits Ratio ( Rupees in Lakhs)

Year	Total Advances		Total Deposits		Ratio	
	T.N.	India	T.N.	India	T.N.	India
2001-02	933830	6130249	672517	6679721	1.39	0.92
2002-03	812372	5919880	723637	7239443	1.12	0.82
2003-04	829379	5752901	710813	7688452	1.17	0.75
2004-05	887372	6535578	729769	8047636	1.22	0.81
2005-06	915065	6931761	737673	8665222	1.24	0.80
2006-07	1072669	7670381	736407	9208136	1.46	0.83
Mean	908448	6490125	718469	7921435	1.267	0.822
s.d.	93363	719486	24557	925850	0.131	0.056
c.v.	0.103	0.111	0.034	0.117	0.104	0.067
skewness	0.751	0.589	-1.122	0.075	0.434	0.663
Kurtosis	2.243	1.789	2.595	1.536	1.465	2.505
r	0.607	0.856	0.828	0.997	-	-

From the table above, it is ascertained that during the study period from 2001-02 to 2006-07, the average Total advances to total Deposits ratio is 1.267 in DCCBs in Tamil Nadu and 0.822 in India level. Higher the ratio better it is for the bank. The coefficient of variance indicates greater variability in the banks in Tamil Nadu. Total advances has been increased from Rs.61,30,249 lakhs in 2001-02 to Rs.76,70,381 lakhs in 2006-07 which increases nearly 25

percent and in Tamil Nadu nearly 15 percent and Total Advances of DCCBs in India have a mean value of Rs.64,90,125 lakhs, standard deviation is Rs.719,486 lakhs. Total deposits has been increased from Rs.66,79,721 lakhs in 2001-02 to Rs.92,08,136 lakhs in 2006-07 which increases nearly 38 percent and in Tamilnadu nearly 10 percent only.

(ii) Cost of Management: This ratio establishes the relationship between total expenses including societies and total number of employees.

$$\text{Therefore, Total Expenses per employee} = \frac{\text{TotalExpenses}}{\text{TotalNumberofEmployees}}$$

Table 4 - Total Expenses per Employee Ratio ( Rupees in lakhs)

Year	Total No. of employees		Total Business		Ratio	
	T.N.	India	T.N.	India	T.N.	India
2001-02	6003	113,088	43,299	289,834	7.21	2.56
2002-03	5915	110812	36171	325104	6.12	2.93
2003-04	5455	110058	37678	334579	6.91	3.04
2004-05	5115	109124	46183	368012	9.03	3.37
2005-06	4826	211770	36488	602608	7.56	2.85
2006-07	4597	183536	61987	755968	13.48	4.12
Mean	5318.5	139731.3	43634.3	446017.5	8.39	3.15
s.d.	574.03	45764.46	9855.74	188736.14	2.674	0.545
c.v.	0.108	0.328	0.226	0.423	0.319	0.173
skewness	0.034	0.751	1.088	0.779	1.209	0.864

Kurtosis	1.249	1.526	2.553	1.707	2.769	2.33
r	-0.991	0.764	0.558	0.905	0.756	0.733

From the table above, it is ascertained that during the study period from 2001-02 to 2006-07, the average Total number of employees to total expenses ratio is 8.39 in DCCBs in Tamil nadu and 3.15 in India level. The coefficient of variance indicates greater variability in the banks in Tamil Nadu level. Total Business has been increased from Rs.289,834 lakhs in 2001-02 to Rs.755,968 lakhs in 2006-07 which increases nearly 160 percent and in Tamil nadu nearly 43 percent. Total number of employees of DCCBs in India have a mean value of Rs.139,731, standard deviation is Rs.45,764, Total Business have an mean value of Rs.446,017.5 lakhs, standard deviation is Rs.188,736 lakhs in India and Rs.9,856 lakhs in Tamil nadu.

(iii) Profit per Employee: This ratio establishes the relationship between total profit and total number of employees.

$$\text{Therefore, Profit per employee} = \frac{\text{Total Profit}}{\text{Total Number of Employees}}$$

Higher ratio mean score of profit per employee for high profitable banks as compared to low profitable banks. The mean score of this indicator has shown declining trend for poor performing banks. On the other hand, high profitable banks have registered an increasing trend as far as profit per employee is concerned.

Table 5 - Profit per Employee ( Rupees in lakhs)

Year	Total No. of employees		Total Profit		Ratio	
	T.N.	India	T.N.	India	T.N.	India
2001-02	6003	113,088	4301	56149	0.72	0.50
2002-03	5915	110812	2978	50572	0.50	0.46

2003-04	5455	110058	3887	53043	0.71	0.48
2004-05	5115	109124	20493	123038	4.01	1.13
2005-06	4826	211770	18666	177306	3.87	0.84
2006-07	4597	183536	13977	106734	3.04	0.58
Mean	5318.5	139731.3	10717	94474	2.14	0.67
s.d.	574.03	45764.46	7964	50872	1.68	0.27
c.v.	0.108	0.328	0.743	0.538	0.78	0.40
skewness	0.034	0.751	1.168	0.579	0.092	0.89
Kurtosis	1.249	1.526	1.029	1.689	0.95	2.01
r	-0.991	0.764	0.752	0.739	0.797	0.438

From the table above, it is ascertained that during the study period from 2001-02 to 2006-07, the average Total number of employees to total profit ratio is 2.14 in DCCBs in Tamil nadu and 0.67 in India level. Higher the ratio better it is for the bank. The coefficient of variance indicates greater variability in the banks in Tamilnadu level. Total Profit DCCBs in India has been increased from Rs.56,149 lakhs in 2001-02 to Rs.106,743 lakhs in 2006-07 which increases nearly 90 percent in India and 225 percent in Tamil nadu and have a mean value of Rs.53,415 lakhs, standard deviation is Rs.4,856 lakhs,

(iv) Profit per Bank: This ratio establishes the relationship between total profit and total number of DCCBs.

$$\text{Therefore, Profit per Bank} = \frac{\text{Total Profit}}{\text{Total Number of Banks}}$$

Table 6 - Profit per Bank ( Rupees in Lakhs)

Year	Total No. of Offices		Total Profit		Ratio	
	T.N.	India	T.N.	India	T.N.	India
2001-02	731	13069	4301	56149	5.88	4.30
2002-03	739	12957	2978	50572	4.03	3.90
2003-04	732	12866	3887	53043	5.31	4.12
2004-05	733	12858	20493	123038	27.96	9.57
2005-06	732	12991	18666	177306	25.50	13.65
2006-07	733	12928	13977	106734	19.07	8.26
Mean	733.3	12945	10717	94474	14.63	7.3
s.d.	2.875	79.36	7964	50872	10.88	3.926
c.v.	0.004	0.006	0.743	0.538	0.745	0.538
skewness	1.383	0.334	1.168	0.579	0.168	0.562
Kurtosis	3.123	1.668	1.029	1.689	1.029	1.658
r	-0.186	-0.408	0.752	0.739	0.752	0.742

From the table above, it is ascertained that during the study period from 2001-02 to 2006-07, the average Total number of banks to total profit ratio is 14.63 in DCCBs in Tamil nadu and 7.3 in India level. Higher the ratio better it is for the bank. The coefficient of variance indicates greater variability in the banks in Tamil nadu level.

Correlation Analysis: :

The correlation analysis during the study period 2001-02 to 2006-07 have been ascertained.

Table 7 - Correlation Analysis

Parameters	In Tamil Nadu	In India Level
1. Share Capital	0.916	0.978
2. Reserve & Surplus	0.995	0.999
3. Deposits	0.828	0.997
4. Borrowings	0.866	0.943
5. Advances	0.607	0.856
6. Government Securities	-0.919	0.940
7. Investments	-0.198	0.962
8. Total Expenses	0.558	0.905
9. Profit	0.752	0.739
10. Number of Employees	-0.991	0.764

A positive correlation is observed between year and share capital (0.916) in Tamil Nadu, Reserve & Surplus (0.995), Deposits (0.828), Borrowings (0.866), Advances (0.607), and profits (0.752) but a negative correlation is observed between year and investments (0.198), Government Securities (0.918). Also, a positive correlation is observed banks in India between year and all financial parameters.

(iii) Co-efficient of Variance: The standard deviation is an absolute measure of dispersion. The corresponding relative measure is known as coefficient of variance. This measure developed by Karl Pearson's is the most commonly used measure of relative variance. It is used in such problems where we want to compare the variability of two or more than two series or groups. The series (or groups) for which the coefficient of variation greater is said to be more variable or conversely less consistent, less uniform, less stable or less homogeneous. Coefficient of variance is denoted by Co-efficient of Variance and is obtained as follows:

$$C.V. = (S.D. / \text{Means}) \times 100$$

The C.V. for the following parameters has been calculated and presented in the following table.

Table 8 - Coefficient of Variance

Parameters	In Tamil Nadue	In India Level
1. Share Capital	0.308	0.156
2. Reserve & Surplus	0.280	0.237
3. Deposits	0.034	0.117
4. Borrowings	0.239	0.157
5. Advances	0.103	0.111
6. Government Securities	0.091	0.366
7. Investments	0.037	0.127
8. Total expenses		
9. Profit	0.743	0.538

(a)Conclusion: The study attempts to evaluates the performance of DCCBs in Tamil Nadu and in India through Capital Adequacy and Management Efficiency. The results of the study are as follows:

- The Debt-Equity ratios have registered a declining trend in case of both in Tamil Nadu and India in DCCBs.
- The Government Securities to total Investments ratio indicates lower risk involved in Tamil Nadu DCCBs investments.
- Total advances to total deposits ratio indicates the efficiency of management in converting the deposits into high earning advances. The ratios have registered a growth in Tamil Nadu DCCBs advances to Total deposits.
- Total expenses are explained in terms of branches. However, when establishment expenses per bank (branch) itself is not a sufficient ground to criticize the performance of a bank. It has to be justified in context of the business carried by a bank. If total

expenses are increasing at higher rate than the rate at which business of branch is growing, it definitely needs introspective. Right from the beginning, total expenses per bank in Tamil Nadu's DCCBs group has continued to be more as compared to DCCBs in India.

- Deregulation has opened up new opportunities for the whole banking industry but at the same time the pressure of competition has led to narrowing the spreads, consolidation and restructuring of banks which has further affected the overall profit making of the banks.

(b) Suggestions: It is observed from the analysis made from this DCCBs in India, it is observed that the bank have concentrated more on Fixed deposits. No attractive schemes in regard to current and saving deposits further, current deposits is very poor compared to savings deposits. The major deposits under the current account or the business people and the major depositors under the savings depositors are middle class and salary class people. Schemes regarding attraction to such business people and salary and middle class people may be devised to pool the quantum of current and savings deposits.

The following additional banking services are to be introduced to pool the quantum of current and savings deposits.

- i) Offering competitive rate of interest for current and savings deposits.
- ii) Opening more branches and encouraging to start co-operative societies.
- iii) The branch should make special efforts for tapping deposit from urban areas.
- iv) The bank staff should be trained periodically and special training program to all the employees of the bank with improved technology to get involved in the mobilization of deposits.
- v) Opening an enquiry counter to explain how co-operative bank uses to public.
- vi) Timely follow up action should be initiated by this banker for recovery of loans and recovery procedure should be tightened to increase this profit.
- vii) The variability of this scheme of loans should be thoroughly examined.
- viii) Constituting the customers service committee consisting of the representative of the management employees and customers.

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# **IMAGE ANALYSIS OF MULTI SPECIALTY PRIVATE HOSPITAL SERVICES IN COIMBATORE**

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## **Abstract**

Human resources are the most precious endowment in a country. The success of a planned development of the national economy rests on the extent to which human resources are developed specially in terms of education, health, skills and well-being. This diverts our attention to health services. The development of health care services is not only by the opening of hospitals but more so by their administration and management. If hospitals are well managed, the expansion in the health care facilities can't be questioned. Though we oppose the development of hospitals in the private sector, yet it is obvious that private hospitals have been successful in offering quality services to the patients. The privatization can be opposed but here the government should have freedom of regulating the services of privately managed hospitals.

## **INTRODUCTION**

This study is concerned with IMAGE ANALYSIS of multi specialty private hospital services in Coimbatore. This is mainly done with a view to improve the image of the hospitals through favourability measures and to create awareness of the latest developments in medicine. This study seeks to assess the favourability of respondents regarding measures of various service attributes and also familiarity of the hospital among the respondents. In this study non-probability convenient sampling method was adopted. The data are obtained from primary and secondary sources.

## **OBJECTIVES OF THE STUDY**

1. To study the familiarity of the respondents regarding the private hospital services in coimbatore.
2. To know the favourable/unfavourable attitude of the respondents towards private hospital services in Coimbatore.
3. To find out what factors affect respondent's attitude towards service industry, in this case the Hospital sector.

### **Methodology of the study**

This study is based on the survey method. Primary data were collected with the help of a questionnaire collected from 120 respondents who were chosen using convenient sampling technique. In order to draw conclusion the data collected were subjected to statistical analysis like means, standard deviations and F values.

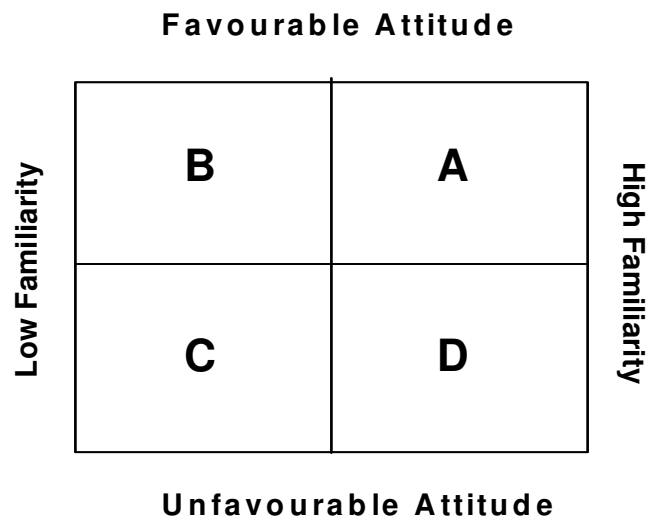
### **ATTITUDE TOWARDS SERVICE**

An Attitude is a very complex cognitive process. Attitudes make up the personality. It is very important variable in human behaviour because it constitutes an important psychological attribute of individuals, which shapes their behaviour. Attitudes are evaluative statements, frequently used in describing people, objects, and events and explaining people's behaviour. Attitudes are evaluative statements either favourable or unfavourable. In simple words attitude means the way one feels about something's. It is a relatively lasting feelings, beliefs and behavioural tendencies aimed at specific people group, ideas, issues and object. Attitudes reflect on individuals' background and experiences. Attitudes consist of three components affective, cognitive and behavioural. For the purpose of the study the services considered on the following dimensions viz., medical care, hygiene, modern technology, specialized machines and friendly services by the multi specialty hospitals at Coimbatore.

## IMAGE ANALYSIS

Image is the set of beliefs, ideas and impressions a person holds regarding an object. People's attitude and actions toward an object are highly conditioned by that object's image. A major part of audience analysis is assessing the current image of the company, its products or services and its competitors. The first step is to measure the target audience's knowledge of the object, using the **familiarity scale**. Respondents who are familiar with product / service can be asked how they feel towards it, using the **favourability scale**. Each hospital needs to research the spectre content of its image. Developing a set of Relevant Dimensions is as follows: Medical care, Service facility, Modern facility, Friendly services, Size of the Organization, Research orientation. Based on this favourability analysis have been made.

**FIGURE 1**  
**FAMILIARITY – FAVOURABILITY ANALYSIS**



An organization seeking to improve its image must have great patience. Image are “STICKY”, they persist long after the organization has changed. Image persistence is explained

by the fact that once people have a certain image, they perceive what is consistent with the image.

## **HEALTHCARE INDUSTRY – AN OVERVIEW**

Hospitals are unique among service providers in that they provide service that most people need but don't necessarily want. Relatively few people use the services of a hospital out of pure choice. A number of factors set hospitals apart from other services. In the first place, hospital's levels of risk are higher - a poor service can endanger health or life, not just create an unpleasant impression of the experience. Second, because many patients lack proper knowledge about how a hospital functions and the nature of the treatment they are receiving, even a merely unpleasant service experience can be genuinely frightening. Modern society has developed formal institutions for patient care. The hospital, a major social institution, offers considerable advantages to both patient and society. In past, the hospital was setup as charity institutions, especially for poor and weaker sections of the society. Of late, the hospitals are setup with the motto of serving all sections of society. In a World Health Organization (W.H.O) document, it is stated that the hospital is an integral part of a social and medical organization, the function of which is to provide for the population.

Of late, we also consider hospital a major social institution for delivering of health care, offering considerable advantages to both patient and society. It is considered to be a place for the diagnosis and treatment of human ills and restoration of health & well – beings of those temporarily deprived of. The hospitality industry has experienced tremendous growth over the past several decades. In the past, many of the services offered by the industry were available only to the privileged few. Fortunately for the industry, times have changed. In many countries, the

standard of living is higher, consumers are living longer and have increased leisure time, education is improving, and opportunities for individuals to improve themselves and their standard of living are increasing as society continues to rapidly advance. In short the hospitality industry has advanced with society.

The hospitality industry comprises a variety of segments including food service, lodging, travel and tourism, and meeting and convention planning. The hospitality industry is the world's largest industry and largest generator of jobs, with an estimated 338 million people to be employed in 2005, up from 212 million in 1995. The industry generates more than \$300 billion in revenues and employs 6 million people in the United States alone. The food service segment is the largest and most diverse segment of the hospitality industry.

### Health Care and its Services

Business services along with health care and professional services, account for two kinds of all service firms. **The Health - Care Services** sector is undergoing significant changes in terms of daily operation and the Competitive structure of the sector. Independent hospitals are being swallowed by hospital systems that enjoy the cost savings of economies of scale. Likewise, independent physicians are moving into group practices, which allow them to share overhead cost with other physicians plus provide them the opportunity to have a more independent lifestyle. Group practices share on-call duties, allowing each individual physician more personal time. Other physicians are leaving hospitals and focusing on niches within the health care sector. Independent surgery centers and corner "doc-in-a-box" diagnostic centers have created leaner and meaner niche players with whom traditional health care delivery system must contend. Other health care services that are predicted to dramatic growth include, out patients

care and home health care. Due to population and an increase in insurance coverage for home health care services its future growth is predicted to be particularly explosive. Services such as hospitals, physicians, group practices and home health care that provide physical care to consumers etc

### **Customer Expectations of Services**

Customer expectations are beliefs about Services delivery that function as standards or reference points against which performance is judged. Because customers compare their perceptions of performance with these reference points when evaluating service quality, thorough knowledge about customer expectations is critical to services marketers. Knowing what the customer expects is the first and possibly most critical step in delivering quality service. Being wrong about what customer want can mean losing a customer's business when another company hits the target exactly. Being wrong can also mean expending money, time and other resources on things that don't count to the customers. Being wrong can even mean not surviving in a fiercely competitive market.

The research and development facilities made available by this hospital have been helpful in achieving the world – class excellence. All these facts make it clear that application of marketing strategies would bring positive results. It is against this background that even the public sector hospitals are advised to align the services with the marketing principle. The medical services made available by the All Indian Medical Institute, New Delhi confirm it. In an over – populated county, the government finds it difficult to offer free medical services to all the deserving sections in the society. This necessitates privatization even in the hospital services. The application of marketing principles is considered essential as it makes possible a fine fusion

between the user and providers interests. The users expect world – class services and the providers naturally want a reasonable return. The defined principle of social marketing make it essential that even the private hospital assign due weight age to the social considerations and offer subsidized services to weaker sections of the society.

As for example, free services to the low earning group, cost – based services to the medium earning group and subsidy compensating services to the high earning group. Such a pricing strategy paves ways for channel issuing the hospital services even to the weaker sections of the society. The marketing practices in the field of medical services would also help in framing the product mix by including the world - class services. The promotional strategies would be helpful in increasing the awareness of the general masses. This makes clear that alignment of marketing principles with hospital services would only not offer to the patients the world – calls services but would also reserve elbow rooms for the development of a hospital.

## **ANALYSIS AND INTERPRETATIONS**

This part of the study presents the relationship between the profile of the respondents and the attitude of the respondents towards services offered by multi speciality hospitals in Coimbatore. The analysis is done with the help of mean scores.

### **Relationship between the profile of the respondents and attitudes**

An attempt has been has to cover respondents who fulfil various criteria. Majority of the respondents belong to the age group of 50 to 60 years. Classification based on the income has shown the respondents fall in all the categories, but majority of them have spread between Rs.1 lakh to Rs.5 lakhs per annum. Respondents qualifications vary, no single group is dominating.

Occupation wise classification indicates that academicians, government employees and private employees put together constitute the majority. Thus the opinions reflect the attitudes of different categories of respondents.

## **1. RELATIONSHIP BETWEEN AGE QUALIFICATION AND SERVICE ATTITUDES**

Since age constitutes one of the important constituent while forming attitude, attempt is made to study the relationship between age and various attitudes towards services as shown in the Table 1.

From the analysis, it was observed that the respondents of age group between 50-60 years have high medical care with a score of 6.93 and the low score of 3.91 is among the respondents with below 30 years. Though the overall mean score is low in this attitude out of five, three groups have a score of above averages. Nevertheless, the f value shows that such variation in their mean score is statistically insignificant.

## **2. RELATIONSHIP BETWEEN EDUCATIONAL QUALIFICATION AND SERVICE ATTITUDES**

Since education helps to improve the awareness of hospital services an attempt has been made to study the attitudes towards services offered by multi speciality hospitals based on the educational background of the respondents as shown in Table 2.

It is observed that graduates have mean score of 4.32 so far as medical care is concerned which is low where as postgraduates have more of this score among different groups. Though the

overall mean score is low in this attitude out of six, two groups have a score of above averages. Nevertheless, the f value shows that such variation in their mean score is statistically insignificant.

### **3. RELATIONSHIP BETWEEN INCOME AND SERVICE ATTITUDES**

The general notion, which is prevailing among the people, is that the income levels influence the attitudes. Therefore, an attempt has been made to examine the respondents based on their income level towards services in Table 3.

From the analysis, it was observed that the respondents with income between Rs 300000 and Rs 400000 have high medical care with a score of 6.90 and the low score of 4.43 is among the respondents with income below Rs 100000. Though the overall mean score is low in this attitude, out of five, four groups have a score of above averages. Nevertheless, the f value shows that such variation in their mean score is statistically insignificant.

### **4. RELATIONSHIP BETWEEN PROFESSION AND SERVICE ATTITUDES**

Generally, the profession has an impact on the way one frames attitude towards various products. Therefore, an attempt is being made to study the relationship between occupations and attitudes towards services as shown in Table 4.

From the analysis, it was observed that the respondents who are agriculturists have high medical care with a score of 8.48 and the low score of 5.18 is among the respondents who are Private employees. Though the overall mean score is low in this attitude, out of eight, three groups have a score of above average. Nevertheless, the f value shows that such variation in their mean score is statistically insignificant.

## **5. RELATIONSHIP BETWEEN GENDER AND SERVICE ATTITUDES**

Generally, the gender has an impact on the way one frames attitude towards various products. Therefore, an attempt is being made to study the relationship between gender and service attitudes as shown in Table 5.

From the analysis, it was observed that the respondents who are male have high medical care with a score of 5.43 and the low score of 5.19 is among the respondents who are female. The mean score is low in this attitude, and both the groups are not above the overall mean. Nevertheless, the f value shows that such variation in their mean score is statistically insignificant.

## **FINDINGS OF THE STUDY**

1. 47% of them were aware of the latest technologies in medicine.
2. Awareness is mainly based on the education. Those who were illiterate/have only primary school educations are unaware of latest technologies and information in medicine.
3. As far as loyalty is concerned 92% of them will recommend for the hospital services to their relatives. In general there were no people who had unfavourable or somewhat unfavourable opinions about hospital services.
4. Only 4% of them were not aware of the multi specialty hospital services. Here education does not play the main role for familiarity.
5. Newspaper plays the main role as far as awareness of latest technologies in medicine is concerned.
6. 59% of them expressed that, advertisement is necessary for these kinds of service organizations.

7. All the dimensions measured for services quality have received favourable opinions from respondents.

## **SUGGESTIONS**

From the findings the following suggestions have been made. Most of the respondents prefer the Multi Specialty Hospitals for the reason of its advanced Medical care, modern technologies, recovery rates, friendly services, accessibility, hygiene etc. Hence, it is suggested that, this is to be maintained.

But the factor like price which is very important factor considered by consumer in buying decisions services, has not received a favourable opinion from the point of consumers. So this is to be modified with a view to attract more patients to use our services as well as to increase marketability of hospital services. Hence it is suggested that the hospital should try to give more information about the latest developments to the respondents through issuing notices, information boards, and also the concerned physicians.

Above all the hospital administration should create some awareness about the latest technologies in medicine.

## **CONCLUSION**

This study reveals respondent attitude about the Image of Multi Specialty Hospital in Coimbatore. Certain service attributes like medical care, modern technologies, recovery rates, friendly services, hygiene etc., have received positive note from the respondents at the same time price has received less points in favourability from the respondents, but it has not got a negative impression. Undoubtedly this study will be immensely helpful to the hospital administration to

know more about the patients, and for the patients it will help to familiar about the attribute of the Multi Specialty Hospital in Coimbatore. As a result the service may be improved.

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**Table 1**

**RELATIONSHIP BETWEEN AGE QUALIFICATION AND SERVICE ATTITUDES**

Education Qualification	N	Medical Care	Hygiene	Modern technology	Specialised Machines	Friendly services
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		Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
Below 30	10	3.91	1.089	13.09	1.574	7.98	2.341	7.34	2.341	11.26	1.987
30-40	24	5.93	3.161	12.30	2.491	9.36	2.761	9.97	3.677	10.41	2.801
40-50	26	5.61	2.653	12.01	3.897	8.07	3.834	7.64	3.322	9.92	3.520
50-60	40	6.93	3.075	11.54	2.439	7.93	2.607	6.34	4.661	7.83	3.419
Above 60	20	5.04	2.502	13.08	3.407	8.44	2.499	9.34	2.819	9.08	3.107
Total	120	5.81	2.709	11.70	3.741	8.92	3.404	8.17	3.254	8.96	3.006
F Values		1.751		4.139		1.739		5.484		2.314	
P=		0.162		0.008		0.439		0.002		0.046	

**Table 2**

**RELATIONSHIP BETWEEN EDUCATIONAL QUALIFICATION AND SERVICE ATTITUDES**

Education Qualification	N	Medical Care		Hygiene		Modern technology		Specialised Machines		Friendly services	
		Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
Up to Higher Sec.	19	5.02	2.031	11.09	3.407	7.76	2.132	6.49	3.345	8.12	2.891
Graduation	24	4.32	2.321	10.99	3.434	8.22	3.421	8.27	3.571	8.63	4.402
Post graduation	32	6.77	3.507	11.01	2.609	9.22	2.498	8.55	3.428	9.62	2.883
Technical courses	20	5.03	2.950	12.15	2.811	8.12	3.627	8.20	2.539	10.80	1.244
Professional courses	15	5.52	2.507	10.09	3.156	7.43	3.457	10.36	4.737	9.47	3.432
Others	10	6.23	2.519	11.04	3.257	8.43	3.275	9.97	4.242	6.40	3.625
Total	120	5.69	2.842	11.35	3.010	8.30	3.079	8.29	3.586	8.19	3.070
F Values		1.51		1.73		1.61		2.98		4.36	
P=		0.173		0.353		0.430		0.079		0.008	

**Table 3**

**RELATIONSHIP BETWEEN INCOME AND SERVICE ATTITUDES**

Education Qualification	N	Medical Care		Hygiene		Modern technology		Specialised Machines		Friendly services	
		Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
Below 1,00,000	12	4.43	1.899	9.39	2.276	6.76	1.248	9.22	2.844	6.41	2.369
1,00,000 – 2,00,000	17	4.98	2.728	10.41	3.536	8.98	2.780	8.43	2.760	8.09	3.156
2,00,000 – 3,00,000	29	6.39	2.298	12.09	2.472	9.01	3.274	8.87	2.480	9.41	2.274
3,00,000 – 4,00,000	36	6.90	3.925	11.75	3.288	8.81	3.024	8.98	3.449	9.77	3.002
4,00,000 – 5,00,000	16	5.53	2.851	12.94	1.665	8.97	3.691	8.14	3.777	9.67	2.887
5,00,000 & above	10	6.76	3.934	10.38	3.711	7.09	3.121	9.41	4.409	6.44	3.433
Total	120	5.43	2.262	11.04	3.510	8.03	3.810	8.73	3.429	8.14	3.409
F Values		1.03		2.38		1.32		0.24		2.43	
P=		0.62		0.08		0.92		0.36		0.009	

**Table 4**

**RELATIONSHIP BETWEEN PROFESSION AND SERVICE ATTITUDES**

Education Qualification	N	Medical Care		Hygiene		Modern technology		Specialised Machines		Friendly services	
		Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
Academicians	26	5.32	2.528	11.23	3.331	8.86	3.724	10.30	3.313	9.69	3.232
Agriculturalist	2	8.48	3.365	12.50	2.212	10.10	2.821	9.05	4.494	12.02	1.414
Professionals	6	5.39	2.150	13.34	2.204	9.98	2.958	9.07	2.912	9.49	3.133
Unemployed	4	6.21	2.285	11.40	4.449	9.09	3.989	12.26	3.163	5.35	1.316
Businessman	12	6.05	3.379	11.16	2.251	8.81	3.211	9.79	3.143	7.77	3.236
Government employee	34	5.70	2.185	12.14	1.197	7.94	2.415	6.26	2.362	8.58	2.722
Private employee	21	5.18	2.434	10.17	3.320	9.74	2.002	10.31	13.133	10.01	2.122
Others	15	5.22	2.757	10.02	3.336	9.93	3.094	8.60	3.803	9.09	3.236
Total	120	5.84	2.848	11.40	3.301	8.85	3.180	8.71	3.252	8.98	3.083
F Values		1.090		2.104		0.993		4.149		2.762	
P=		0.341		0.096		0.662		0.001		0.037	

**Table 5**

## RELATIONSHIP BETWEEN GENDER AND SERVICE ATTITUDES

Education Qualification	N	Medical Care		Hygiene		Modern technology		Specialised Machines		Friendly services	
		Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D	Mean	S.D
Male	94	5.43	2.522	11.91	3.212	8.68	3.261	8.49	3.154	8.43	3.047
Female	26	5.19	2.942	11.57	2.035	7.92	3.267	9.02	3.854	8.87	3.453
Total	120	5.47	2.482	11.01	3.056	8.58	3.489	8.51	3.254	8.64	3.097
F Values		0.894		0.680		1.712		0.312		0.35	
P=		0.28		0.531		0.178		0.259		0.362	

## A STUDY ON CUSTOMER SATISFACTION ON E-BANKING

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### Introduction

Electronic Banking has began with the use of automatic teller machines (ATMs) and later it has included telephone banking, direct bill payment, electronic fund transfer, online banking and other electronic transactions. In future e-banking will develop into mobile banking.

To use the online services of banks, the customer requires a personal computer and an Internet connection. Also, their personal computers will be their assistant who will assist them in their transactions and services. Examples of those transactions are paying bills, accessing information about accounts and loans, and etc.

Today banking industry has undergone a sea change. Today bank employees need to provide quality information at the branch at his/her finger tips. It is also necessary that the information should be consistent with all branches and other direct access channels like ATM's. Phone Banking, Mobile banking and Net banking throughout the country. The banking industry should always adapt to the new technology today and basically make the necessary adjustments to gain competitive advantage with other competing banks.

## “A STUDY ON CUSTOMER SATISFACTION ON E-BANKING”

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should always adapt to the new technology today and basically make the necessary adjustments to gain competitive advantage with other competing banks.

### **Objectives of the study**

1. To know about the new trends in banking
2. To understand the different issues in e-banking.
3. To know about the customer satisfaction in E- banking transactions
4. To know the problems faced by the customer in E-banking
5. To recommend solutions based on the study

### **Research Methodology**

In a view to precede the research in a systematic way the following research methodology has been used. By means of obtaining detailed opinion of the customers, this research falls under the category of descriptive research. Both primary and secondary data collection was made. As a source of primary data collection the interview schedule was prepared in a view to obtain information from the respondents and apart from this to gather some relevant secondary information the secondary data were obtained from news papers, magazines, records, websites and books as a source. The primary data was collected from about 120 respondents. Based on the information obtained through the questionnaire cum interview schedule the data were coded and some of the analytical tools like Simple Percentage and Chi-square methods were used to analyze the data. The first two objectives are attained by collecting the secondary data from various journals, magazine and web sites.

### **New Trends in Banking**

The Banks in India have flourished not just in numbers but also in their services, products and client base. They have succeeded in reaching out to Rural India through the Mobile ATM's, special rural branches and specialized finance options for the farmers, rural women and the Small-Scale Industries (SSI's). The mortgage rates and interest rates are slashed to attract the masses to the banking facilities.

Personalized services like Special Bank Accounts to cater to individual needs, Mobile and Internet Banking, doorstep banking and multi city or international banking have attracted customers in exponential multiplication.

The Banking Solutions itself employ a large number of people and provide numerous job opportunities to many people. Finance, Banking and Customer Care are some of most preferred profile in bank jobs. The policies differ from bank to bank but the core remains the same - to provide the most convenient and safe banking options to the people.

### **Issues in e-banking**

One of the issues currently being addressed is the impact of e-banking on traditional banking players. If there are advantages in venturing to E-banking, there are also disadvantages. Even the pioneers of E-banking are not sure of what this technology can bring in the future.

The following issues can be considered in e-banking

1. E-banks are easy to set up so lots of new entrants will arrive.

So with this issue, companies especially the Telecom Networks have the greater advantage because it's much closer to the people. Having a cellular phone is very essential nowadays, and it is currently the trend. Companies use this as a way to attract consumers.

2. Traditional banks will find it difficult to evolve.

With this issue, it's very simple, even though the concept of E-banking is about doing transactions with ease, trying to evolve into one is difficult. It really requires study, and analyzing competitors and using advertising as a main weapon to attract consumers.

3. E-banking is just banking offered via a new delivery channel. It simply gives consumers another service.

E-banking is still the same banking; the only thing that changed is the process that's why is much faster and more responsive than the old way.

4. The start-up costs of an e-bank are high.

Starting this kind of technology requires a large amount; this covers the advertising expenditure, and the purchasing of the said technology.

### **Analysis and Interpretation of the Primary data**

#### **1. Demographic, socio and economic background of respondents:**

The distributions of the Demographic, socio economic profile of the respondents are as follows:

Table No. 1 Distribution of Respondents on the basis of Demographic, Socio Economic background

	Profile of the customer	No.of Respondents	Percentage
<b>1</b>	<b>Age</b>		
	< 25	6	5.0
	25-35	46	38
	35-45	44	37
	45-55	16	13
	> 55	8	7
<b>2</b>	<b>Education</b>		
	Higher Secondary	0	0
	Graduation	52	43
	Post Graduation	45	38
	Professional	12	10
	Others	11	9
<b>3</b>	<b>Occupation</b>		
	Govt. Employee	16	13
	Business	46	38
	Professional	49	41

	Student	9	8
	Other	0	0
<b>4</b>	<b>No. of years they have account with the bank</b>		
	Less than 1 year	16	13
	1 year to 3 years	27	22
	3 years to 5 years	32	27
	5 years to 7 years	26	22
	More than 7 years	19	16
<b>5</b>	<b>Type of account</b>		
	Savings Bank a/c	61	51
	Current a/c	47	39
	Recurring Deposit a/c	12	10
<b>6</b>	<b>Amount of deposit</b>		
	Below Rs.10,000	30	25
	Rs.10,000 to 50,000	26	22
	Rs.50,000 toRs.1,00,000	31	25
	Above Rs.1,00,000	33	28

**Inference:**

**Age**

From the above table it is clear that 5% of the respondents belongs to the age group of <25, 38% of them are 25-35 years of age, 37% of them are between 35-45 years, 13% of them are between 45-55 years and 7% of them are above the age of 55 years.

### **Education**

The above table shows that 43% of the respondents have completed graduation, 38% of them are post graduates, 10% of them are professionals and 9% of them belong to other category.

### **Occupation**

With regard to occupation, the above table shows that 13% of the respondents are Government Employees, 38% of the respondents are doing business, 41% of them are Professionals, 8% are Students and 13% belongs to Others Category.

### **Relationship with the bank**

The above table shows that 13% of the respondents have less than 1 year of relationship with the bank, 22% of them have 1 to 3 years, 27% of them having 3 to 5 years, 22% of them are having 5 to 7 years of relationship, and 16% of them are having account with the bank for more than 7 years.

### **Type of account with the bank**

The above table shows that 51% of the respondents are having saving account, 39% of them are having current account and 10% of them are having recurring deposit account

### **Amount of deposit with the bank**

The table shows 25% of them are having below Rs1,00,000 as deposit in the bank, 22% of them are having Rs.50,000 to Rs1,00,000 ; 25% of them are having Rs10,000 to Rs.50,000; and 28% of them are having below Rs.10,000 as deposit in the bank.

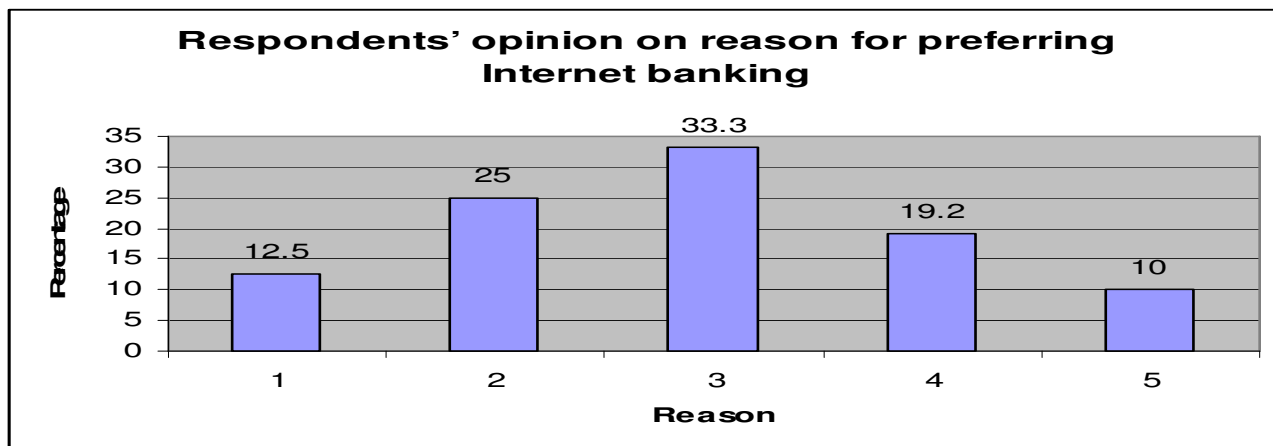
## 2. Table showing respondents' opinion on reason for preferring Internet banking

<b>Opinion</b>	<b>No.of respondents</b>	<b>Percentage of Respondents</b>
Convenience	15	12.5
Easy Accessibility	30	25.0
Quickness	40	33.3
Availability of information	23	19.2
Faster Response	12	10.0
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Questionnaire Cum Interview Schedule

### Inference

The above table shows that 33.3% of the respondents prefer E-Banking for Quickness, 25% prefer it for easy accessibility, 12.5% for Convenience, 19.2% for availability of information and 10% for faster response.



Source: Questionnaire Cum Interview Schedule

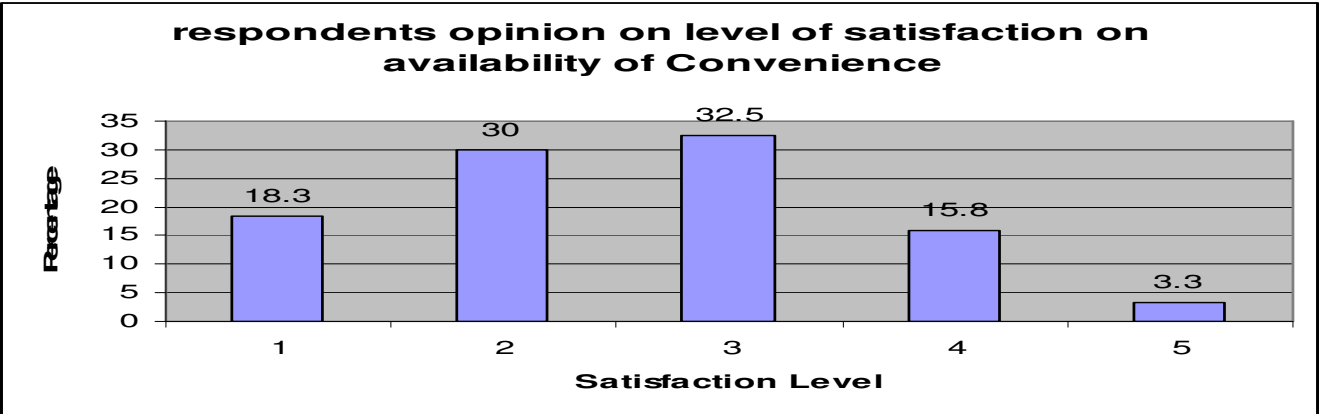
### 3. Table showing respondents opinion on level of satisfaction on availability of Convenience

Opinion	No.of respondents	Percentage of Respondents
Highly Satisfied	22	18.3
Satisfied	36	30.0
Neutral	39	32.5
Dissatisfied	19	15.8
Highly dissatisfied	4	3.3
<b>Total</b>	120	100

Source: Questionnaire Cum Interview Schedule

#### Inference

The above table shows that 18.3% of the respondents are highly satisfied, 30% are satisfied, 32.5% have a neutral opinion, 15.8% are dissatisfied and 3.3% are highly dissatisfied with regard to availability of convenience in e-banking.



Source: Questionnaire Cum Interview Schedule

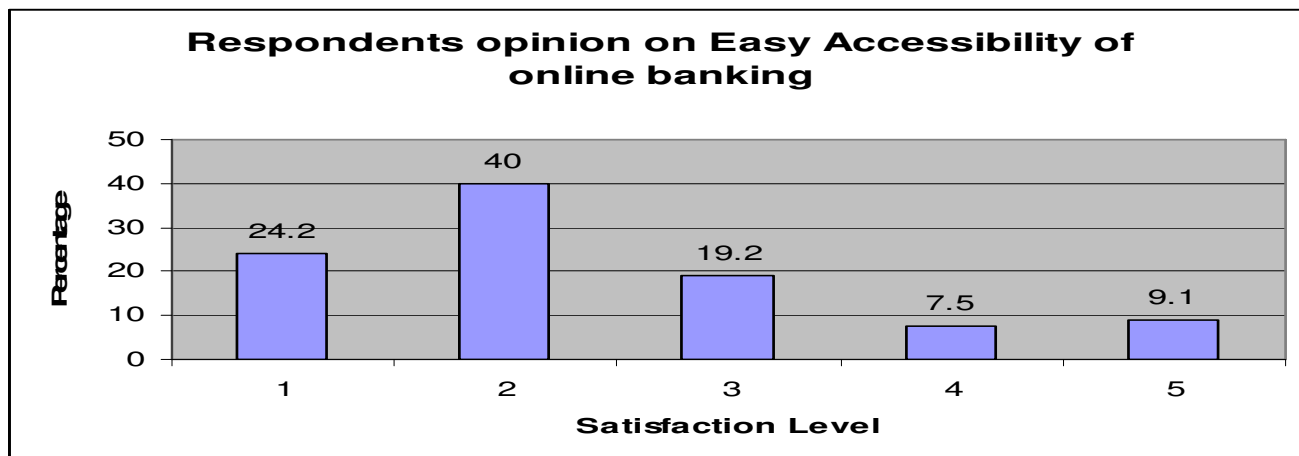
**4. Table showing the respondents opinion on Easy Accessibility of online banking**

opinion	No of respondents	Percentage
Highly Satisfied	29	24.2
Satisfied	48	40.0
Neutral	23	19.2
Dissatisfied	9	7.5
Highly Dissatisfied	11	9.2
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Questionnaire Cum Interview Schedule

**Inference**

The above table shows that 24.2% are highly satisfied, 40% are satisfied, 19.2% have a neutral opinion, 7.5% are dissatisfied and 9.2% are highly dissatisfied with regard to easy accessibility of online banking.



Source: Questionnaire Cum Interview Schedule

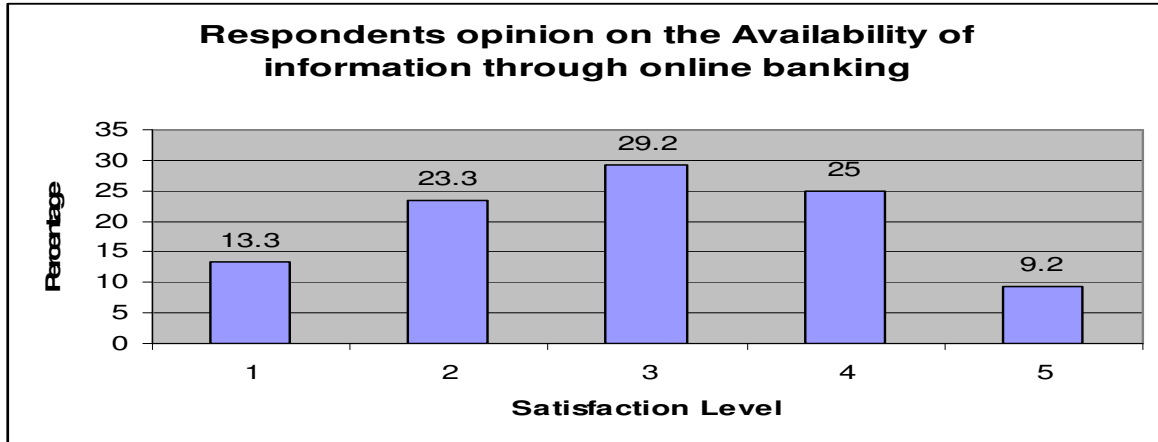
**5. Table showing respondents opinion on the Availability of information through online banking**

Opinion	no of respondents	Percentage
Highly Satisfied	16	13.3
Satisfied	28	23.3
Neutral	35	29.2
Dissatisfied	30	25.0
Highly Dissatisfied	11	9.2
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Questionnaire Cum Interview Schedule

**Inference**

The above table shows that 13.3% of the respondents are highly satisfied, 23.3% of them are satisfied, 29.2% have a neutral opinion, 25% are dissatisfied, 9.2% are highly dissatisfied with regard to the availability of information through online banking.



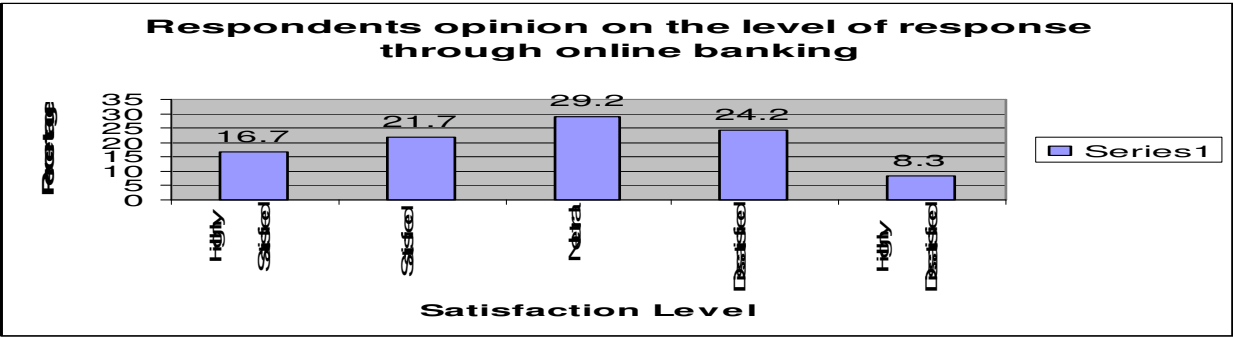
**6. Table showing respondents opinion on the level of response through online banking**

Opinion	no of respondents	Percentage
Highly Satisfied	20	16.7
Satisfied	26	21.7
Neutral	35	29.2
Dissatisfied	29	24.2
Highly dissatisfied	10	8.3

Source: Questionnaire Cum Interview Schedule

**Inference**

From the above table it is very clear that 16.7% of the respondents were highly satisfied in the level of response in online banking, 21.7% of them are satisfied, 29.2% of them have a neutral opinion, 24.2% of them are dissatisfied and 8.3% of them are highly dissatisfied.



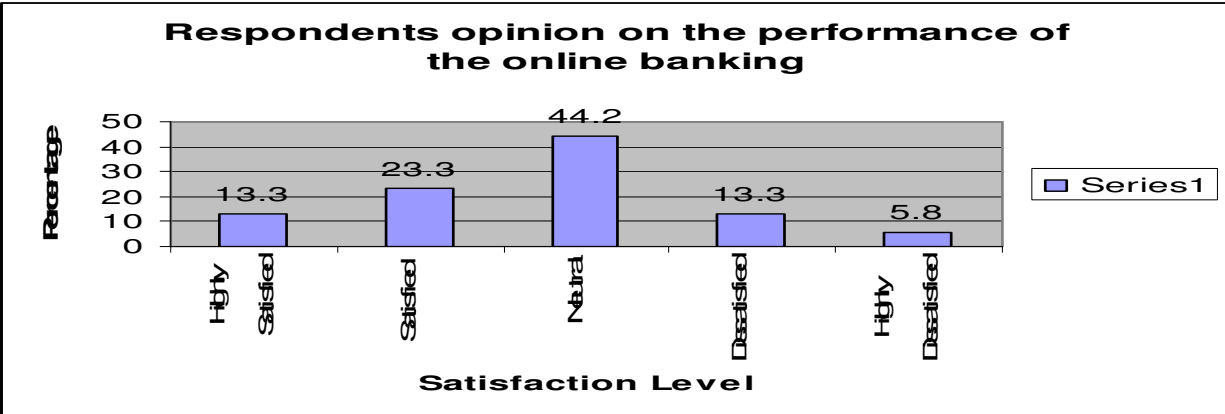
**7. Table showing the respondents opinion on the performance of the online banking**

Opinion	no of respondents	Percentage
highly Satisfied	16	13.3
Satisfied	28	23.3
Neutral	53	44.2
Dissatisfied	16	13.3
Highly dissatisfied	7	5.8
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Questionnaire Cum Interview Schedule

**Inference**

The above table shows that 13.3% of respondents are highly satisfied, 23.3% are satisfied, 44.2% have a neutral opinion, 13.3% are dissatisfied and 5.8% are highly dissatisfied regarding the performance of online banking.



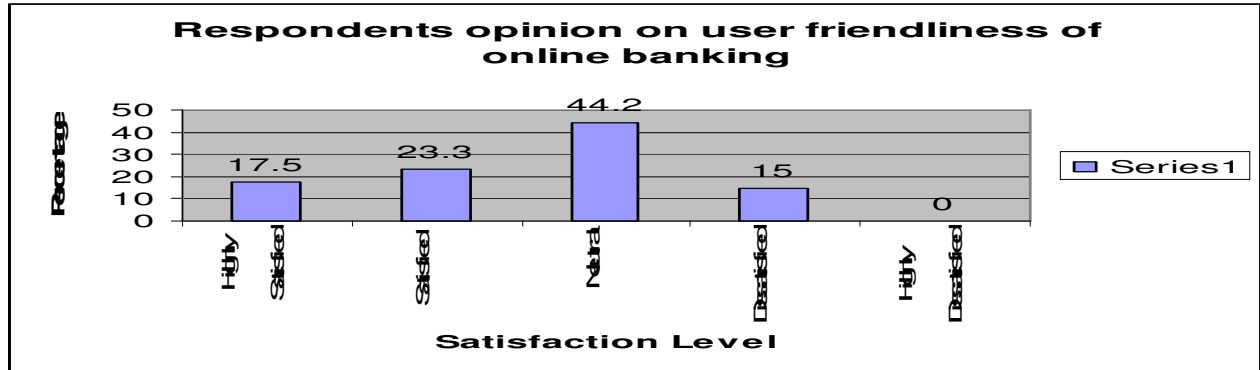
**8. Table showing the opinion on user friendliness of online banking**

Opinion	No. of respondent	Percentage
highly Satisfied	21	17.5
Satisfied	28	23.3
Neutral	53	44.2
Dissatisfied	18	15.0
Highly dissatisfied	0	0
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Questionnaire Cum Interview Schedule

**Inference**

The above table shows that the 17.5% of them are highly satisfied, 23.3% are satisfied, 44.2% are having neutral opinion, 15% are dissatisfied, and 0% are highly dissatisfied regarding user friendliness of e-banking products.



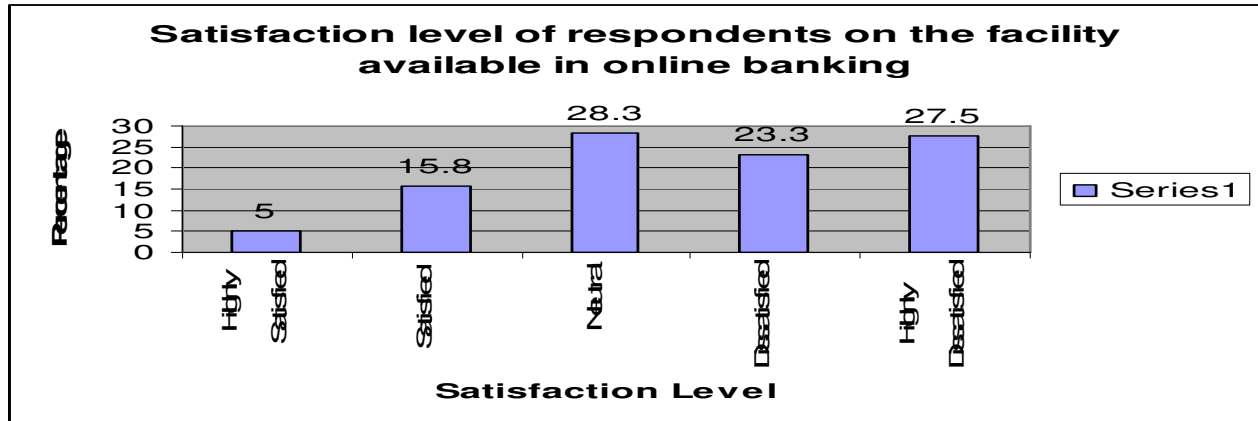
**9. Table showing the satisfaction level of respondents on the facility available in online banking**

Opinion	No. of respondent	No. of respondent
Highly Satisfied	6	5.0
Satisfied	19	15.8
Neutral	34	28.3
Dissatisfied	28	23.3
Highly dissatisfied	33	27.5
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Questionnaire Cum Interview Schedule

**Inference**

The above table shows that the 5% of them are highly satisfied, 15.8% are satisfied, 28.3% are having neutral opinion, 23.3% are dissatisfied and 27.5% are highly dissatisfied regarding the facilities available through Internet Banking.



**10. Table showing the customer preference in banking activists through internet**

Opinion	No. of respondent	Percentage
Withdrawal of cash	16	13.3
Depositing cash	29	24.2
Transfer of Funds	57	47.5
Utility Services	13	10.8
Balance enquiry	5	4.2
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Questionnaire Cum Interview Schedule

**Inference**

The above table shows that 13.3% of the respondents prefer e-banking for withdrawal of cash, 24.2% for depositing cash, 47.5% for transfer of funds, 10.8% of utility services, 4.2% for balance enquiry.

**11. Table showing the opinion regarding the security factors available**

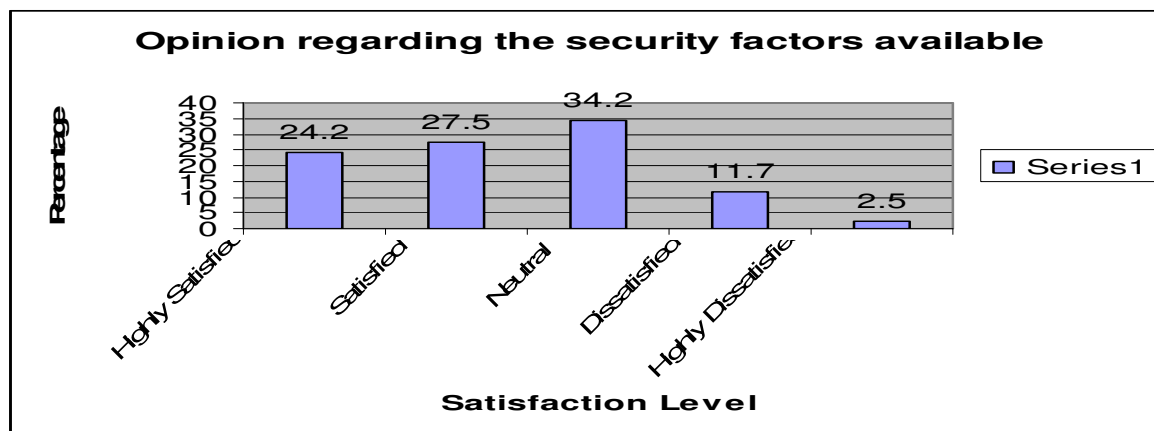
Opinion	No. of respondent	Percentage

<b>Highly Satisfied</b>	29	24.2
<b>Satisfied</b>	33	27.5
<b>Neutral</b>	41	34.2
<b>Dissatisfied</b>	14	11.7
<b>Highly Dissatisfied</b>	3	2.5
<b>Total</b>	120	100

Source: Questionnaire Cum Interview Schedule

Inference

The table shows about the satisfaction level in the security provided in online banking transactions. 24.2% of them are highly satisfied, 27.5% of them are satisfied, 34.2% are having a neutral opinion, 11.7% of them are dissatisfied and 2.5% of them are highly dissatisfied regarding the same.



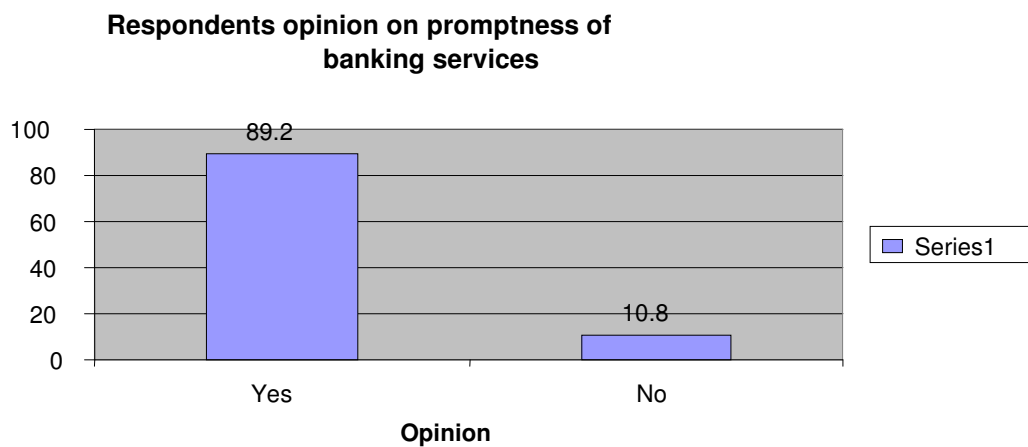
**12. Table showing respondents opinion on promptness of banking services**

Option	No. of respondent	Percentage
Yes	107	89.2

<b>No</b>	13	10.8
<b>total</b>	120	100

Inference

89.2% of respondents are accepted that bank offers promptness in their services and 10.8% have a negative opinion on this.



### Chi-Square Analysis

Relationship between demographic variables and respondents satisfaction regarding e-banking

H0: There is no relationship between demographic variables and respondents satisfaction regarding e-banking

H1: There is a relationship between demographic variables and respondents satisfaction regarding e-banking

The opinion of respondents obtained in the following factors – denoted as F1 – F11

F1. Reason for preferring Internet banking

F2. Satisfaction on availability of Convenience

F3. Easy Accessibility of online banking

F4. Availability of information through online banking

F5. Response through online banking

F6. Performance of the online banking

F7. User friendliness of online banking

F8. Facilities available in online banking

F9. Preference in banking activists through internet

F10. Security factors available

F11. Promptness of banking services

	Satisfaction of respondents on e-banking – chi-square values										
<b>Demographic Variables</b>	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11
Age	<b>.013</b>	<b>.008</b>	<b>.045</b>	<b>.044</b>	<b>.010</b>	<b>.000</b>	<b>.004</b>	.725	<b>.019</b>	.186	.146
Sex	.307	<b>.047</b>	.159	<b>.050</b>	<b>.002</b>	.080	<b>.032</b>	.148	<b>.003</b>	.378	.888
Education	.071	.114	.226	.287	.114	.141	<b>.001</b>	.055	.429	<b>.002</b>	.456
Occupation	.284	.074	.360	.076	.217	.275	.096	.428	.359	<b>.007</b>	.620
Years of relationship with the bank	<b>.010</b>	.512	.449	<b>.009</b>	.590	<b>.010</b>	.735	.061	.113	<b>.006</b>	.602
Account type	<b>.050</b>	.083	.129	<b>.001</b>	<b>.015</b>	.202	<b>.025</b>	<b>.022</b>	<b>.000</b>	.073	.366
Amount deposited	<b>.011</b>	.352	.058	<b>.006</b>	<b>.026</b>	.327	<b>.038</b>	.383	<b>.002</b>	.079	.280

1. The above table reveals that there is a relationship between the respondent's opinion on Reason for preferring Internet banking and the demographic variables like Age, Years of relationship with the bank, Account type and amount deposited.
2. There is relationship between respondent's opinion on Satisfaction on availability of convenience and the demographic variables like age and sex and it is not having any relationship with other demographic variables.
3. There is relationship between respondent's opinion on easy accessibility of online banking and demographic variables like age. Other variables are not having any relationship.
4. There is relationship between respondent's opinion on availability of information through online banking and demographic variables like age, sex, years of relationship with the bank, account types and amount deposited. Other variables are not having any relationship.
5. There is relationship between respondent's opinion on faster response through online banking and demographic variables like age, sex, account types and amount deposited. Other variables are not having any relationship.
6. There is relationship between respondent's opinion on performance of online banking and demographic variables like age and years of relationship with the bank. Other variables are not having any relationship.
7. There is relationship between respondent's opinion on user friendliness of online banking and demographic variables like age, sex, education, account types and amount deposited. Other variables are not having any relationship.
8. There is relationship between respondent's opinion on facilities available on online banking and demographic variable account type. Other variables are not having any relationship.
9. There is relationship between respondent's opinion on preference of banking activities through online banking and demographic variables like age, sex, account types and amount deposited. Other variables are not having any relationship.
10. There is relationship between respondent's opinion on security factors available through online banking and demographic variables like education, occupation and years of relationship with the bank. Other variables are not having any relationship.

11. There is no relationship between respondent's opinion on promptness of banking services and the different demographic variables.

### **Suggestions**

Above analysis reveals that in general bank customers are happy about the various factors associated with Internet Banking. But still customers have resistance to use internet banking because of Safety issues.

In order to retain the customer's online new schemes can be introduced like wishing on their birthday, wedding day. Etc.

Age and sex is having main relationship with the satisfaction of customers on online banking. So bankers have to adopt the right strategies to attract and different age group and different sex customers.

The customer feels the absence of personnel touch in the online service so the bankers should respond to customer's need as soon as possible.

The availability of information should be automatic to the customers periodically, before they make enquiry for account details.

The customers should be very careful while carrying out online transactions that are transfer of account etc. The most common fear in e-banking or net banking is that of security. Most people avoid Net banking because they fear their account will be broken into by hackers. Customers should never share personal information like PIN numbers, passwords etc with anyone, including employees of the bank. PIN and/or passwords should be changed immediately. Customers should properly sign out their login after usage.

### **Conclusion**

Thus E-Banking or Internet Banking is becoming the need of the hour and banks which omit to switch over to e-banking cannot survive in this competitive world. Though e-banking poses a lot of threats and insecurity problems these are like two sides of coins where we have both advantages and disadvantages. The duty of the bankers is to concentrate on the latest security aspects like fire walls and they should protect the privacy of their customers. So, once properly used online banking can bring tremendous positive changes to both customers and bankers.

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## **ROLE OF FOREIGN INSTITUTIONAL INVESTORS (FIIS) IN INDIAN CAPITAL MARKET**

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### **Abstract**

Financial markets are the catalysts and engines of growth for any nation. India's financial market began its transformation path in the early 1990s. The banking sector witnessed sweeping changes, including the elimination of interest rate controls, reductions in reserve and liquidity requirements and an overhaul in priority sector lending. India opened its stock markets to foreign investors in September 1992 and has, since 1993, received considerable amount of portfolio investment from foreigners in the form of Foreign Institutional Investor's (FII) investment in equities. This has become one of the main channels of portfolio investment in India for foreigners. This paper highlights on the impact of FIIs in Indian Market, the factors which affect the FIIs inflows in India, the growth of FIIs due to the financial liberalization policies which were followed by India, and to identify the influence of FIIs on Sensex when the stock market was resulting in high volatility.

## **Introduction**

The capital markets have seen newer highs and lows with a good amount of volatility and money flowing into these markets. From a mere 4200 in the year 2003 it has gone up till 14723 this year breaking all previous records. The numbers of FII's that have been coming to India are also increasing reaching a figure of 841. The retail participation in this grueling run was also appreciable to a great extent. It is not the cash market that happens to be growing in India but the derivatives and the mutual fund houses are also performing well and their figures will slowly but certainly take us on ride.

## **Foreign Institutional Investor (FII)**

Foreign Institutional Investor (FII) is used to denote an investor – mostly of the form of an institution or entity, which invests money in the financial markets of a country different from the one where the institution or entity was originally incorporated. An investor or investment fund that is from or registered in a country outside of the one in which it is currently investing. Institutional investors include hedge funds, insurance companies, pension funds and mutual funds.

The term is used mostly commonly in India to refer to outside companies investing in the financial markets of India. International institutional investors must register with the Securities and Exchange Board of India (SEBI) to participate in the market. One of the major market regulations pertaining to FIIs involves placing limits on FII ownership in Indian companies.

Indian economy is combined with a fast-growing market which has made India an attractive destination for Foreign Institutional Investors (FIIs). The number of Foreign Institutional Investors (FIIs) registered with the SEBI has increased to 1219 at the end of 2007 and in the year 2008, 330 new investors can be registered. But still in March 31, 2009 this around 1648 investors.

## **EFFECT OF FII ON STOCK MARKET**

The FIIs are major institutional investors in Indian capital market. Movement in the Sensex has clearly been driven by the behavior of foreign institution investors. The presence of foreign institution investor in the Sensex companies and their active trading behaviors, their role in

determining the share price movements must be considerable. Indian stock markets are known to be known narrow and shallow in the sense that there are few companies whose shares are actively traded. Although there are 4700 companies listed with stock exchange. The BSE Sensex incorporates only 30 companies, trading on whose shares are seen as indicative of market activity. This shallowness also means that the FIIs can also affect the behavior of other retail investors, who tend to follow the FIIs when making their investment decision.

### **INVESTMENT BY FOREIGN INSTITUTIONAL INVESTORS (FIIs)**

Including pension funds, mutual funds, investment funds, endowments, foundations or charitable trusts or charitable societies, etc. are permitted to invest in all securities i.e. equity shares, debentures, PCDs, FCDs, Rights renunciations, warrants of Indian Companies listed as well as unlisted, dated Government Securities, Treasury Bills and units of Domestic Mutual Fund schemes in the primary and secondary markets.

### **FIIs MAKE NET INVESTMENT OF RS. 15,281.60 CRORE IN INDIAN CAPITAL MARKET IN MAY 2009**

Due to the global recession, Indian stock market suffered huge losses. Investors have lost their confidence in the market and pulled back their investments from the market. But the scenario is changed; now Foreign Institutional Investors (FIIs) are willing to invest in Indian Capital Market again.

In 2008, FIIs had pulled out around Rs. 52,987 crore from the Indian stock market; with this the market plunged by 51 per cent. Now FIIs would return to invest in the Indian stock market, as it would be a favorable time in India to invest despite the global recession.

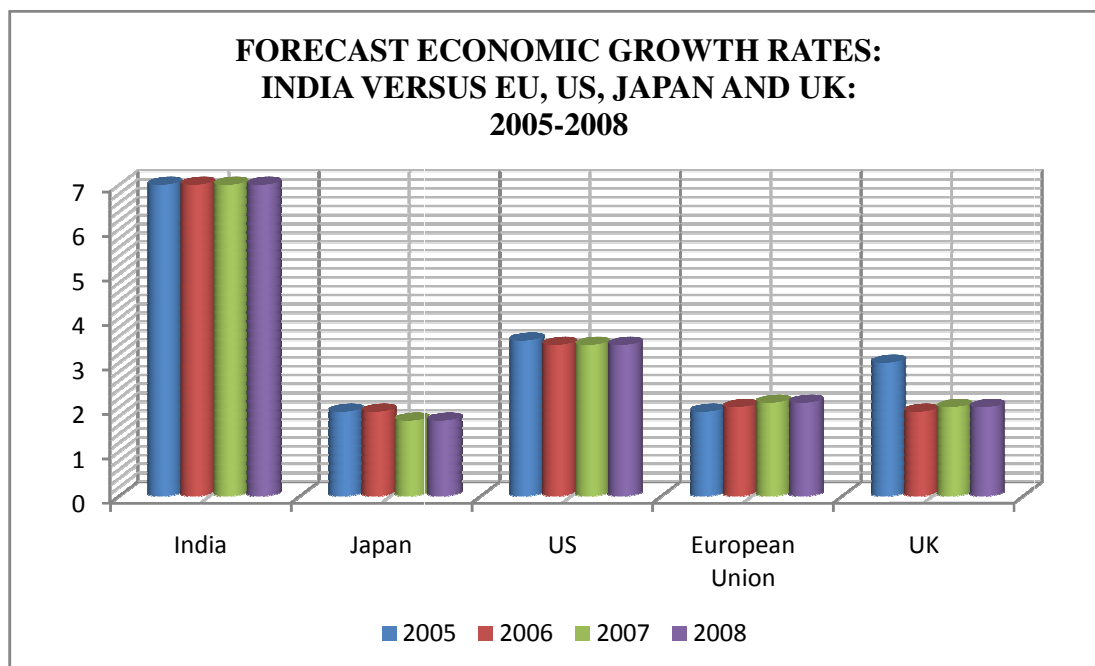
According to the latest date available with the Securities and Exchange Board of India, overseas investors have put in Rs. 15, 638.10 crore, that is about one third of last year's outflows so far in 2009.

## SHAREHOLDING PATTERN OF FIIs

Companies	FII Shareholding	Total Outstanding Shares	FII Shareholding as a percentage of Total
NIFTY	3227	23285	13.85 %
NON-NIFTY	1508	35060	4.3 %
<b>TOTAL</b>	4735	58345	8.12 %

The Foreign Institutional Investor's share in the Indian capital markets has shown a steady increase from \$200 million in 1991-92 to \$8.8 billion in 2004. This has led to the creation of marked growth in FIIs due to the financial liberalization policies that were followed by India. The influence of FIIs' movement over Sensex has become the most apparent part after the general election when the sudden reversal of FII flows triggered a panic reaction, resulting in high volatility in the Indian stock market. India has been a favorite destination for FII. This is mainly due to competitive advantages offered by the Indian economy.

Figure 1



**WELL DEVELOPED CAPITAL MARKET – GLOBAL COMPARISONS** –  
**FINANCIAL YEAR 2008**

**Table 1**

Brazil	33.1
China	25.7
India – Nifty	23.9
Thailand	21.3
India – Sensex	19.7
South Korea	17.3
Taiwan	8.7
Russia	6.1
US	-0.7
MSCI – India	-4.4
S & P	-6.9
UK	-9.6
Japan	-27.5

The industry has consolidated gradually, with the top 10 Indian brokerage houses having increased market share to 24% in FY 2007. The Indian capital markets have been witnessing a strong volume growth since 2003

- Strong interest from foreign investors in the Indian economy
- Rapid growth in volumes and values of trades.

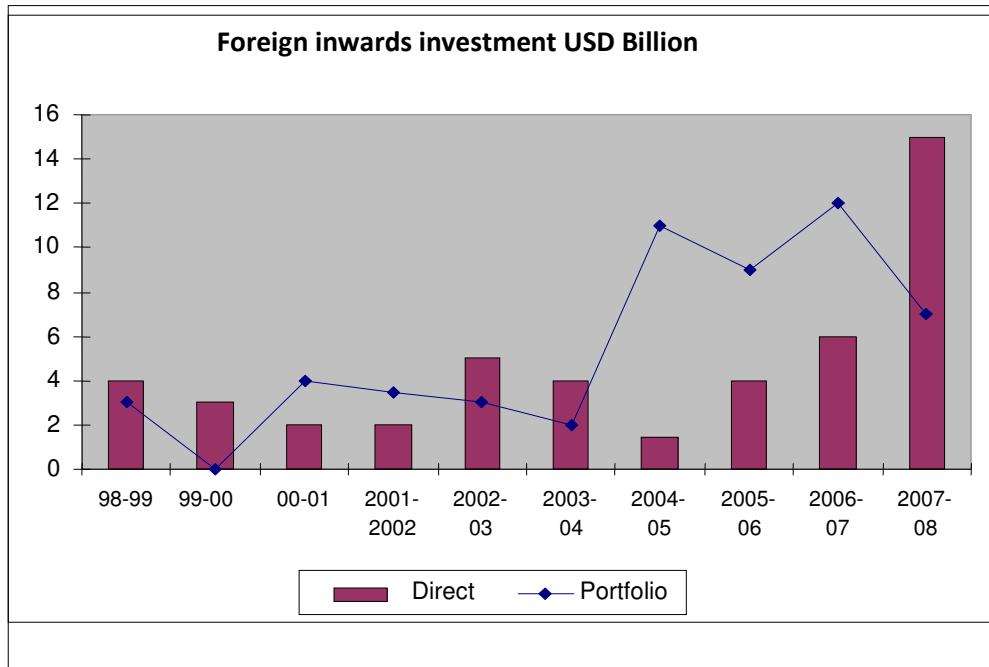
Over the last few years, India has relaxed the procedures for a FII to enter the capital markets. The main factors which affect the FII inflow in India are:

- Political Conditions
- Inflation
- Crude Oil Price
- Foreign Exchange Rate
- RBI Measures
- GDP growth

## **POLITICAL CONDITIONS**

### **FOREIGN INFLOWS TURN MORE SUSTAINABLE**

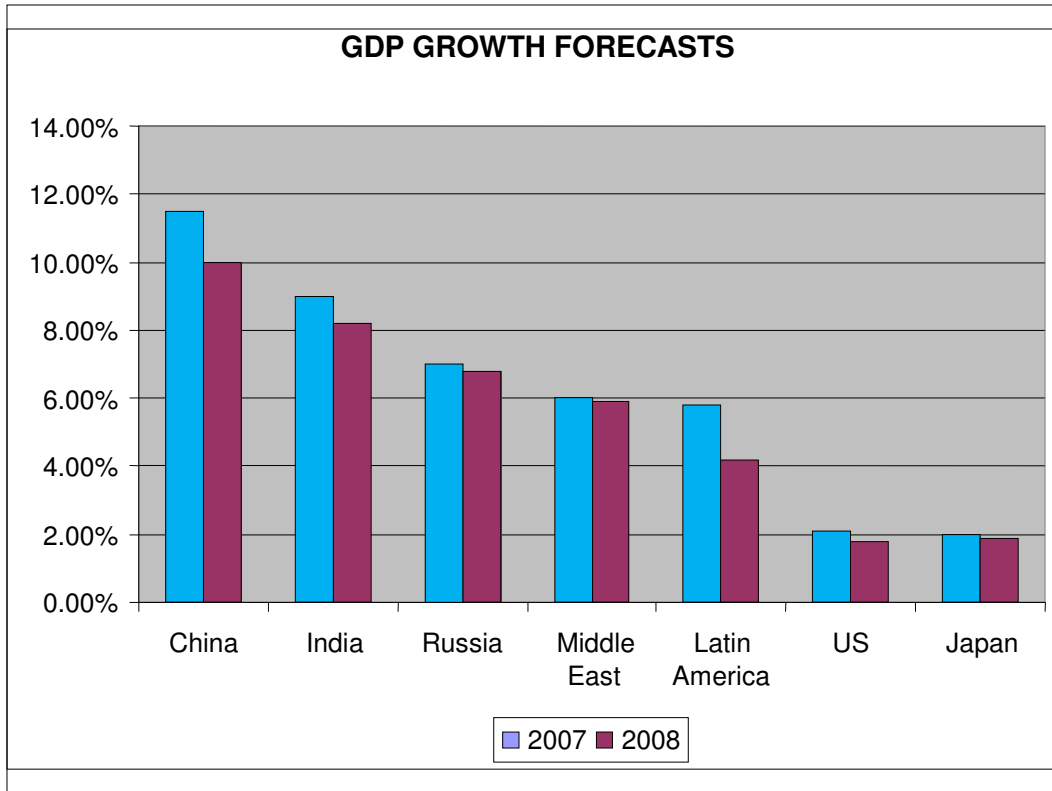
The increase in FII in portfolio from the lowest level in 2004-2005 to the highest levels in 2007-2008 has been due to the relaxation of labour laws; the removal of caps on foreign investment in the insurance sector; the lifting of the ban on FII in the retail sector; the privatization of Indian state-banks to increase the efficiency of the financial sector, e.g. The structural reforms agenda needs to be advanced in India in order to attract FIIs. 2008 is going to be the challenging year for Asia although the exposure of the Asian financial institution to the sub prime issue is low; the region has not been immune to the turbulence in the global financial markets. Equity markets are substantially down.



**Figure 2**

## **GDP GROWTH FORECASTS**

The domestic economy is the second fastest-growing economy in the world after China. India's GDP growth during the year 2007 and 2008 is the second largest after china and this noted growth in GDP makes India a favorable destination for FII investment. It grew by over eight percent year-over-year in the last three years. The GDP has increased by 7.5%, 9.4% and 9.6% in first three years of UPA government resulting in an unprecedented average growth of 8.8%. Higher economic activities and out performance by domestic companies triggered FIIs to invest a part of their global portfolio in domestic markets. GDP growth denotes the growth of the economy. The main drivers of growth are the services sector and the manufacturing sector which grew at a rate of 10.7% and 9.4% respectively. During the year 2008 there has been a lower investment form the part of FIIs and this can bring the GDP below 8%.



**Figure 3**

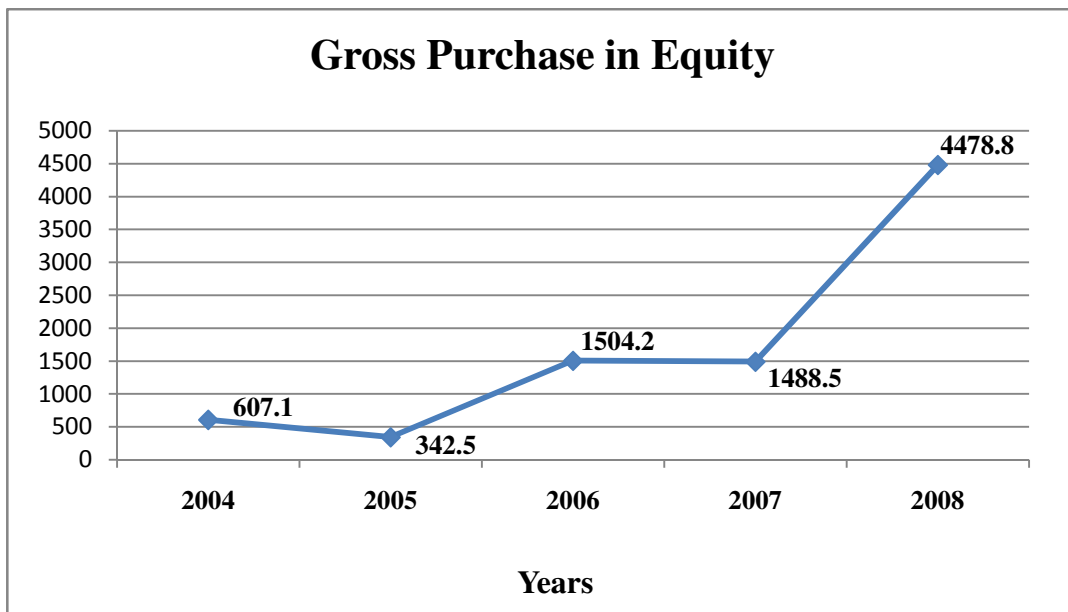
**GROSS PURCHASE OF EQUITY**

During the year 2006 to 2008 there has been an increased inflow of foreign capital into India this is mainly due to the growth in the Indian economy followed by an unprecedented growth in the manufacturing and services sector. The Foreign investment mainly flowed into these two sectors during this period thus contributing to their growth.

**Table 2**

<b>Year</b>	<b>Gross purchase in Equity (Rs. In crores)</b>
2004	607.1
2005	342.5
2006	1504.2
2007	1488.5
2008	4478.8

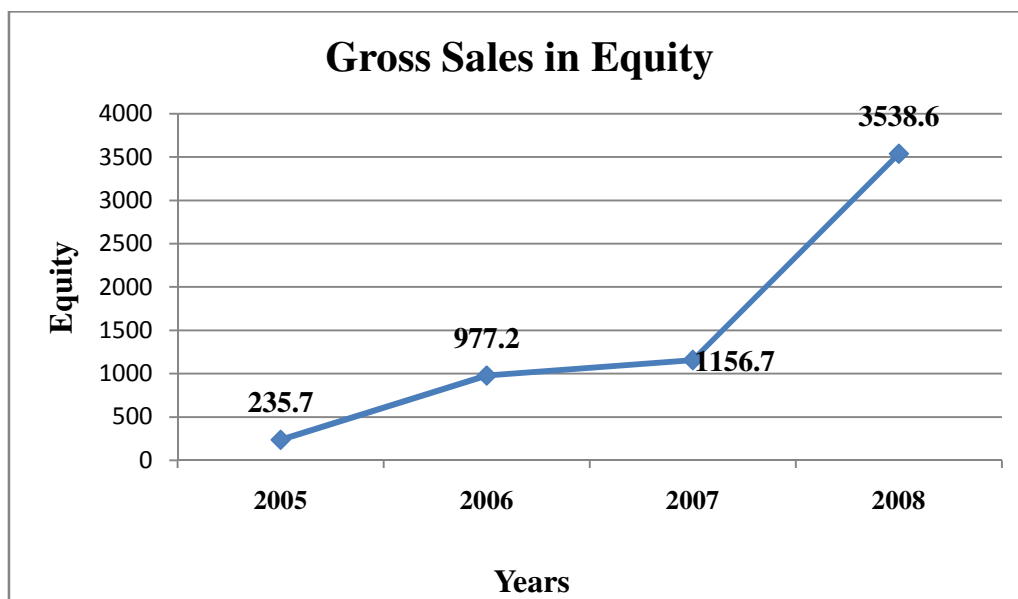
**Figure 4**



## GROSS SALES OF EQUITY

**Table 3**

<b>Year</b>	<b>Gross sales in equity (Rs. In crores)</b>
2004	210.8
2005	235.7
2006	977.2
2007	1156.7
2008	3538.6



**Figure 5**

## INFLATION RATE (2008)

**Table 4**

<b>Country</b>	<b>Value</b>
India	7.5%
China	8.35%
Indonesia	8%
Vietnam	20%
Sri Lanka	25%

Over the past few years, the inflation rate was maintained well below the Reserve Bank of India (RBI) and government's mandated mark. Controlled inflation had created a healthy investment atmosphere. Hence, this was another factor that attracted FIIs to invest in the domestic markets.

But during 2008 the core inflation was at its peak in the Asian countries. As a result there was a fall in the FII investment due to the back drop of a global economic slowdown triggered by the United States sub prime mortgage crises. But when compared to the rest of the countries India's inflation is at its lowest but can raise in the future. There is evidence that the inflation will raise above 11% in the latter part of 2008. This will substantially lower the foreign investment in Indian capital market. But the policy authorities are adopting strict measures to curb inflation. The increase in the inflation rate has mainly affected the iron and steel industry. The increase in the price of iron and steel has affected the automobile and other manufacturing sector in India. The share price of TATA motors and MARUTHI have severely decreased.

### **CRUDE OIL PRICE:**

Another factor which is severely affecting FII inflow is the rise in crude oil prices due to global issues during the period 2007 to 2008 and thereby. The main reasons for the increase in the price of crude oil are:

- The strengthening of dollar against other exchange currency.

- Lower production by oil producing countries.
- High speculation in crude future market especially by hedge funds.
- Increase in wages in developing countries.

As the crude oil price increases there has been a corresponding increase in the dollar price this is leading to a drop in the global market index. The increase in the price of crude oil is severely affecting the petrol and the diesel price in India. The public sector petroleum companies have suffered a loss of 3 lakh crores in terms of subsidies. An increase in the crude oil by one barrel per dollar causes 3000 crore loss in subsidy to the public sector companies. This is severely affecting the price of IOC, Bharath petroleum and ONGC etc. this causes a decrease in the FII inflow in the oil and energy sector in India. After the year 2007-2008 the Crude Oil price declines i.e. in 2009 the price of Crude Oil declines. Crude oil is still in a downtrend, that means investors and traders need to WAIT for a buy trigger which normally means the break of a recent high or a significant resistance area (\$50) before scaling into a position, and I mean scaling in because it will take much time for crude oil to formulate a bottom that I expect will form a very volatile double or even triple bottom pattern i.e. protracted bottom formation punctuated with very sharp short-covering rallies that could see crude oil spike higher to \$80 and declines back to below \$50 over the next 12 months as the below graph illustrates.

### **CURRENCY IMPACT:**

The movement of the rupee against the dollar is equally important for the market in the short-term. On the one hand it will impact institutional money coming into India, companies and sectors which are heavily dependent on the export market will be hit on earnings and this won't be positive for the market.

This is evident from the fact that most companies in sectors like IT, diamonds and jewellery, oil drilling, textiles, and trading have recently under-performed the market due to a rising rupee against the dollar. In the March-June 2007 period, the rupee appreciated nearly 9 per cent against the dollar, as compared to an appreciation of about 4 per cent over the preceding two quarters put together. Going forward, industry experts and analysts believe that exports of processed foods, agricultural items, electronics, electrical and steel products may fall by

20 per cent. Moreover, the hardest hit will be those sectors and companies with thin margins. In case of IT companies, their margins will decline by about 30-50 basis points for an appreciation of 100 basis point in the rupee.

The supply of dollar in the Indian economy increases when the Reserve bank and foreign banks pumps out excess dollar into the economy and when the exporters and FIIs sell dollars in the Indian market. The excess buy by the Oil Company and domestic banks in India has led to the decrease in rupee value against dollar. India's foreign exchange reserve have increased to 31000 crore dollars in the month of April 2008. The reserve has increase from 272.4 crore dollar to 31,188.5 crore dollar on April 4<sup>th</sup>.

### **Growth of FIIs due to the financial liberalization policies in India**

1. India has been a favorite destination for FIIs, due to its competitive advantage offered by Indian economy.
2. The liberalization policy which has been followed by India has enabled more FIIs to India because the liberalization policy was mainly opened to the industrial and banking sector to FIIs.
3. The main factors which affected the FIIs were the Political Conditions, Inflation, Crude Oil Price, Foreign Exchange Rate, RBI measures, GDP growth etc.
4. During the year 2008 there has been a lower investment from the part of FIIs and this can bring the GDP below 8%.
5. The increased inflow of Foreign Capital into India is mainly due to the growth in the Indian economy followed by an unprecedented growth in the manufacturing and services sector. The Foreign Investment mainly flowed into these two sectors during this period thus contributing to their growth.
6. This reduction in interest rate was to give the support to the effected FIIs in the global market.

7. The fluctuations are largely due to withdrawals by the domestic equity holders during the period considered.
8. As people don't know much about the firm and about the FIIs so there was less investment in FIIs in that branch.

## **CONCLUSION**

Foreign Institutional Investors (FIIs) have brought in over Rs. 10,000 crore (100 billion) in the Indian Markets since the beginning of the year. The behavior of Returns on Sensex and Volatility has been more stabilizing due to external inflows and the fluctuations are largely due to withdrawals by the domestic equity holders during the period considered.

It is clear that what all are the factors which affect the FIIs in Indian Capital Market and the role of FIIs because during the period of study, there was a fall in the market. Most of the investors lost their confidence over the market which resulted in selling of securities with the help of this study the investors can decide whether it is wise to invest in the market in selected securities. And the opportunities for FIIs in Indian Market are the 'next trillion opportunity i.e. they can invest trillions of money in Indian Market because the economy is firing on twin cylinders of domestic consumption and growth. The Foreign Institutional Investors (FIIs) withdraw their money when the stock market performance starts sliding down.

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## **STATUS OF WOMEN MANAGERS IN SOFTWARE INDUSTRY**

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### **ABSTRACT**

Women in the new millennium still need to ascertain their position in the corporate world. The main object of this paper is to pinpoint the reasons why there are few women managers in the IT industry and to see whether it is due to hesitance on the part of organisations to appoint women or lack of initiative on the part of women to come up to the top. It also highlight the strength and problems faced by women managers. Women possessing skills such as better inter-personal skills and language ability is exactly what is needed in IT at senior levels. IT industry is one of the engines driving growth. Therefore, women should be well versed and technically well qualified so that, they will not be left by the wayside in the future. Women are great managers but only the few who are ambition enough make it to the top. A 1997 Global Strategy Group poll found that 49 per cent of the college bound the females they interview found the IT industry too boring, too difficult or too technical. Thus, then main problem may be the lack of inspiration or drive on the part of 21<sup>st</sup> century's feminine workforce to pursue technology. Management studies on gender equity recognise that there approaches followed by the corporate world, namely, treating women employees to be part of the 'boys', Recognizing women's different needs and making use of flexi hours or bringing in the 'feminine' approach placing more responsibility to run an organization. However these approaches do not change the essential gender inequality inherent in the system. That would require a larger social change and more so, a drastic shift in perspective.

It can be concluded that though in initial stages of one's career, women have to put in extra effort, at later stages there is no prejudice against women in top positions.

## **INTRODUCTION**

Women in the new millennium still need to ascertain their position in the corporate world, which was revealed by the study undertaken by the Catalyst Group. Survey of Fortune 500 companies conducted by the non-profit group, Catalyst in 2000 revealed that

Women represent a slight 11.7 percent of board of directors

A mere 6.2 percent of individuals holding titles such as chairman, vice-chairman, and president are female.

Only two women in the Fortune 500 hold the title CEO Carleton S. Fiorina of Hewlett Packard and Andrea Jung of Avon Products.

Ninety companies – almost 20 percent – employ no women corporate officers at all<sup>1</sup>

The main objective of this paper is to pinpoint the reasons for the existence of few women managers in the IT industry and to see whether it is due to hesitance on the part of organizations to appoint women or lack of initiative on the part of women to come up to the top. It also highlights the strengths and problems faced by women managers.

### **The traditional female management style**

In 1950's and 60's when women were promoted into management positions, they received no welcome within the company and no support from any segment of the society.

Popular literature assumed that women brought only weaknesses to their new positions. The first female managers learned to act like men to succeed.

In the early 1970s when knowledge and service replaced manufactured products as the dominant commodity, an organizational and cultural change took place, which also changed the definition of good leadership. The workforce of the 1970s demanded more control over their work, and expected more collaborative relationships with their leaders.

Traditional hierarchical leadership methods no longer fit with these workers nor with the modern information age companies.

Women had talents and approaches, which were better suited to the team-oriented leadership needed in the 1990's. Thus the female leadership qualities started receiving attention. There are certain qualities which make women managers from the viewpoint of various researchers.

### **Why women make better Managers?**

Women are born to be managers. They are managing people, family, home, office, etc., all the time naturally and with utmost care. Women with interpersonal skills and language ability are needed in IT at senior levels.

Research conducted by the Hag berg Consulting Group, a California firm of psychologists who specialize in leadership development revealed that women managers are better at keeping people informed, better at managing a diverse workforce, more tolerant of differences and less bound by social traditions.<sup>2</sup>

In Sally Helgesen's case studies of women leaders, it was found that women create a web of relationships inside and outside their companies which foster a feeling of inclusion and allows the free exchange of information necessary for organizational effectiveness.

According to Patti Fralix, a speaker and consultant who trains women leaders, women are naturally better at communicating and making people feel connected.

Researchers at Northwestern University in Illinois, Chicago, have claimed in a study, compared to men, women apply leadership styles that encourage better worker performance and effectiveness.

Besides, the strengths of women managers, the IT industry will get certain benefits from female leadership.

### **Benefits of women managers**

Women leaders offer an invaluable business perspective. By catapulting them to the top ranks, a message is sent across the world that women's voices matter.

Women as decision makers attract women recruits and encourage other women employees to excel.

Through women are effective leaders, they face certain problems which their male colleagues don't.

## **Problems of women managers**

A woman who aspires to become a manager or who has achieved a managerial position faces problems that a man, in the same circumstances, does not. The most pressing of these problems are frequently, lack of role models and sponsors, stereotypes of women managers held by both men and women, and different socialization.

Some people in organization, both men and women, hold disparaging stereotypes of the female manager. These often include characteristics like low ambition, unwillingness to travel, or preference for home life over career.

The study made by Michael R. Perrault and Janet K. Irwin revealed that the most problematic factor for women managers is managing self. One of the worst rated behaviours is coping with one's own frustrations.

Through women are effective leaders, they are bad at drawing attention to their achievements. Women managers should not assume that the management and colleagues are already aware of their good work. They need to make a conscious effort to name and claim their work.

The final problem is that of different socialization. The boys and girls are treated differently from birth, and these differences carry forward into managerial careers. Boys are supported for being aggressive, analytical, and competitive, while girls are praised for being helpful, passive, deferential, and concerned with interpersonal relationships.

Because of such problems, women need help from top level, a track record of achievements, a desire to achieve, a willingness to make risks, and the ability to be tough, decisive, and demanding to succeed at the CEO level. Women at CEO level are less, compared to women at mid level management.

## **Reasons for few women managers**

Hagberg's California Consulting Group found women were kept from advancing to the CEO level because of three categories of behaviour habits and styles of operating that were adaptive for mid-managers but inconsistent with the requirements of top-level positions.

First, women managers are not given the high risk, high profile assignments necessary for promotion because on the way up the ladder they are trained to avoid risk. Second, their concern for others and sense of responsibility for the team can make them too detail-oriented "moving

them into a rescuing and mothering mode” and not leaving time for managing the broader challenges. Third, women had to be tough and even righteous about their agendas in midlevel positions. They find these characteristics are hard to shake when they become top leaders.

## **Conclusion**

Women are great managers but only the few who are ambitious enough make it to the top. A 1997 Global Strategy Group poll found that 49 percent of the college-bound females they interviewed found the IT industry too boring, too difficult or too technical. Thus the main problem may be the lack of inspiration or drive on the part of the 21<sup>st</sup> century’s feminine workforce to pursue technology.

Management studies on gender equity recognize that there are three approaches followed by the corporate world, namely, treating women employees to be part of the ‘boys’, recognizing women’s different needs and making use of flexi hours or bringing in the ‘feminine’ approach placing more responsibility to run an organization. However these approaches do not change the essential gender inequity inherent in the system. That would require a larger social change and more so, a drastic shift in perspective.

It can be concluded that though in initial stages of one’s career, women have to put in extra effort, at later stages there is no prejudice against women in top positions.

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# **FACTORS INFLUENCING THE LEVEL OF STRESS AMONG THE TOP EXECUTIVES OF PRIVATE AND PUBLIC SECTOR BANKS IN TAMIL NADU**

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## **Introduction**

Work is a dominant element with core importance for status and development of the economy and the individual worker. Many people spend half their lives in work-related activities. No other single activity demands consistently stress, as much physically, emotionally and cognitively as work. Job stress can be described as a condition where job-related factors interact with the worker to change his or her psychological and physiological conditions, so that the person's mind and / or body is forced to deviate from its normal way of functioning <sup>1</sup>

Stress is physiologically associated with symptoms such as headache, heartburn, backache, musculoskeletal conditions and generalised fatigue. Stress plays an important role in hastening the onset of diseases or in worsening the impact of disease. The problems of stress for the individual psychologically include depression, psychogenic disability, sleep disturbances, burnout and cognitive disabilities. The outcomes of stress includes increased smoking, greater alcohol consumption, accident proneness and violence. Therefore work environment becomes a major source of influence on the psychological and physical well being of the individual.

## **Statement of the Problem**

The experience of stress at workplace is an important area of investigation. It has its potential effects on the well-being and productivity of the individuals. The research into stress processes has been emphasized by increasing evidence on the negative consequences of stress on the physical and mental health. Stress is an organisational problem. It necessitates an indepth study of the nature and magnitude of the relations of organisational stressors in the work environment.

Today's bank Manager is the busiest person, dealing with a variety of problems during his time of work. The growth of many companies, increasing multinational nature of business, new social responsibilities and constantly proliferating web of government regulations have placed a heavy strain on the Executives. The jobs of the Executives are more complex and more difficult due to changes in the work environment, both global and local. The Executives have to respond continuously to these changes. They adjust, adapt and attempt to find new structures and policies to meet constraints and opportunities.

The Indian Banking Industry is undergoing unexpected changes, both by its own choice and otherwise. It transforms itself from its traditional role of moneylender and acceptor of deposits to cater to the varying needs of the economy. In itself it is in the process of a transformation due to the policy of liberalisation paving the way for the globalisation of the Indian economy. The Government and the Reserve Bank of India based on the recommendations of the Narasimham Committee in 1991 have introduced major policy initiatives in the banking sector. These include a move towards international accounting, debt classification and provisioning of standards, proposals for attaining capital adequacy norms, reduction in the statutory liquidity ratio and the like. Moreover, the banks have taken up new operations, which were hitherto unexplored by them like Mutual Funds, Leasing Finance, Merchant banking, Factoring, Housing Finance, investment and Portfolio management. This made Nadkarni, S.S. the then Chairman and Managing Director of the Industrial Development Bank of India (1993), to comment that the banks had multiple and unfocussed objectives and that there was a need to redefine them. Gelli Ramesh the chairman and Chief Executive Officer, Vysya Bank, Bangalore (1993), commented that the banks were placed in an unenviable position.

Since the Bank jobs give economic and financial security as well as social identity, nowadays people long for them. Banks are very good paymasters. The working conditions of bank are better than in many other jobs. The bank jobs offer plenty of earnings, perks and other facilities. People are apt to fancy that the bank jobs are free from stress but it is not so. Decision-making and its consequences, responsibility, heavy demands for co-operation between superiors and subordinates, time pressure, fear of failure and poor performance, mid-career crisis from lack of promotion and management of a work force with rapidly changing values, cause many stresses and pressures on the Executives. A study on the organisational stressors and the

examination of the relative potency of different stressors in predicting strains are therefore essential.

### **Scope of the Study**

The present study is devoted to study the factors influencing the level of stress among the Top Executives of Private and Public Sector Banks in Tamil Nadu. For the purpose of this study, the Executives who are in charge of branches have been selected. The study has been approached from the standpoint of Executives who have been working in both Private and Public sector Banks in Tamil Nadu. It does not include any other individuals and institutions which are directly or indirectly associated with banks.

### **Significance of the study**

In spite of availability of scales to measure stress in the work place, no in-depth study has been made of the stress of Executives, working in Private and Public sector banks in Tamil Nadu. Some of the available studies are too general. Still some others are so medical or psychological in orientation that their use in organisations may not be feasible. Many studies have been made outside India and they do not take into account the Indian setting. The present study is mainly focused on the Factors influencing the level of stress among the Top Executives of Private and Public sector banks in Tamil Nadu. The results of the study can help the management of the banks to formulate effective policies minimising the problem of stress.

### **Objectives of the Study**

The main objectives of the study are as follows:

- (i) To study the level of stress among the Top Executives of Private and Public sector banks in Tamil Nadu.
- (ii) To study the relation between the level of stress and the factors influencing the level of stress among the Top Executives of Private and Public sector banks in Tamil Nadu.
- (iii) To offer suitable suggestions for minimising the stress among the Top Executives of Private and Public sector banks in Tamil Nadu.

## **Review of Previous studies**

Of late, empirical studies of stress and outcome relationships have increased rapidly. This section however reviews a limited set of studies, with a view to highlight what has been done with particular emphasis on job stress and organisationally related outcomes.

Billings and Moos found that work stressors had greater impact on men than on women. They explored the role of stress, social resources and coping among men and women entering treatment for depression. Social support more strongly related to the functioning of women than men.<sup>8</sup>

According to Jackson's study, Role ambiguity and role conflict were positively related to emotional strain and negatively related to job satisfaction. Emotional strain was positively related to absence frequency and turnover intentions. Participation in decision-making appeared to be an important determinant of role strains. They were precursors of both individual and organisational outcomes.<sup>14</sup>

Leong et al. found that occupational stress was related to physical ill-health, mental ill-health and intention to quit. Commitment had direct effects on the above outcomes as well as job satisfaction. However, commitment showed no moderating effect in the relationship between stress and outcomes. Further, age and experience were negatively related to stress. No gender difference in the perception of stress was found.<sup>33</sup>

Evans et al. found a similarity between Type A and B male bus drivers in the United States and India. Self-report data and unobtrusive observations were used in the study. It was found that type A drivers reported higher levels of occupational stress and had more accidents, absenteeism and official reprimands.<sup>36</sup>

Sharma and Sharma analysed the nature and magnitude of the relationship of role stress with general and job anxiety among bureaucrats and technocrats. Role stress correlated positively with both the outcomes among technocrats and with job anxiety among bureaucrats. With regard to specific stressors also it was found that technocrats were more vulnerable to stress.<sup>39</sup>

In the stress strain relationship, Pande and Naidu tested the moderating effect of effort orientation and outcome orientation. For the moderating effect partial evidence was found. Those high on outcome orientation had higher distress than those low on it. Those high on effort orientation reported fewer symptoms when under stress than others.<sup>41</sup>

The effects of organisational role stress and locus of control on job involvement among bank staff were explored by Singh and Nath. They found that low stress group of employees were highly involved in their jobs as against those in the high stress group. External locus of control group had lower job involvement compared with those with internal locus of control.<sup>49</sup>

Rajeshwari found significant negative relationship between age and stress and also between experience and stress. This study also found negative correlation between number of members in the family and stress. The level of stress did not differ between different levels of workers namely officers and clerks.<sup>51</sup>

### **Construction of Questionnaire**

In order to collect the primary data from the sample respondents, a comprehensive questionnaire was prepared. For preparing the questionnaire, the researcher had a trial interview with some of the Top Executives of both Private and Public sector banks. Based on both the responses from selected Executives and the objectives of the present study, the questionnaire was constructed. The questionnaire thus constructed was handed over to the experts for their critical evaluation and a pre-test was conducted with many Top Executives of the banks and then the questionnaire was revised and final draft was prepared for collecting the primary data.

### **Sampling Design**

The study mainly covers the Top Executives of both Private and Public sector banks in Tamil Nadu. In Tamil Nadu there are 3490 and 1248 Top Executives working in Private and Public sector banks respectively. The lists of Top Executives have been obtained from the regional offices of different banks. From the list of the Top Executives, the researcher has identified 100 each from Private and Public sector banks by using convenient sampling method. Thus, the sample respondents consisted of 200 Top Executives of both Private and Public sector banks in Tamil Nadu.

## **Field Work and Collection of Data**

The required primary data were collected from the sample respondents through the questionnaire and by meeting Top Executives in their work place. The questionnaire was distributed to the respondents during the working hours and they were asked to submit the filled-in questionnaire to the researcher after 3 or 4 days. Moreover those respondents who were working in banks in distant places were requested to send the filled in questionnaire by mail.

## **Data Processing**

After collection of filled-in questionnaire, a Master Table was prepared to consolidate all the information contained in the questionnaire. With the help of the Master Table, the consolidated responses were transferred to Transcription cards and with the help of Transcription cards, classification tables were prepared. The classification tables were used for further analysis.

## **Methodology of the Study**

This study is based on both primary and secondary data. The Primary data were collected from the Top Executives of both Private and Public sector banks in Tamil Nadu with the help of a questionnaire. The Secondary data were collected from offices of various branches of banks, regional offices of the banks, different banking-related Web sites and financial-related newspapers, magazines, journals and reports.

## **The Measurement of Variables and Construction of Scales**

This study involved the measurement of the levels of stress among the Top Executives of both Private and Public sector banks in Tamil Nadu and the identification of the factors influencing such levels of stress. The level of stress was taken as dependent variable and the factors as independent variables. The dependent variables were notified with the help of scaling technique. For every issue, a two-point scale evoking 'Yes' or 'No' responses was applied and for 'Yes' response 'One' Score was assigned and for 'No' response 'Zero' Score was assigned. If one respondent presented positive response (Yes) to all the issues, he was given the maximum of

100 scores. Thus the scores secured by sample respondents ranged from '0' to '100'. On the basis of the Scores obtained, the Top Executives of the banks were classified into 3 categories, namely Executives with high level stress [(Mean (X) + SD (δ)], Executives with medium level stress [(Mean (X) + SD (δ))] and Executives with low level stress [(Mean (X) - SD (δ)]. This classification of the Executives of the banks was used for further analysis. The Mean (X) of the respondent was calculated with the help of the following formula

$$\bar{X} = \frac{X}{N}$$

$\bar{X}$  = Average Score of sample Executives

Where 'X' is the total score of the sample Executives and 'N' is the total number of respondents.

The Standard Deviation (δ) of the respondent was calculated with the help of the following formula

$$\delta = \sqrt{\sum (X - \bar{X})^2 / N}$$

Where 'δ' = Standard Deviation  
 'X' = Scores Obtained  
 'X̄' = Arithmetic Mean  
 'N' = Total number of Respondents

## Hypotheses

This study is based on the following Hypotheses

1. There is no significant relationship between age and the level of stress among the respondents of Private and Public sector banks.
2. There is no significant relationship between religion and the level of stress among the respondents of Private and Public sector banks.
3. There is no significant relationship between community and the level of stress among the respondents of Private and Public sector banks.

4. There is no significant relationship between total services and the level of stress among the respondents of Private and Public sector banks.
5. There is no significant relationship between services in the present position and the level of stress among the respondents of Private and Public sector banks.
6. There is no significant relationship between marital status and the level of stress among the respondents of Public sector banks.
7. There is no significant relationship between family type and the level of stress among the respondents of Private and Public sector banks.
8. There is no significant relationship between strength of family members and the level of stress among the respondents of Private and Public sector banks.
9. There is no significant relationship between educational qualification and the level of stress among the respondents of Private and Public sector banks.
10. There is no significant relationship between employment status of spouses and the level of stress among the respondents of Private and Public sector banks.
11. There is no significant relationship between annual income and the level of stress among the respondents of Private and Public sector banks.
12. There is no significant relationship between location of branches and the level of stress among the respondents of Private and Public sector banks.
13. There is no significant relationship between staff strength of branches and the level of stress among the respondents of Private and Public sector banks.

### **Framework of Analysis**

The relation between dependent variables (Level of stress among the Top Executives) and independent variables (Factors) has been analysed with the help of Chi-square test  $\chi^2$ . The Chi-square value is computed based on the following formula;

$$\chi^2 = \frac{\sum (O - E)^2}{E}$$

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E

Where 'O' is the Observed Frequency and  
'E' is the Hypothesised Expected Frequency.

### **Limitations of the Study**

The respondents of the study are the Top Executives of Private and Public sector banks in Tamil Nadu. Though all respondents are well experienced and educated in their field of work, they took maximum time for responding the questionnaire. The study is limited to one state only.

### **The factor-wise Analysis**

It deals with the various factors influencing the level of stress among the Top Executives of Private and Public sector Banks in Tamil Nadu. It is evident from the analysis that the respondents have been experiencing various levels of stress in their work place depending on the various influencing factors and therefore there is a need to study the relation between the levels of stress and the factors that are associated with the respondents. In order to study the relationship between levels of stress among the Top Executives of Private and Public sector Banks in Tamil Nadu and the factors which are directly associated with respondents, the chi-square test has been used. In this connection, the researcher has identified 14 factors, influencing the respondents, and they have been classified as follows:

#### ***1. Age-wise Classification***

The respondents of the study are mainly officers who are heading the branches of both Private and Public sector banks in Tamil Nadu. Therefore the age of the respondents plays a key role in the problems of stress among them. Since the branch Executives of any bank require certain minimum number of years of experience in their field, it is evident that only after attaining the middle age, they can be promoted as Branch Managers of banks. Table 5.2 shows the relationship between age of the respondents and their level of stress.

**Table 1 Age-wise classification of the respondents and the Level of Stress**

	Age	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Below 40	2	15	4	21	0	1	1	2
2.	41 – 45	2	15	2	19	2	6	7	15
3.	46 – 50	5	19	2	26	3	22	7	32
4.	51 – 55	6	20	3	29	12	28	7	47
5.	Above 56	0	4	1	5	1	2	1	4
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>53</b>	<b>29</b>	<b>100</b>

It is clear from Table 1. that only the respondents who are aged between 51 and 55 working in both sector banks have experienced high level of stress due to family commitments. It is also found that those employees who are below the age of 40 in both sector banks have medium or low level stress. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom = 8

Calculated value of Private sector banks = 3.445

Calculated value of Public sector banks = 10.27

Table value of both Private and Public Sector Banks = 15.5

As the calculated values of both Private (3.445) and Public (10.27) sector banks are lower than the Table value (15.5) at 5% level, the Null hypothesis ( $H_0$ ) that there is no significant

relationship between age and the level of stress among the respondents of Private and Public sector banks is accepted.

## 2. Sex-wise classification of respondents

As per the constitution of India, equal rights should be given to both men and women in their education and employment. But unfortunately the share of women is limited in employment in various Private and Public sector organisations including banks in India. The main reason for this poor share is that the Indian women are mainly concentrating on certain types of occupations namely Teaching and medical practice. Table 2. presents the relationship between sex-wise classification of respondents and the level of stress.

**Table 2. Sex-wise classification of the respondents and the Level of Stress**

S.No.	Sex	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Male	15	73	12	100	18	59	23	100
2.	Female	0	0	0	0	0	0	0	0
<b>Total</b>		<b>15</b>	<b>73</b>	<b>1</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is clear from Table 2. that only 15 respondents have experienced high level of stress in Private sector banks whereas 18 respondents in Public sector banks have experienced high level of stress. It shows that the Executives who are working in Public sector banks have more stress than the Executives of Private sector banks. Only 12% of branch Executives are found to have low level of stress in Private sector banks, whereas 23% of branch Executives in Public sector banks seem to have low level of stress. This is because of the lack of facility available in Public

sector banks which leads to delay in service and dissatisfaction of customers. It is also found that more number (73) of Private sector bank Executives have experienced medium level of stress than the Executives (59) of Public sector banks. Since all the respondents are males, it is not possible to apply the chi-square test.

### 3. Religion-wise classification of respondents

India is one of the few countries in the world where the people follow different religions. The major religions of this country include Hinduism, Christianity and the Muslim religion. It is well-known that the religious activities followed by the people of one religion are entirely different from other religions. Table 3. shows the relationship between religion-wise classification of respondents and the level of stress.

**Table 3. Religion-wise classification of respondents and the Level of stress**

S.No	Religion	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Hindu	12	66	10	88	14	49	22	85
2.	Christian	1	7	2	10	3	7	1	11
3.	Muslim	2	0	0	2	1	3	0	4
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

Table 3. clearly shows that the branch Executives in both Private (12%) and Public (14%) sector banks who belong to Hindu religion have experienced high level of stress whereas the Executives who belong to Christian and Muslim Religions working either in Private (or) Public sector banks have experienced medium to high level of stress. It is to be noted that no one

belonging to Muslim Religion had experienced low level of stress. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom	= 4
Calculated value of Private sector banks	= 10.53
Calculated value of Public sector banks	= 9.264
Table value of both Private and Public Sector Banks	= 9.49

As the calculated value of Private sector banks (10.53) is higher than the Table value (9.49) at 5% level, the null hypothesis ( $H_0$ ) that there is no significant relationship between Religion and the level of stress among the respondents of Private sector banks is not accepted. Where as the calculated value of Public sector banks (9.264) is lower than the Table value (9.49) at 5% level, the null hypothesis ( $H_0$ ) that there is no significant relationship between Religion and the level of stress among the respondents of Private sector banks is accepted.

#### **4. Community-wise classification of respondents**

Indian social system consists of several communities. All these communities have been classified into four major categories namely Backward community, Most backward community, Scheduled caste and Scheduled tribes and Other communities. Among these communities both backward communities and other communities have been enjoying some kind of social recognition in the Indian society and therefore it is assumed that the level of stress among these employees are at lower level. Table 4. reveals the relationship between community -wise classification of respondents and the level of stress.

**Table 4. Community – wise classification of Respondents and the level of Stress**

S.No.	Community	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	O.C	1	21	6	28	2	9	11	22
2.	B.C	9	42	6	57	7	26	8	41
3.	M.B.C	5	10	0	15	4	11	4	19
4.	SC / ST	0	0	0	0	5	13	0	18
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is clear from Table 4. that irrespective of the communities and banks 73% experience medium level of stress. It is also clear that the Executives of backward and most backward categories are exposed to higher level of stress compared to other communities including scheduled caste and scheduled tribes. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom = 6

Calculated value of Private sector banks = 8.102

Calculated value of Public sector banks = 11.16

Table value of both Private and Public Sector Banks = 12.6

Since the calculated values of Private (8.102) and Public (11.16) sector banks are lower than the Table value (12.6) at 5% level, the null hypothesis ( $H_0$ ) that there is no significant relationship between communities and the level of stress among the respondents of Private and Public sector banks, is accepted.

### 5. Total service of the respondents

The average age of entrants in Public and Private sector banks is around 30. The majority of the Public sector banks are more than four decades old and therefore a large number of employees have more experience than the employees of Private sector banks which have been started only in recent years. Table 5. reveals the relationship between Total service and the level of stress.

**Table 5. Total Service of the Respondents and the level of Stress**

S.No.	Total Service	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Below 10	0	8	2	10	0	1	0	1
2.	11 – 20	3	21	3	27	0	3	4	7
3.	21 – 30	7	34	6	47	13	38	14	65
4.	Above 31	5	10	1	16	5	17	5	27
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is clear from Table 5. that only the respondents who have 21-30 years of total service working in both Private (7) and Public (13) sector banks have experienced high level of stress due to work pressure and physical exhaustion. It is to be noted that the Executives who have less than 10 years of experience in the banking service have not experienced high level of stress because of flexibility in their approach, which improves the overall cordial atmospheres in the branch. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom = 6

Calculated value of Private sector banks = 4.5

Calculated value of Public sector banks = 4.662

Table value of both Private and Public Sector Banks = 12.6

Since the calculated values of Private (4.5) and Public (4.626) sector banks are lower than the Table value (12.6), the null hypothesis ( $H_0$ ) that there is no significant relationship between total service and the level of stress among the respondents of Private and Public sector banks, is accepted.

### *6. Service in Present position of the respondents*

The total number of years of services of employees in the present position as officers varied in the case of Private sector banks and Public sector banks. The number of years of experience as branch managers in the Public sector banks are always more than in Private sector banks. Table 6. reveals the relationship between the service in present position of the respondents and the level of stress.

**Table 6. Service in the Present Position of the respondents and the Level of Stress**

S.No.	Service in Present Position	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Below 5	3	32	5	40	7	21	8	36
2.	6 – 10	6	16	2	24	4	15	3	22
3.	11 – 15	3	18	4	25	5	14	11	30
4.	Above 15	3	7	1	11	2	9	1	12
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is found from Table 6. that those Executives who are in the same position in both Private and Public sector banks for less than 5 years have experienced medium level of stress but the Executives working in Private sector banks with experience of 6-10 years have reported high level of stress. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom	= 6
Calculated value of Private sector banks	= 5.579
Calculated value of Public sector banks	= 9.756
Table value of both Private and Public Sector Banks	= 12.6

Since the calculated values of Private (5.579) and Public (9.756) sector banks are lower than the Table value (12.6), the null hypothesis ( $H_0$ ) that there is no significant relationship between service in present position and the level of stress among the respondents of Private and Public sector banks is accepted.

### ***7. Marital Status of the respondents***

*As per the Indian social system, the marriage is considered as an important event which changes the attitudes of human beings. Generally married men/women reveal high level of maturity in their behavior and also it is believed that the level of stress experienced by them is at the lowest level. Table 7. gives the details of relationship between marital status of the respondents and the level of stress.*

**Table 7. Marital Status of the Respondents and the level of Stress**

S.No.	Marital Status	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Married	15	73	12	100	18	57	23	98
2.	Unmarried	0	0	0	0	0	0	0	0
3.	Widow/Widower	0	0	0	0	0	2	0	2
4.	Divorced	0	0	0	0	0	0	0	0
5.	Separated	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

Table 5.19 clearly shows that married branch Executives of both Private and Public sector banks have experienced high or medium level of stress. This may be due to more family commitments and pressure of work. It is also found that the widowers working in Public sector banks have experienced only medium level of stress. Chi-Square Test was applied for the above table and the results are given below.

Since all the respondents of Private sector banks are already married, the chi-square test can be applied only to the Executives of Public sector banks.

Degrees of freedom = 8

Calculated value of Public sector banks = 7.499

Table value of both Private and Public Sector Banks = 15.5

Since the calculated values of Public (7.499) sector banks are lower than the Table value (15.5), the null hypothesis ( $H_0$ ) that there is no significant relationship between Marital status and the level of stress among the respondents of Public sector banks is accepted.

### 8. Family Type of the respondents

In earlier days, the joint family system was very popular in Indian society but now the people are not so interested to continue the joint family system. As a result, majority of the families are nuclear families. Table 8. gives the details of relationship between the family type of the respondents and the level of stress.

**Table 8. Family Type of Respondents and the level of Stress**

S.No.	Family Type	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Joint Family	0	18	2	20	7	15	2	24
2.	Nuclear Family	15	55	10	80	11	44	21	76
	<b>Total</b>	<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is clear from Table 8. that the Executives working in Private sector banks and living in a Joint family have not reported high level of stress but they seem to have experienced only medium and low levels of stress whereas the Executives working in Public sector banks and staying in Joint families have experienced high and medium levels of stress. As for as nuclear family is concerned, more number of Executives working in both Private and Public sector bank have experienced medium level of stress in their work place. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom = 2

Calculated value of Private sector banks = 4.823

Calculated value of Public sector banks = 5.207

Table value of both Private and Public Sector Banks = 5.99

Since the calculated values of both Private (4.823) and Public (5.207) sector banks are lower than the Table value (5.99), the null hypothesis ( $H_0$ ) that there is no significant relationship between Family Type and the level of stress among the respondents of the Private and Public sector banks is accepted.

### 9. Number of Family Members of the respondents

The majority of Indian families in India has only less than four members due to financial constraints. It means larger the family size leads to larger the problems and the level of stress experienced by them is also very large. Table 9. presents the relationship between the number of family members of the respondents and the level of stress.

**Table 9. Number of Family Members of the Respondents and the level of Stress**

S.No.	Number of Family Members	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Below 2	0	3	3	6	0	4	3	7
2.	3 – 4	10	45	6	61	10	34	14	58
3.	5 – 6	4	20	3	27	6	18	5	29
4.	Above 7	1	5	0	6	2	3	1	6
	<b>Total</b>	<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is found from Table 9. that Executives working in both Private and Public sector banks with 3-4 family members have experienced high level of stress. Those with 2 and less family members belong to both Private and Public sector banks and they have not reported high level of

stress but only medium and low levels of stress. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom	= 6
Calculated value of Private sector banks	= 8.098
Calculated value of Public Sector Banks	= 4.411

Table value of both Private and Public Sector Banks= 12.6

Since the calculated values of both Private (8.098) and Public (4.411) sector banks are lower than the Table value (12.6), the null hypothesis ( $H_0$ ) that there is no significant relationship between strength of family members and the level of stress among the respondents of the Private and Public sector banks is accepted.

## **10. Educational Qualification**

As per the regulations of the bank, the minimum qualification required to become an officer of a bank is a Bachelor degree from a recognised university, but sometimes a higher start is allowed by the management to the higher qualified officers. As a result, some of the officers of the banks who possess professional qualifications are richly paid. Such qualifications enable the officers to get extra packages from the banks. Table 10. shows the relationship between Educational Qualification of the respondents and the level of stress.

**Table 10. Educational Qualification of the Respondents and the Level of Stress**

S.No.	Educational Qualification	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Secondary School	0	1	0	1	1	4	1	6
2.	Graduate	7	37	3	47	8	17	7	32
3.	Post – Graduate	6	22	4	32	6	27	9	42
4.	Professional Degree / Diploma	2	13	5	20	3	11	6	20
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is found from Table 10. that out of 47 graduates working in Private sector banks 7 of them have experienced high level of stress whereas in the Public sector banks 8 Executives out of 32 have experienced high level of stress. It is also found from the above Table that the postgraduates and the professional degree holders have medium level of stress Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom = 6

Calculated value of Private sector banks = 2.448

Calculated value of Public sector banks = 2.442

Table value of both Private and Public Sector Banks= 12.6

Since the calculated values of Private (2.448) and Public (2.442) sector banks are lower than the Table value (12.6), the null hypothesis ( $H_0$ ) that there is no significant relationship

between Educational Qualification and the level of stress among the respondents of the Private and Public sector banks is accepted.

### *11. Employment status of spouse of respondents*

Both husband and wife have to work and earn more in order to meet the ever-growing family commitments. Table 5.31 presents the relationship between employment status of spouse and the level of stress.

**Table 11 Employment Status of Spouse of the Respondents and the level of Stress**

S.No.	Employment Status of Spouse	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Working	2	18	4	24	7	19	4	30
2.	Not Working	13	55	8	76	11	40	19	70
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is clear from Table 11. that out of 100 Executives who work in Private sector banks only 24% of them have employed spouses. Out of these 24 Executives whose spouses are employed, 20 Executives have experienced medium to high level of stress. Out of 100 Executives who work in Private sector banks 76 persons have no employed spouses. Sixty-eight persons out of 76 Executives have experienced medium to high level of stress. Out of 100 Executives who work in Public sector banks only 30 Executives have employed spouses. Out of these 30 Executives, 26 Executives have experienced medium to high level of stress. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom = 2

Calculated value of Private sector banks = 1.526

Calculated value of Public sector banks = 2.555

Table value of both Private and Public Sector Banks= 5.99

Since the calculated values of Private (1.526) and Public (2.555) sector banks are lower than the Table value (5.99), the null hypothesis ( $H_0$ ) that there is no significant relationship between Employment status of spouse and the level of stress among the respondents of the Private and Public sector banks is accepted.

## 12. Annual Income of the respondents

Getting a job in a bank is considered as one of the prime objectives of many Indian youths. The salary paid is considerable. The salary paid to the employees of the bank is always comparatively very higher than the other categories of workers who are working in other than banking companies. As a result the annual earnings of the bank employees is highly attractive and affordable to meet their commitments. Table 12. reveals the relationship between the annual income of the respondents and the level of stress.

**Table12. Annual Income of the Respondents and the level of Stress**

S.No.	Annual Income	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Below1,50,000	0	2	1	3	0	0	0	0
2.	1,50,001 - 2,00,000	0	8	0	8	1	1	2	4
3.	2,00,001 - 2,50,000	4	15	0	19	5	14	5	24
4.	2,50,001 - 3,00,000	7	22	9	38	7	31	14	52
5.	3,00,001 - 3,50,000	2	14	0	16	1	4	0	5
6.	3,50,001 - 4,00,000	0	9	0	9	2	3	0	5
7.	Above 4,00,000	2	3	2	7	2	6	2	10
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

Table 12. clearly shows that out of 100 Executives who work in Private sector banks 89 receive more than 2 lakhs per annum. Seventy-eight out of these have experienced medium to high level of stress. In case of Public sector banks out of 96 Executives 75 have experienced medium to high-level stress. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom	= 12
Calculated value of Private sector banks	= 146.1
Calculated value of Public sector banks	= 608.5

Table value of both Private and Public Sector Banks= 21.0

Since the calculated values of Private (146.1) and Public (608.5) sector banks are higher than the Table value (21.0), the null hypothesis ( $H_0$ ) that there is no significant relationship between annual Income and the level of stress among the respondents of the Private and Public sector banks is rejected.

### ***13. Location of Branch***

*Majority of Public sector banks are located in rural areas because of the reason that majority of Indian population are living only in rural areas. But Private sector banks are concentrating only on Urban areas because of the growth of various industries, trade and commerce. Table 13. shows the relationship between the location of bank branches and the level of stress.*

**Table 5 The location of bank branches and the level of Stress**

S.No.	Location of Branch	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Rural	0	10	1	11	4	14	6	24
2.	Semi-Urban	1	19	5	25	2	19	4	25
3.	Urban	14	44	6	64	12	26	13	51
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is clear from Table 13. that the Executives who are working in rural branches of the Private sector banks have only medium and low levels of stress because of the volume of transactions of these banks are much lower than that of Public sector banks. It is also found that the majority of urban-based Executives in both Private and Public sector banks have high and medium levels of stress on account of more expectations of the urban customers. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom = 4

Calculated value of Private sector banks = 6.407

Calculated value of Public Sector Banks = 4.773

Table value of both Private and Public Sector Banks= 9.49

Since the calculated values of Private (6.407) and Public (4.773) sector banks are lower than the Table value (9.49), the null hypothesis ( $H_0$ ) that there is no significant relationship between location of branches and the level of stress among the respondents of the Private and Public sector banks is accepted.

#### 14. Staff strength of Branches

The number of employees working in a branch depends on the volume of transactions of that branch. Generally the strength of the branch of a Private sector banks is much lower than that of Public sector banks due to computerisation of many branches. Table 14. presents the relationship between the staff strength of branches and the level of stress.

**Table 14. The Staff strength of branches and the level of Stress**

S.No.	Staff Strength of Branch	Private Sector Banks			Total	Public Sector Banks			Total
		Level of Stress				Level of Stress			
		High	Medium	Low		High	Medium	Low	
1.	Below 5	0	12	1	13	1	7	2	10
2.	6 – 10	7	30	3	40	4	14	5	23
3.	11 – 15	6	24	5	35	4	8	3	15
4.	16 – 20	2	1	0	3	4	14	5	23
5.	Above 20	0	6	3	9	5	16	8	29
<b>Total</b>		<b>15</b>	<b>73</b>	<b>12</b>	<b>100</b>	<b>18</b>	<b>59</b>	<b>23</b>	<b>100</b>

It is clear from Table 14. that 23 branches of both Private and Public sector banks have below 5 staff members, out of these 23 branch Executives, 20 executives have experienced medium to high level of stress. It is also found that 50 branches of both Private and Public sector banks have 11 to 15 staff members. Out of these 50 branches, 42 branch Executives have experienced medium to high level of stress. 38 branches of both Private and Public sector banks have more than 20 staff members. Out of these 38 branch Executives, 27 Executives have experienced medium to high level of stress. It is clear from the Table that staff strength have nothing to do with the stress experienced by the branch Executives. Chi-Square Test was applied for the above table and the results are given below.

Degrees of freedom	= 8
Calculated value of Private sector banks	= 8.068
Calculated value of Public Sector Banks	=1.14

Table value of both Private and Public Sector Banks= 15.5

Since the calculated values of Private (8.068) and Public (1.14) sector banks are lower than the Table value (15.5), the null hypothesis ( $H_0$ ) that there is no significant relationship between staff strength of branch and the level of stress among the respondents of the Private and Public sector banks is accepted.

## **Findings**

The Summary of Findings of the Present Study is presented below.

Factors Influencing the Level of Stress among the Top Executives of Private and Public sector banks in Tamil Nadu **highlights the relationship between level of stress and the factors. In order to study the relationship between levels of stress among the Top Executives of Private and Public sector Banks in Tamil Nadu, and the factors directly associated with respondents, the chi-square test was used. In this connection, the researcher has identified 14 factors influencing the respondents. They are**

Age-wise classification Sex-wise classification

- (i) Religion-wise classification
- (ii) Community-wise classification
- (iii) Total service
- (iv) Service in present position
- (v) Marital status
- (vi) Types of Family
- (vii) Number of family members
- (viii) Educational qualification
- (ix) Employment status of spouse
- (x) Annual income

(xi) Location of bank branches

(xii) Staff strength of branches

It is found from the analysis that out of 14 factors, only one factor namely annual income of the respondents have the highest relationship with the level of stress among the Top Executives, working in both Private and Public sector Banks.

### **Suggestions**

On the basis of the various findings of the present study and other literature, the researcher presents the following suggestions for minimising the stress among the Top Executives of both Private sector and Public sector banks in Tamil Nadu.

### **Individual coping strategies**

Individual coping strategies are physical exercise, relaxation, behavioural self-control and cognitive therapy.

#### **(i) Exercise**

People of all ages are walking, jogging, swimming, riding bicycles, or playing soft ball, tennis or racquetball in order to get some exercise to combat stress. When they do exercises they get their mind off work for a while. Thus they get relieved of pre-occupied stresses that are stored in their minds. The same is valid to Bank managers also. They can get relieved of stress, if they do these exercises.

#### **(ii) Relaxation**

Watching something on television suspends the pre-occupied stresses. Meditation involves muscle and mental relaxation; the person slowly repeats a peaceful phrase or word or concentrates on a mental picture in a quiet location. There is some research evidence that much meditation can have a desirable physical and mental impact on Bank Executives. Both relaxation and meditation will help the Bank executives who are seized by stress.

#### **(iii) Behavioural self-control**

By deliberately managing the antecedents and the consequences of their own behaviour, people can achieve self-control. Bank managers who have a stream of customers all day could change the antecedent by having an assistant to screen the less important customers with minor problems. By adopting this scheme, they can avoid people or situations that they know will put them under stress.

### **Cognitive therapy**

Lectures and interactive discussions help the participants and make them aware of their workload problems.

### **(v) Net working**

Bank managers should be encouraged to have close associations with trusted co-workers and colleagues who are good listeners and confidence-builders. By this method managers would come to know their stress problems and the ways and means to overcome them.

### **Organisational coping strategies**

Organisational coping strategies are designed by management in order to prevent or reduce job stress of Bank Employees. Organisational stress is caused by many factors. If organisational stress is to be reduced or removed, administrative policies and strategies, organisational structure and design, organisational processes and working conditions are to be modified in scientific ways so as to reduce or remove stress. Air-conditioning, lighting and seating arrangements can be so altered so as to reduce stress. Stress-coping programmes can be arranged in the associations of Bank executives.

### **(i) Creating a supportive organisational climate**

Organisations are highly formalised and rigidly inflexible and such conditions cause job stress. The organisational climate should be made more conducive by making the organisational structure more decentralised and organic, with participative decision-making and upward communication flow. Such a conducive organisational climate will definitely reduce the stress of Bank Executives.

### **(ii) Enriching the design of tasks**

Job should be enriched by improving job content factors such as responsibility, recognition and opportunities for achievement, advancement, and growth. Core job characteristics such as skill variety, task identity, task significance, autonomy, and feedback should be improved. By these measures the stress of Bank managers is reduced.

### **(iii) Reducing conflict and clarifying organisational roles**

Role conflict and ambiguity are the causes of stress. The management should reduce conflict and clarify organisational roles so that these causes of stress can be eliminated or reduced.

### **(iv) Planning and Developing career paths and providing counseling**

Individuals are left to decide career moves and strategies on their own. There is little scope for lending management's help in such matters. The only thing that can be done by higher authorities is to undertake counseling once in a while.

## **Time Management**

Time pressure is the prime source of stress for Managers. The use of time management techniques would avoid stresses. Managers should get more work done in less time through the following ways.

- (i) Chart out a "to do" list
- (ii) Identify things that should be done on the day
- (iii) Delegate minor works to sub-ordinates
- (iv) Determine the time in which you can work well morning or evening
- (v) Schedule the most difficult work for the determined best time.
- (vi) Fix an hour time free from interruptions
- (vii) Screen all minor incoming calls that do not require your personal attention.
- (viii) Eat lunch in the office itself in order to save time
- (ix) Discourage drop-in visitors
- (x) Don't worry about the unfinished work of today. You can include them in the "to do" list of tomorrow.

## **Other Suggestions**

- 1.If the customer is taking too much time which is unwarranted then the Manager should try to cut short the discussions by explaining in a friendly way.
- 2.The Manager should be neither aggressive nor submissive while dealing with customers as well as subordinates.
- 3.The Manager should conduct frequent branch meetings with all the staff members so that problems faced internally as well as externally can be sorted out.
- 4.In day-to-day working, the Top Executives should not combine home as well as office problems. During working hours,he should attend to office problems. After working hours, he can take care of his family.
- 5.The Manager should always have positive attitudes. He should believe that every problem can definitely be solved.
- 6.The mind of the manager should be finely tuned to face any eventualities in discharging his official functions.
- 7.Hard work has not killed anyone. One has to try and find work that suits one best and keeps one motivated. Work which is frustrating produces undue stress, leading to unhappiness and illness. To be perfectly healthy, man needs work and recognition of his work.
- 8.Cordial relationship with co-workers, superiors and other people provides social support to the Top Executive. This social support enables him to cope with the stress.
- 9.Employees should be allowed to participate in taking decision with regard to change in their work and in the structure of organisations. Employees readily accept work changes because they participate in decision-making. This prevents stress.
- 10.Top Executives should give clear instruction and guidance to their subordinates. When the subordinates are clear of their targets, they will definitely achieve the target. The Executives become free from stress because their goal is achieved.
- 11.Proper selection and training, equitable promotion, Wise decisions and fair distribution of work can do much to eliminate the causes of stress.
- 12.Counseling programmes to avoid stresses should be given to Top Executives of banks.
- 13.Stress management programmes to Top Executives of banks should be periodically conducted.

14. Management should be aware of both physical and mental health conditions of bank Executives and it should make friendly suggestions to them. Such counseling by management will help them to be free from psychological stresses.

15. Enrichment of psychological health services for managers should be periodically carried out by management. Certainly it will help them to face stress.

16. Periodically organisation of Job Enrichment programmes would increase the efficiency and lessen stress.

17. Bank Executives should be emboldened to face the change and change the situations that cause stress.

18. Many stressful situations are the direct result of ego problems. So bank Executives should be trained not to be egocentric.

19. Bank Executives should be trained to understand other man's point of views and perceptions. They should be trained not to impose their views on others. Such trained managers will have less stress.

20. Management should organise personal wellness centers for Executives. The increased health of Executives will decrease their stress.

21. Frequent transfers, transfers to distant places, and transfers to places of inclement climatic conditions will cause stress. Such transfers should be avoided in order to avoid stress.

### **Conclusions and Directions for Future Research**

It is inevitable that every Top Executive incurs stress when he discharges his duties but he must know the art of overcoming stress. If he has less stress it will definitely increase his efficiency. His customers will also be happy. Situations causing stress differ from individual to individual. Changes in environment are rather inevitable and stress caused due to changes can be substantially reduced by learning to face such changes and adverse situations boldly. The present study is an attempt to study the factors influencing the level of stress among the Top Executives of both Private and Public sector banks. The study is mainly based on primary data, which were collected through structured questionnaire. The findings of the present study will be very much helpful to the policy makers of both Private and Public sector banks in general and Individual Top Executives who are working in banks in particular to formulate policies and practices to minimise the problem of stress and improve the overall efficiency and productivity. The researcher has also identified and suggested the following Topics for future research.

- (i) A study of Stress among Entrepreneurs
- (ii) A study of Stress Reactions among Professors of Educational institutions.
- (iii) A study of Work Stress among various Functional Managers of manufacturing units.
- (iv) A study of stress among Software Professionals and its impact on Productivity.

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