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From the Editor's Desk

Welcome to the first issue of Rai Management Journal for the year 2011. It has been an honour and a delight to serve as the editor of this journal. We at Rai Business School believe that management education has the potential of creating tremendous value to individuals and organizations and, thus, contributes to the society at large.

Management education is specifically designed to develop the business decision-making skills of managers. The pedagogy of Management education provides an opportunity to test understanding and organize knowledge in a competing environment. There will be a time in the near future when the country will also be known for its managerial talent. While Business Schools are proliferating and turning out management graduates, this is not enough to meet the growing demand for management education in India and corporate management training needs of the booming manufacturing and services sectors. Through this journal, we feel that we would be able to act as a bridge between the academia and the corporate, helping India in creating more managerial talent and enhance the pace of learning.

The Journal would throw light on the most contemporary issues that are pertaining to the theoretical and practical concepts of management. We are trying to offer indispensable service and expertise so that credibility and recognition come as a result. Both academicians and people from the industry are the best sources of information for these articles and papers, so please continue to send them.

Your comments and suggestions would be most welcome. I look forward to this process of learning and growing together.

You can reach us on raijournal@rbs.edu.in

Best Wishes



Dr Sheetal Kaul
Editor

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Attitude of Customers towards the Services of Bankers Regarding Consumer Loans

P. Vikkraman*
R. Ganapathi**

Better banking leads to a chain of economic activities which further improves the overall economy of the country. Consumer finance has been acknowledged as a growth sector by the banks. Consumer credit has many advantages for the banks like changing higher rate of interest. At the same time the significance of customer satisfaction and customer retention in strategy development for a 'market oriented' and 'customer focused' firm cannot be underestimated. The customer satisfaction is often closely associated with the measurement of the service quality of the banks. Hence the present study has made an attempt to reveal the attitude of the borrowers towards the loan services offered by the banks. Though the services offered by the banks are many, the present study confines these variables to sixteen of them. As there is no specific research study dealing with the marketing of the consumer loans by the banks in the Dindigul district so far, the present study is undertaken. The present study aims at not only to fill up the research gap but also to plan for evolving appropriate strategy for effective marketing of the consumer loans by the banks in the study area. In the present study the descriptive research design has been used. Both primary and secondary data are used for the study.

Keywords: Banking, marketing, strategy

Better banking leads to a chain of economic activities which further improves the over all economy of the country.

Introduction

Finance is the backbone of any business and is provided by banks to most of the business firms. The banks accept deposits for lending and investment. Better banking leads to a chain of economic activities which further improves the over all economy of the country. The banks provide loans for agriculture, industry, trade, commerce and personal needs of individuals. After the financial sector reforms in 1992, the banks are facing numerous challenges like the entry of foreign banks, low employee productivity, high operational costs

and the like. To overcome these problems the banks are eyeing the retail segment. Retail banking generally refers to offering financial services / products related to deposits and assets to the individual customers for personal consumption. Banks concentrate on various segments like professionals, housewives, pensioners, children, salaried class and the like. Different types of products like credit cards, housing loans, consumer loans, recurring deposits and fixed deposits are offered by the banks to these market segments.

Poor industrial production due to

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lack of demand has resulted in poor credit off take. As there is regular rise in deposits, with limited avenues for profitable deployment the banks are flushed with funds. Looking at growing Non-Performing Assets (NPAs) and high costs, the banks do not want to take risk by financing second rung manufacturers in recession. With narrowing investment opportunities and poor credit off take, the banks turn towards retail banking which presents attractive opportunity with lesser risk and reasonable return. Growing consumerism in India also encourages retail banking.

The growth rate of the advances is comparatively lesser in the public sector banks. In order to reap more profit, the public sector banks need to compete with the private sector banks especially in the consumer loans market. Consumer loans being the target market, the bankers should identify their needs and problems clearly, so that they can frame their strategies well and succeed in the highly competitive environment. This study precisely aims at achieving those objectives and will help the banks to manage the competition effectively. Dindigul district has a population of 19.23 lakhs and has hundred and sixty four bank branches. The ratio between the number of branches and the number of customers per branch in Dindigul district is 1:11,725.

Consumer finance has been acknowledged as a growth sector by the banks. It has immense potential, with high profit margin and low default rate. Personal loans would soon cross Rs.20,000 crores due to the liberal policy of the RBI. Consumer

credit has many advantages for the banks like changing higher rate of interest. The average rate of interest has been increased from 11.75 per cent to 15.67 per cent apart from credit expansion, well diversified and easy recovery of loans. With better profit margins and very low default rate, the profitability of banks will significantly improve in the future. City Bank, pioneer in consumer loans in India has introduced personal loan scheme under which consumer durable items can be purchased. Presently, there is a stiff competition between the banks in the disbursement of the consumer credit. The increasing urbanization, standard of living and per capita income of the consumers and the like lead to the increasing need for consumer durables. By focusing on the above segment, the banks can reap the maximum advantage.

Customer satisfaction is an important issue for marketers and consumer researchers (Dabholkar et al., 1996; Menter et al. 2000). Customer satisfaction can be considered as the essence of success in today's highly competitive world of business. Thus the significance of customer satisfaction and customer retention in strategy development for a 'market oriented' and 'customer focused' firm cannot be under estimated (Kohli and Jaworski, 1990).

Now-a-days many banks have started giving importance to customer relationship and hence they are using all sorts of technologically advanced services and facilitating their customers to avail benefits like facility to pay electricity bill, telephone bill etc in order to retain them. Right from the

Consumer finance has been acknowledged as a growth sector by the banks. It has immense potential, with high profit margin and low default rate.

During the last ten years, the Indian economy has witnessed a drastic change with various economic resources aimed at globalization.

seventies, there was glamour for improvement in customer services in banks. With the emergence of new generation banks, introduction of new technology, competition, deregulation etc new dimensions to customer service have been added. In the present scenario, 'customers delight' has been the Buzzword in banking. Both the old generation and the new generation banks are working hard to improve customer loyalty and retention equality. The customer satisfaction is often closely associated with the measurement of the service quality of the banks (Rust and Olier, 1994; and Levesque and Mc Dougall, 1996). Hence, the present study has made an attempt to reveal the attitude of the borrowers towards the loan services offered by the banks, even though the services offered by the banks are too many. The present study confines these variables to sixteen of them which are drawn from some reviews (Denton, L., Chan, 1991; and Erol, C. El -Bdour, R, 1989).

Significance of the Study

The proliferation of loans in the country will stimulate the rapid economic development. During the last ten years, the Indian economy has witnessed a drastic change with various economic resources aimed at globalization. Now the banking system faces challenges dictated by the market forces. The objectives are to make the system competitive and self – sustaining and place it on par with the international standards in terms of operational efficiency, while reassuring the unique role in accomplishing the socio-economic

objectives of the nation. The changing face of banking industry has brought in new challenges and newer responsibilities to the bankers in India. They have to function with new vigour and vitality in the significantly competitive banking business. Any failure on their part in keeping the eternal vigil is fraught with disastrous and devastating consequences. Human wants are satisfied by purchasing required goods and services with adequate purchasing power. Finance has become an important function of human economic activities in modern times. Banker provides loans and advances to their customers. Presently consumer loans are offered in different forms and attract different categories of consumers. To have a greater market share of consumer loan, banks join with each other.

There is no specific research study dealing with the marketing of the consumer loans by the banks in the Dindigul district so far. The present study aims at not only to fill up the research gap but also to plan for evolving appropriate strategies for effective marketing of the consumer loans by banks in the study area. The findings of the present study will certainly be useful to the planners, policy makers and practicing bankers to make proper decisions on consumer loans under personal banking or retail banking. In the light of the above facts the present study on marketing of consumer loans by the banks with special reference to Dindigul district gets greater significance.

Statement of the Problem

Indian banking is passing through a critical phase. Foreign bankers are entering the field and creating hectic competition among the bankers. The old generation private banks are constrained by low volume of business, stiff competition, low capital base and rising non-performing assets. The new generation banks are experiencing low growth, cutthroat competition and spurt in bad loans. The profitability of banks in such a grim scenario needs Herculean efforts. The banks are desperately searching for the ways to improve their earnings. It is time that banks take a hard look at their lending options. Consumer finance and housing finance still look very attractive with a vast potential to absorb substantial lendable sources.

The consumer loans have sound security support, which appreciates with time. The level of non-performing asset in the case of the consumer loans is very low. With very low post credit supervision costs, the margins become attractive, especially in a scenario of falling interest rates. Consumer loans for varying proposals like acquisition of consumer durables, for meeting travel, medical expenses and the like also offer great scope for credit absorption. As a result, all banks in the banking industry apply their own marketing strategies to attract more consumers. And, to ensure their competitive edge in future, they have to fight with rivals in terms of quality of their customer services. Consumer finance is going to acquire great importance. More and more banks will be seen in the field of marketing of

retail loan products aggressively, without leaving the market open for a few foreign banks and some private banks. The key to success is mainly resting on how these banks market their consumer loans to the right customers, at the right price and at the right time.

In order to succeed in the present highly competitive market, it is imperative that the banks should identify the right customers for the consumer loans and frame a suitable strategy for attracting and retaining them. Hence, this study focuses on identifying the problems involved in the consumer loan marketing and framing a suitable strategy to resolve them.

Objectives of the Study

This study focuses on the marketing of consumer loans by the banks with special reference to Dindigul district, the strategies adopted by the banks for promoting consumer loans, in addition to identifying the problems in availing of the consumer loans and perception on the services and its quality offered by the banks. In tune with this the following specific objectives have been framed.

1. To analyze the profile of the banks in the study area and their marketing strategies to promote the consumer loans.
2. To identify the problems faced by the borrowers in availing themselves of the consumer loans.
3. To know the profile of the

The new generation banks are experiencing low growth, cutthroat competition and spurt in bad loans.

consumer loan borrowers, their perception on the services and service quality offered by the banks and

4. To offer suggestions for the effective marketing of the consumer loans by the banks by developing appropriate promotional strategies.

Methodology

In the present study, descriptive research design has been used. The descriptive research is marked by a clear statement of the problem, specific hypothesis, detailed information needs, sample selection, data collection and processing and analysis of the collected data to get valid inferences in the form of findings. The present study deals with scrutinizing the characteristics of the banks and the borrowers, the strategies followed by the banks for the marketing consumer loans, the perception of the borrowers on the services and service quality offered by the banks and the degree of correlation between the profile of the banks and the expectations of the borrowers regarding consumer finance. Hence, the present study is purely descriptive in nature.

In Dindigul district, there are 164 bank branches spread over fourteen blocks. The present study covers all the bank branches of the district. As far as the borrowers are concerned, 989 sample respondents are identified, covering five blocks of the district using stratified random sampling technique. For the primary data, the eight blocks which consist of

all three groups of banks had been identified for the study. Out of the eight blocks, first five blocks on the basis of the number of consumer loans disbursed had been selected for the study. The selected blocks are Dindigul, Palani, Thoppampatti, Oddanchattiram and Vadamadurai with the total consumer loans disbursed being 9249, 3198, 1301, 1183 and 467 respectively. Dindigul district was purposely selected for this study for the following reasons i.e. there is no exclusive study on the marketing of consumer loans by the banks in the Dindigul district and the researchers belong to Dindigul district, and they are familiar with the culture, life style, standard of living of the people, and the infrastructural facilities available in the district. Considering the familiarity of the researchers over the prevailing conditions, in order to ensure reliability of the data, the native district of the researchers has been purposely chosen for the present study.

Sources of Data

The present study is based on both primary and secondary data. The primary data has been collected using two different structured interview schedules. The necessary data was collected from 164 bankers and 989 consumer loan borrowers of the selected bank branches using relevant schedules, which have been pre-tested through pilot study. Two different schedules were prepared to collect necessary primary data from the bankers and customers for consumer loans. These schedules were pre-tested to confirm their

suitability to administer them for the final survey. Branch managers of banks were personally contacted and the schedule meant for the banker was pre-tested and the preliminary survey was conducted. Similarly for the customers and the respondents form the part of final sample. For the study, out of the 14 blocks of Dindigul district 5 borrowers were randomly selected to pre-test the interview schedule for the customers and they formed the part of the final sample for the study. After the pre-test only the required minor changes were made in the data collection tool. The secondary data was drawn from the official records of the banks, lead bank office, various journals, magazines, business newspapers and relevant website sources. They form the major secondary sources for the study.

Sampling Design

The present study focuses on two important dimensions namely banker and borrowers and is concerned with two different frameworks. Census method has been applied in order to select the bankers. There are 164 bank branches in the district and the necessary data was collected from the heads of the respective bank branches using relevant schedule. Regarding the selection of the borrowers, a multi-stage stratified proportionate random sampling technique had been used to draw adequate samples. There are fourteen blocks in Dindigul district and the primary data had been collected from the borrowers of the bank branches of the identified blocks. The final sample borrowers were identified using five stages. All the three sectors of banks, rank order,

standard error, proportion and randomness were used to narrow down the sample size without affecting its quality. Stratification was done based on the basics of the blocks. Fifty per cent level was used to select the proportion of the sample. Finally 989 sample borrowers were identified randomly in proportion to the number of the consumer loans disbursed by each of the chosen branch using lottery method.

Framework of Analysis

For the purpose of the comprehensive analysis of data, appropriate statistical techniques and tools were used based upon the nature of the data and the relevance of the statistical technique. The SPSS Package was used to analyze the data using appropriate statistics to arrive at the results and to draw valid inferences. One way analysis of variance, factor analysis, two group discriminant analysis, multiple regression analysis, and index preparation was used. The data were collected from the period of December 2009 to May 2010.

Review of Literature

Manoj Kumar Joshi (2006) identified that the customer service of high standard and quality implemented through the use of modern technology helps the banks succeed in the competitive world of retail banking. The development of human relations skills of the bank employees has taken precedence over enhancing their technical, numerical or educational competence. The main challenge for

the banks is to retain their loyal customers and also to attract new customers.

Sundar and Lakshmanan (2007) identified the important requirements of customer care management in the banks. These are customer complaints management, knowledge update of bank staff, routine steps in complaint management, customer help desk, complaint audit, training of employees for attitudinal change, institution of award for zero grievance, customer meet, rewarding financial discipline, brain storming session and computerization of banking operations.

Rizal Ahmad (2008) revealed the categories and dimensions of bond between retail banking customers and their banks. The primary bond consists of utility, reliability and overall value of the service. The secondary bonds are trustworthiness, friendliness, empathy, helpfulness, convenience and user-friendliness of banking infrastructure. The superlative bond consists of

reputation of the image of the bank.

Analysis and Interpretation of Data

In the present study, the identified loan services offered by the banks are pre-loan counseling, amount of loan sanctioned, general reception, disbursement of loan, period of repayment, loan status information, treatment of defaulters, guarantor formalities, documentation, variety of loans, post loan inspection, closure of loan, collection of arrear installment, post loan behaviour of the staff, rate of interest and loan processing time. The borrowers are asked to rate the above said sixteen variables at a five point scale from highly satisfied to highly dissatisfied. The values assigned on these scales are from 5 to 1 respectively. The mean score on each variable has been calculated to exhibit the borrowers' attitude towards each loan service offered by the banks. The consequent mean score and the respective 'F' statistics are shown in table 1.

Table -1: Services Offered by Banks

Sl. No	Services Offered	Mean Scores			F - Statistics
		PSBs	PRSBs	CBs	
1.	Pre-loan Counseling	2.6007	3.5592	2.3157	3.2463*
2.	Amount of Loan Sanctioned	2.8906	3.9138	3.0246	2.2041
3.	General Reception	2.5672	3.8241	2.1434	3.8189*
4.	Disbursement of Loan	2.4565	3.4147	2.0828	3.3039*
5.	Period of Repayment	3.8911	2.8618	2.4517	3.1091*
6.	Loan Status Information	2.6167	3.3932	2.0863	3.0863*
7.	Treatment of Defaulters	2.9798	2.3457	3.1768	3.1142*
8.	Guarantor Formalities	3.0234	3.3432	2.8689	1.9891
9.	Documentation	3.8981	3.0139	2.6402	2.2664
10.	Variety of Loan	3.7172	3.7079	2.3911	2.7339
11.	Post Loan Inspection	3.6108	2.9102	2.4542	2.9994*
12.	Closure of Loan	3.8182	2.4516	3.1717	3.0962*
13.	Collection of Arrear Installment	3.5626	2.3472	3.8342	3.1143*
14.	Post Loan Behaviour of the Staff	3.0471	2.1868	2.9697	3.0929*
15.	Penal Interest	3.5641	2.3142	3.7821	3.2774*
16.	Loan Processing Time	2.7673	3.8589	2.1142	3.0091*

* Significant at 5 per cent level

The highly satisfactory aspects among the borrowers in the public sector banks are period of repayment, documentation and closure of loan since the respective mean scores are 3.8911, 2.8981 and 3.8182. In the private sector banks, these are amount of loan sanctioned, loan processing time and general reception since the mean scores are 3.9138, 3.8589 and 3.8241 respectively. In the co-operative banks, these aspects are penal interest, collection of arrear installments and treatment of defaulters since the respective mean scores are 3.7821, 3.8342 and 3.1768. Regarding the perception on the various aspects of the consumer loans, the significant difference among the three groups of customers is identified as the following, that is, general reception, pre loan counseling, disbursement of loan, period of repayment, loan status information, treatment of defaulters, closure of loans, collection of arrear installment, post loan behaviour of the staff, penal interest and loan processing time since the respective 'F' statistics are significant at five per cent level. The analysis reveals that the attitude of the borrowers towards the various aspects of the consumer loans is varying from moderate to satisfied. Apart from this, the borrowers differ in their attitude according to the nature of the bank in which they have borrowed the consumer loans.

Major Services Offered By the Banks

The score on various aspects of the banks is taken for the narration analysis. The factor analysis has been

used to narrate the various services offered by the banks. The factor analysis result reveals the important services offered by the banks namely product, services, office formalities and time. The services included in each variables and its reliability coefficient are given in table 2.

The sixteen variables included in the bank services are explained by the four important factors to the extent of 65.05 per cent. The most important factor is 'product' factor. It consists of five attributes of the services of the banks with the reliability co-efficient of 0.7926. The Eigen value and the per cent of variation of this factor are 4.8109 and 22.86 respectively. The second important factor is 'services' factor which consists of five bank services with the reliability coefficient of 0.8321. The Eigen value and the percent of variation of this factor are 3.2691 and 18.19 respectively.

The third and fourth factor extracted by the factor analysis is office formalities and time. The office formalities factor has a reliability coefficient of 0.6834. The time factor has a reliability coefficient of 0.6717. The most important bank services in the product and services factors are the amount of loan sanctioned and the general reception respectively whereas in the case of the office formalities and time are pre loan counseling and loan status information respectively. The factor analysis extracts the variables related to bank service into four important services. The attitudes of the borrowers towards the four important services are taken for further analysis.

Table - 2: Major Services Offered by Banks

Factors	Variables in Services	Weightage Assigned Factor Loading	Reliability Co-efficient	Eigen Value	Percent of Variation
Product	Amount of Loan Sanctioned	0.8403	0.7926	4.8109	22.86
	Variety of Loan	0.8199			
	Closure of Loan	0.7445			
	Penal Interest	0.6829			
	Period of Repayment	0.6017			
Services	General Reception	0.9129	0.8321	3.2691	18.19
	Treatment of Defaulters	0.8093			
	Collection of Arrear Installment	0.7334			
	Post Loan Behaviour of the Staff	0.6434			
	Disbursement of Loan	0.5979			
Office Formalities	Pre Loan Counselling	0.8676	0.6834	2.8414	14.14
	Guarantor Formalities	0.7331			
	Post-loan Inspection	0.6091			
	Documentation	0.5848			
Time	Loan Status Information	0.7314	0.6717	1.3341	9.86
	Loan Processing Time	0.6059			

Association between the Profile of Borrowers and Their Attitude towards the Major Services

The scores on the attitude of the borrowers towards the important bank services are calculated from the mean of the attitude of all services included. The scores on the attitude towards the important services are taken for the analysis of the

association between the profile of borrowers and their attitude towards important services. The profile variables included are gender, age, marital status, community, level of education, occupation, nature of family, family size, monthly income, family income and monthly savings. The association is analyzed with the help of one-way analysis of variance and the calculated 'F' statistics are presented in table 3.

Table - 3: Association Between Profile of Borrowers and their Attitude Towards the Major Services

Sl. No.	Borrowers' Profile Factors	F – Statistics			
		Product	Services	Office Formalities	Time
1.	Gender	2.4562	3.1147	3.8027	1.5962
2.	Age	2.7168*	2.5961*	3.0696*	2.6861*
3.	Marital Status	2.0314	2.3049	1.9984	2.0864
4.	Community	2.5562	1.8992	2.4086	2.6793
5.	Level of Education	2.3068*	2.5184*	2.3696*	3.0144*
6.	Occupation	2.4611	2.8089*	3.1142*	2.3091*
7.	Nature of Family	2.8141	3.0841	3.6896	1.9939
8.	Family Size	2.1094	2.2709	1.9097	2.3094
9.	Monthly Income	2.4347*	2.7936*	2.0864	2.4191*
10.	Family Income	2.1142	2.8681*	1.5699	2.5069*
11.	Monthly Savings	1.8938	2.4048*	2.2141	2.7889*

* Significant at 5 per cent level

Regarding the perception on the 'product' the significant difference among the borrowers is identified when they are classified on the basis of age, level of education, occupation and monthly income. The criterion variables in the perception on 'services' are age, level of education, occupation, monthly income, family income and monthly savings since the respective 'F' statistics are significant at five per cent level. Regarding the borrowers perception on "office formalities", the criterion variables are age, level of education and occupation whereas in the perception on time, these profile variables are

age, level of education, occupation, monthly income, family income and monthly savings since the respective 'F' statistics are significant at five per cent level. Regarding the perception on the office formalities, the criterion variables are age, level of education and occupation whereas in the perception on the time, the profile variables are age, level of education, occupation, monthly income, family income and monthly savings since the respective 'F' statistics are significant at five per cent level. The highly associating profile variables with the attitude towards the various aspects of bank services are age, level of

education, occupation and monthly income.

Attitude Of Borrowers Towards The Major Service Offered By Banks

The attitudes of the borrowers towards major services offered by banks are analyzed with the help of the mean scores of the attitude among the borrowers belonging to three different groups of banks. The one-way analysis has been applied to analyze the significant differences among the three groups of borrowers regarding their attitude towards the important services namely product, service attributes, office formalities and time. The consequent mean scores and the respective 'F' statistics are shown in table 4.

The borrowers of the public sector banks viewed on product and office formalities as more important and that has been revealed through the

higher mean scores 3.5765 and 3.0034. In the case of the private sector banks, these aspects are time, office formalities and product since the mean scores are 3.6201, 3.2072 and 3.0498 respectively. The significant difference among the three groups of borrowers is identified regarding the borrowers attitude towards 'time' factor only since the respective 'F' statistics is significant at 5 per cent level.

Perception Of Borrowers On The Service Quality Of The Banks

With increasing competition in the service industry, delivery of quality in services has become a priority for the service marketers. This is because service quality is a major factor determining the success. Establishing service quality may be one of the major ways of differentiation, particularly in the case of banks, where the majority of them offer

Table - 4: Attitude of the Borrowers Towards the Major Services Offered by Banks

Sl. No.	Important Service Attributes	Mean Scores			F - Statistics
		PSBs	PRSBs	CBs	
1.	Product	3.5765	3.0498	2.9642	1.8917
2.	Services	2.9226	2.8237	2.7414	1.5442
3.	Office Formalities	3.0034	3.2072	2.5716	1.1718
4.	Time	2.6920	3.6201	2.1003	3.0182*

* Significant at 5 per cent level

similar things to the customers. The features which constitute the base for measuring service quality vary from industry to industry.

The service quality can be measured at two different dimensions namely service quality gap and service perception. The foundation for the SERVQUAL scale used for measuring the service quality represents the gap model proposed by Parasuraman et al., (1988). The SERVQUAL reveals the difference between the perception and expectation on the various services offered by the banks. It was used by Carman (1990) and Kassim and Bojei (2002). Another scale used to measure the service quality is the SERVPERF scale. It represents the summation of the perceived service quality of the individuals (Crossin and Taylor, 1992).

In the present study, the SERVPERF scales are used to measure the service quality of the banks. In order to measure the service quality of the banks, a list of seventeen variables such as latest equipments, being sincere to solve problems, informing customers exactly what they need, trustworthy employees, providing services at promised time, physical facilities, prompt services to customers, knowledgeable employees, promise to do something on time, neatness of employees, employees are always willing to help, consistent customers, feeling safe in bank transactions, keeping correct records, communication material, employees oblige the request of customers and performing the service right at first time are identified from reviews of Zillur Rahman, 2005, Verma and

Vohna 2000, Jani and Guta 2004, and Bhat 2005. The identified variables in the service quality of banks are up to date equipment (latest equipments), being preparedness to solve problems, guiding customers properly, trustworthiness of employees, providing services at promised time, physical facilities, prompt services to customers, knowledgeable employees, promise to do something on time, neatness of employees, employees willingness to help, consistent counters, feeling safe in bank transaction, keeping records correctly, communication material, employees' willingness to serve customers and performing the service assuring better service always. The borrowers are asked to rate the above said seventeen variables at five point scale from highly agree to highly disagree. The scores assigned on these scales are from 5 to 1 respectively. The mean score of these variables has been computed to show the attitude of the borrowers towards the various aspects of service quality in banks. In order to analyze the significant difference among three groups of borrowers regarding their attitude towards each variable in service quality, the one way analysis of variance has been made. The consequent mean score and the respective 'F' statistics are shown in table 5.

The highly perceived service quality among the borrowers in the public sector banks are feeling safe in bank transactions, latest equipments and neatness of employees since the respective mean scores are 3.8193, 3.5836 and 3.5193. In the case of private sector banks, these aspects of

Table - 5: Perception on Service Quality of Borrowers

Sl. No.	Service Quality Variables	Mean Scores among borrowers in			F - Statistics
		PSBs	PRSBs	CBs	
1.	Latest Equipments	3.5836	3.8217	2.1782	2.2193
2.	Being Sincere to Solve Problems	2.9192	3.0414	2.3317	1.8917
3.	Guiding Customers Exactly What They Need	3.3433	3.1218	3.0224	0.7331
4.	Trustworthy Employees	2.8084	2.6091	2.3317	1.4347
5.	Providing Services at Promised Time	3.1185	3.9004	2.4736	3.0814*
6.	Physical Facilities	3.4082	3.7371	2.5169	2.4042
7.	Prompt Services to Customers	2.7171	3.6068	2.2034	3.3414*
8.	Knowledgeable Employees	3.3091	3.2161	2.1194	2.7078
9.	Promise to do Something on Time	2.4082	3.4517	2.3308	3.3091*
10.	Neatness of Employees	3.5193	3.2098	3.1193	0.6168
11.	Employees are Always Willing to Help	2.4141	3.7083	2.2626	3.4141*
12.	Consistent Customers	2.8089	3.1718	2.8617	2.4091
13.	Feeling Safe in Bank Transactions	3.8193	2.5054	2.3411	3.5662*
14.	Keeping Correct Records	3.5092	3.7059	2.7877	1.1143
15.	Communication Material	3.2317	3.1142	2.1141	2.8699
16.	Employees Oblige the Request of Customers	2.3041	3.4518	2.0528	3.7021*
17.	Assuring Better Service Always	2.7072	3.3039	2.4112	3.0191*

* Significant at 5 per cent level

service quality are providing services at promised time, status of art equipment and physical facilities since the respective mean scores are 3.9004, 3.8217 and 3.7371. In case of co-operative banks, the highly perceived aspects among the borrowers are neatness of employees and informing customers exactly what they need to do since the mean scores are 3.1193 and 3.0224 respectively. Regarding the perception on service quality of the banks, the significant difference among the three group of borrowers is identified especially in the case of providing services at promised time, promise services to customers, promise to do something on time, willingness of employees to help, feeling safe in bank transactions and performing the services right at first time since the respective 'F' statistics are significant at five percent level.

Major Service Quality In Banks

The major service quality in the banks is identified with the help of factor analysis. The scores on seventeen variables related to the service quality of the banks are included for analysis. The factor analysis results in four major service quality factors namely reliability, responsiveness, assurance and tangibles. The factor loading of the variables included in the above said factors and its reliability coefficients are presented in table 6.

The narrated four factors explain the

variables in service quality of banks to the extent of 66.08 per cent. The most important factor is the 'reliability' factor. It consists of five variables with the reliability coefficient of 0.8082. The Eigen value and the per cent of variations of this factor are 5.4967 and 25.29 per cent respectively. The second important factor is responsiveness. It consists of four variables with the reliability coefficient of 0.9139. The Eigen value and the per cent of variation are 3.1932 and 17.36 per cent respectively. The next two important factors are assurance and tangibles with four variables in each. The most important variable in 'reliability' and 'responsiveness' are being prepared to solve the problems of the customers and informing the customers exactly what they have to do whereas in the case of assurance and tangibles, these are 'employees trust worthiness' and 'status of latest equipments' respectively.

association between the profile and attitude of the borrowers towards service quality

The scores on the service quality factors are calculated from the mean value of the variables included in each service quality factor. The perception on the service quality factors may be associated with the profile of the borrowers. In order to analyze this association, one way analysis of variance has been used. The emerging 'F' statistics are presented in table 7.

Table - 6: Major Service Quality in Banks

Factor	Variables in Service Quality	Factor Loading	Reliability Co-efficient	Eigen Value	Percent of Variation
Reliability	Being Sincere to Solve Problems	0.8933	0.8082	5.4967	25.29
	Providing Services at Provided Time	0.8147			
	Promises to do Something on Time	0.7236			
	Keeping Records Correctly	0.6418			
	Assuring Better Services Always	0.5904			
Responsiveness	Telling Customers Exactly What They Do	0.8431	0.9139	3.1932	17.36
	Prompt Service to Customers	0.8089			
	Employees are Always Willing to Help	0.7933			
	Employees Oblige the Request of Customers	0.7111			
Assurance	Employees are Trust Worthy	0.8688	0.7339	2.1147	13.19
	Knowledgeable Employees	0.7034			
	Consistent Courteous	0.6342			
	Feeling Safety in Bank Transaction	0.5808			
Tangibles	Latest Equipments	0.8018	0.6787	1.2049	10.24
	Physical Facilities	0.7363			
	Neatness of Employees	0.6409			
	Communication Material	0.5711			

Table - 7: Association between profile of borrowers and attitude towards service quality

Sl. No.	Profile Variables	F - Statistics			
		Reliability	Responsiveness	Assurance	Tangibles
1.	Gender	1.3391	3.9102*	2.7163	3.9691*
2.	Age	2.4547*	1.4431	2.9098*	2.5646*
3.	Marital Status	1.3102	2.1743	2.6373	2.8107
4.	Community	2.5614	1.9337	2.4141	2.5451
5.	Level of Education	2.7173*	3.0817*	2.9636*	2.2771*
6.	Occupation	2.3664*	2.4357*	1.3894	2.4541*
7.	Nature of Family	1.3311	2.4541	3.0896	3.6343
8.	Family Size	2.2768	2.0843	1.9347	2.7086*
9.	Monthly Income	3.0831*	2.5697*	2.8084*	2.4146*
10.	Family Income	2.7069*	1.9091	2.3939*	2.5087*
11.	Monthly Savings	1.8038	2.0171	2.2621	2.7671*

* Significant at 5 per cent level

Regarding the perception on the “reliability” the significant difference among the borrowers has identified when they are classified on the basis of age, level of education, occupation, monthly income and family income. The criterion variables in the perception on “responsiveness” are gender, level of education, occupation and monthly income. Since the respective ‘F’ statistics are significant at five per cent level. Regarding the perception of the borrowers on “assurance” these criterion variables are age, level of education, monthly income and family income. Regarding the perception on “tangibles”, the significant difference among the

borrowers has been identified when they are classified on the basis of gender, age, level of education, occupation, family size, monthly income, family income and monthly savings. The highly associating profile variables with perception on the service quality of the banks are level of education and monthly income.

Servper F Scores on Service Quality Factors

The SERVPERF score represents marked improvement over the SERVQUAL scale. The SERVPERF

score represents the perceived performance on the components of service quality. The SERVPERF measures have been utilized by Croruin and Brady (2000) and Dabholhar et al., (2000). The SERVPERF scores on reliability, responsiveness, assurance and tangible have been calculated among the borrowers belonging to three groups of banks separately. The consequent mean score and its respective 'F' statistics are illustrated in table 8.

Among the borrowers in the public sector banks, the highly perceived aspects of the service quality factors are tangibles and assurance since the mean scores are 3.4352 and 3.1864 respectively. In the private sector banks, these factors are reliability, responsiveness and tangibles since the respective mean scores are 3.4804, 3.4722 and 3.4707. In the cooperative banks, the highly perceived aspects of service quality factor are nil since the mean score of the service quality factors are less than 3.0. Regarding the perception on the service quality factor, the significant difference exist among the three groups of borrowers regarding their perception on 'reliability' and 'responsiveness' since the respective 'F' statistics are significant at five per cent level.

Impact of Service Components on Overall Attitude of Borrowers Towards Banks

The service components in banking are classified into product, services, office formalities, time, reliability, responsiveness, assurance and

tangibles. The above said eight variables are the components of the services offered by the banks which determine their service quality. The scores of these eight variables are taken for analysis as independent variables. The overall attitude towards the banks is taken as the dependent variable. The scores on these overall attitudes are taken as 5,4,3,2 and 1 for highly satisfied, satisfied, moderate, dissatisfied and highly dissatisfied respectively. The multiple regression model is used to analyze the impact of the independent variables on the dependent variable. The regression analysis has been applied for the three groups of banks separately and also for the pooled data. The resulted regression coefficients are shown in table 9.

In the case of borrowers in the public sector banks, the significantly influencing attitudes towards service components as well as overall attitude towards the banks are attitude towards product, services and reliability. A unit increase in the above said three attitudes results in an increase in the overall attitude by 0.2131, 0.4332 and 0.1442 units respectively. The independent variables explain the changes in the overall attitude to the extent of 71.81 per cent in the private sector banks, a unit increase in the attitude towards services, office formalities, reliability and responsiveness that result in an increase in the overall attitude towards banks by 0.3831, 0.1944, 0.1331 and 0.1214 units respectively. The changes in overall attitudes towards banks are explained by the changes in the independent variables included to the extent of 71.81 per cent. In the co-operative banks, the

Table - 8: Servper F Scores of the Borrowers – Service Quality

Sl. No.	Factors in Service Quality	Mean Scores			F - Statistics
		PSBs	PRSBs	CBs	
1.	Reliability	2.9330	3.4804	2.4651	3.1193*
2.	Responsiveness	2.6947	3.4722	2.3853	3.2696*
3.	Assurance	3.1864	2.8756	2.4135	2.5071
4.	Tangibles	3.4352	3.4707	2.4821	2.7871

* Significant at 5 per cent level

Table - 9: Impact Of Service Components On Overall Attitude Of Borrowers Towards Banks

Sl. No.	Independent Variables	Regression Co-efficient			
		PSBs	PRSBs	CBs	Pooled
1.	Product	0.2131*	0.0457	0.1211*	0.1404*
2.	Services	0.4332*	0.3831*	0.0906	0.2771*
3.	Office Formalities	0.1039	0.1944*	0.1314*	0.0712
4.	Time	0.0968	0.1097	-0.1009	0.0923
5.	Reliability	0.1442*	0.1331*	-0.0704	0.1244*
6.	Responsiveness	0.0397	0.0949	0.0811	0.0456
7.	Assurance	0.1131	0.1214*	0.1073	0.1241*
8.	Tangibles	0.1034	0.0568	-0.0946	0.0673
	Constant	1.2963	2.3194	-0.9946	1.8181
	R2	0.7947	0.7181	0.4348	0.8183
	F-Statistics	14.9314*	11.3314*	3.4431	15.6931*

* Significant at 5 per cent level

significantly influencing independent variables are attitude towards product and office formalities. But the coefficient of determination and the insignificant 'F' statistics reveal the unreliability of the fitted regression model. The analysis of pooled data reveals that a unit increase in the attitude towards product, service, reliability and assurance result in an increase in the overall attitude towards bank by 0.1404, 0.2771, 0.1244 and 0.1241 units respectively. 81.83 per cent change in the dependent variable is explained by the independent variable.

Consumer Loan Borrowers Level of Satisfaction – Group-Wise Discriminant Analysis

In order to analyze the borrowers using discriminant analysis, they are

classified into two groups namely satisfied and dissatisfied. The satisfied groups consist of the borrowers who felt highly satisfied, satisfied and moderate whereas the dissatisfied and highly dissatisfied are included in the dissatisfied groups. The study made an attempt to identify the important attitude towards service components among the two groups of borrowers.

Initially, the mean score of the attitude towards various service components has been computed. The 't' statistics have been applied to test the statistical significance of the mean difference among the two group of borrowers. The Wilks Lambda has been calculated to find out the discriminant power of the variable. The resulted mean difference of the variables, their statistical significance and the respective Wilks Lambda are presented in table 10.

Table - 10: Consumer Loan Borrowers Level of Satisfaction – Group-Wise Discriminant Analysis

Sl. No.	Variables (Attitude towards)	Mean Score		Mean Difference	t - Statistics	Wilks Lambda
		Satisfied	Dissatisfied			
1.	Product	3.5157	2.3718	1.1439	3.4081*	0.3184
2.	Services	3.7081	2.2096	1.4985	4.0817*	0.3069
3.	Office Formalities	3.1917	2.7892	0.4025	1.1191	0.4217
4.	Time	3.6038	2.8184	0.7854	2.2946*	0.4117
5.	Reliability	3.6991	2.4554	1.2437	3.8684*	0.1331
6.	Responsiveness	3.7078	2.6901	1.1077	3.2119*	0.2818
7.	Assurance	3.3394	2.2774	1.0620	3.3713*	0.2217
8.	Tangibles	3.1146	2.9909	0.1237	0.9337	0.8662

The significant mean differences are identified regarding the borrowers attitude towards product, services, time, reliability, responsiveness and assurance since the respective 't' statistics are significant at five per cent level. The lower Wilks Lambda has been identified in the attitude towards reliability and assurance, since its Wilks Lambda are 0.1331 and 0.2217 respectively. It is inferred that the discriminant power of the above said two variables are higher than others.

Only significant discriminant variables are taken for the purpose of fitting unstandardised discriminant function. The canonical discriminant coefficient and the mean difference of the variables are used for the purpose of relative contribution to the total discriminant score. The resultant discriminant coefficient and the relative contribution to the total discriminant score are shown in table 11.

The higher discriminant coefficients are identified in the attitude towards services and assurance. It is inferred that the elasticity of the above said two variables are higher on the discrimination. The relative contribution of the variables in total discriminant score is identified as high as 33.85 and 19.49 per cent to the total in the case of attitude towards services and reliability. The seventy three per cent of cases are correctly classified by the established discriminant function. The analysis reveals that the satisfied and dissatisfied groups are discriminated by their attitude towards services, reliability and assurance.

Reasons for Switching

The causes for switching behaviour of the customers were classified into service problems and non service problems (Keareney, 1995). Keareney identified five important reasons for switching in service industry. In the present study, the reasons for switching behaviour among the borrowers have been identified from the reviews of Ennew and Binks (1996), Mittal and Lassar (1998) and Stewart (1994).

In the present study, the reasons for the switching over behaviour of the consumer loan borrower are confined to fourteen reasons. These are not promised service, inaccessibility, lesser borrowing, fees, no advice, inflexible, information, denied loan, mistakes, unfair changes, unprofessional, savings, rudeness and delay. The borrowers were asked to rate the above said fourteen reasons at five point scale namely highly agree, agree, moderate, disagree and highly disagree. The scores assigned on these scales are 5,4,3,2 and 1 respectively. The mean score of the reasons for switching have been computed to exhibit the important reasons among the borrowers in three groups of banks. The one way analysis of variance has been administered to analyze the significant difference among the three groups of borrowers regarding their perception on the reasons for switching. The results are presented in table 12.

The important reasons for switching among the borrowers in the public sector banks are no advice, inordinate

Table - 11: Discriminant Score Analysis

Sl. No.	Variables	Canonical Discriminant Co-efficient Scores	Mean Difference	Product	Relative Contribution to Total Discriminant Score
1.	Product	0.1933	1.1439	0.2211	12.41
2.	Services	0.4027	1.4985	0.6034	33.85
4.	Time	0.0911	0.7854	0.0715	4.02
5.	Reliability	0.2794	1.2437	0.3475	19.49
6.	Responsiveness	0.2026	1.0177	0.2062	11.56
7.	Assurance	0.3132	1.0620	0.3326	18.67
	Total			1.7823	100.00
Percent of cases correctly classified : 73.33					

Table - 12: Reasons for Switching Behaviour of the Borrowers

Sl. No.	Reasons	Mean Scores			F - Statistics
		PSBs	PRSBs	CBs	
1.	Not Promised Service	2.3807	2.1895	3.6315	3.0841*
2.	Inaccessible	2.8189	3.2317	3.6802	3.6813*
3.	Lesser Borrowing	2.5053	2.4103	2.9113	1.9904
4.	Higher Fees	2.6003	2.9798	2.4148	2.0864
5.	No Advice	3.9234	2.4568	3.4417	1.3302
6.	Inflexible	3.4568	3.6861	2.4039	2.2196
7.	Lack of Information	3.6961	2.9094	2.6066	2.3091
8.	Desired Loan Amount	3.4011	3.8817	2.7073	3.0697*
9.	Mistakes	2.3344	3.2174	3.5169	3.6811*
10.	Unfair Charges	2.2091	3.3016	2.7032	3.1148*
11.	Unprofessional	2.3677	2.6917	3.8917	2.8084
12.	Savings	3.0014	3.1264	2.9691	0.7173
13.	Rude Behaviour	2.8687	3.7331	2.4029	3.2219*
14.	Inordinate Delay	3.8082	2.4417	3.9193	3.6604*

delay and lack of information since the respective mean scores are 3.9234, 3.8082 and 3.6961. In the private sector banks, the reasons for switching of customers from one bank to another bank are denied loan, rudeness and inflexible attitude since the mean scores are 3.8817, 3.7331 and 3.6861 respectively. In the co-operative banks, these reasons are inordinate delay, unprofessional and not promised service since the respective mean scores are 3.9193, 3.8917 and 3.623. Regarding the perception on the reasons for switching, the significant difference among the three groups of borrowers are identified regarding the perception on inaccessibility, not promised service, denied loan, mistakes, unfair charges, rude and inordinate delay since the respective 'F' statistics are significant at five per cent level.

Major Reasons for Switching Behaviour of the Borrowers

The important factors for switching behaviour of the borrowers are analyzed with the help of factor analysis. The score of the different reasons for switching among the borrowers is included for the analysis. The factor analysis results in three important factors leading to switching among the borrowers. These are service failures, high cost problems and desired services. The reasons in each factor with its factor loading are shown in table 13.

The extracted three factors explain the reasons for switching among the

borrowers to the extent of 62.02 per cent. The most important factor is 'service failure'. It consists of seven reasons with the reliability coefficient of 0.7136. The Eigen value and the percent of variation of the factor are 3.1144 and 26.39 respectively. The important reasons identified through factor analysis for the borrowers switching from one bank to another are inaccessible, not promised service and inflexible by them under service failures

The second important reason for switching among the consumer loan borrowers is the pricing of bank service product. It consists of five variables with the reliability coefficient of 0.7913. The Eigen value and the percent of variation of this factor are 2.6904 and 20.41 respectively. The important reasons in this factor are lesser borrowing and higher fees. The last factor is called as denied services which consist of two reasons namely no advice and denied loan with the reliability coefficient of 0.7346.

Association Between the Profile of Borrowers and Their Perception on the Factors Leading to Switching Behaviour

The scores on the factors leading to switching are drawn from the mean score of the various reasons in each factor. In order to find out the association between the profile of the borrowers and their attitude towards the factors leading to switching are analyzed separately with the help of analysis of variance. The profile

Table - 13: Major Reasons for Switching Behaviour of the Borrowers

Factor	Reasons for Switching	Factor Loading	Reliability Co-efficient	Eigen Value	Percent of Variation
Service Failures	Inaccessible	0.8572	0.7136	3.1144	26.39
	Not Promised Service	0.8148			
	Inflexible	0.7341			
	Mistakes	0.7026			
	Unprofessional	0.6331			
	Rude	0.5882			
	Waiting	0.5476			
Pricing the Product	Lesser Borrowing	0.9133	0.7913	2.6904	20.41
	Higher Fees	0.7089			
	Lack of Information	0.6432			
	Unfair Charges	0.5908			
Desired Services	Saving	0.8689	0.7346	1.4643	15.22
	No Advice	0.7374			
	Desired Loan Amount	0.6201			

variables included are gender, age, marital status, community, level of education, occupation, nature of family, family size, monthly income of the borrower, family income of the borrower and monthly savings. The resulted 'F' statistics are presented in table 14.

Regarding the perception on 'service failures' factor, the significant difference among the borrowers are identified when they are classified on the basis of age, level of education, occupation, monthly income and family income since the respective 'F'

statistics are significant at five per cent level. In the case of perception on 'pricing problems' these criterion variables are gender, level of education, occupation, monthly income and family income. Regarding the perception on the 'denied services', the criterion variables are age, level of education, occupation, and monthly income, family income and monthly savings. The analysis reveals that the profile variables namely occupation, monthly income and family income are associating more with the perception of the borrowers on factors leading to switching.

Table - 14: Association Between Profile of Borrowers and Their Perception on the Factors Leading Reasons for Switching Behaviour

Sl.No.	Profile Variables	F – Statistics		
		Service Failures	Pricing Problems	Desired Services
1.	Gender	2.4214	3.9617*	2.0963
2.	Age	2.9107*	2.1142	2.4142*
3.	Marital Status	2.0866	1.9183	2.7813*
4.	Community	1.8641	2.0861	2.5342
5.	Level of Education	2.3671*	2.5094*	3.0017*
6.	Occupation	2.2919*	2.7634*	2.2726*
7.	Nature of Family	2.9098	3.1710	2.9792
8.	Family Size	2.0417	2.1621	2.2929
9.	Monthly Income of the Borrower	2.4548*	2.8028*	2.9197*
10.	Family Income of the Borrower	2.8682*	2.9197*	2.8147*
11.	Monthly Savings	2.0841	1.9091	2.4058*

* Significant at 5 per cent level

Impact of Perception on The Factors Leading to the Switching Behaviour of The Borrowers

The study made an attempt to measure the impact of perception on each factor leading to the switching behaviour of the borrowers. The score on the three factors is treated as the score of the independent variables. The overall switching behaviour is rated at five point scale namely no idea of switching, idea of switching, switching intentions, switching in future and definitely switch over. The points assigned on the above scales

are 5,4,3,2 and 1 respectively. The scores on switching behaviour are treated as scores on dependent variables. The resultant regression coefficients of the independent variables are exhibited in table 15.

Among the borrowers in the public sector banks, the significantly influencing independent variables on switching behaviour are 'service failures'. A unit increase in attitude on 'service failure' results in an increase in switching behaviour by 0.8682 units. In the case of the private sector banks, the significantly influencing variables are attitude on

Table - 15: Impact of Perception on the Reasons for the Switching Behaviour of The Borrowers

Sl.No.	Independent Variables	Regression Co-efficient			
		PSBs	PRSBs	CBs	Pooled
1.	Service Failures	0.8682*	0.2471*	0.7172*	0.4049*
2.	Pricing Problems	0.0173	0.0962	0.1091	0.0676
3.	Desired Services	0.1004	0.1782*	0.4082*	0.2331*
	Constant	2.0723	2.8992	3.8449	2.5734
	R ²	0.8317	0.7026	0.5059	0.8578
	F-Statistics	12.0843*	10.3983*	7.0861*	13.8187*

* Significant at 5 per cent level

service failures and denied services with regression coefficient of 0.2471 and 0.1782 respectively. In the case of the co-operative banks, the significantly influencing variables on switching behaviour are service failures and denied services. The analysis on pooled data reveals that unit increase in attitude on service failures and denied services results in an increase in switching behaviour among the borrowers by 0.4049 and 0.2331 units respectively. The change in attitude on the three factors results in a change in switching behaviour among the borrowers to the extent of 85.78 per cent. The significant 'F' statistics reveal the validity of the fitted regression coefficients.

SUGGESTIONS

1. The market orientation in banks is a highly essential element today. Hence, the banks have to arrange

separate orientation courses to improve their market orientation. Then only they can deliver the right service to the right customer at the right time on the right price.

2. Since there is a close association between the profile of bank / banks and their strategies applied to market the loan, the profile of the bank/ bankers have to be thoroughly analyzed. The banks are advised to apply the Strength, Weakness, Opportunity and Threat (SWOT) analysis for their self appraisal. They have to plan for their improvement in the identified weakest areas.
3. Since the price is the prime factor for competition the bank should concentrate more on non-price factors. The non-price competition among the banks may create a corporate image without damaging their profitability. The banks are

asked to establish a research and development department to create a new product, which includes the value added services to their customers.

4. Regarding the proposed marketing strategy, the banks have to study about their market segment. Since the banks have to cover more market segment it is inevitable to generate discriminant marketing programmes that are suitable for different market segments. The uniform marketing programmes are not advisable in the case of the present environment. Hence, the banks have to spend more time on the preparation of the proposed programmes.
5. The repayment behaviour among the customers is one of the important factors that determine the non performing assets (NPA) in the commercial banks. Each bank has to establish a separate wing to concentrate on the NPA management. Since the profit rate in banking is lesser in a competitive environment, the banks should reduce the cost of lending at any case. They should prepare appropriate plans to recover the loans given to their customers.
6. Since the service quality in the commercial banks is the buzzword in the banking industry, the banks should analyze the perception of the customers and expectation on a continuous basis. Then only, they can go for personal banking and also obtain the loyalty of customers. For that the banks are advised to establish a section called 'customer relationship management' in their banks. They should be assigned the duties related to the customer events.
7. The switching behaviour among the customers is high. The customers never hesitate to switch over to some other banks. The important causes for such switching are service failures, denied services and pricing problems. Since the cost of having a new customer is greater than the cost of retaining the existing customer, the banks should plan for retaining the existing customers at any cost. Only by that way, they can succeed in their banking activities.
8. The prevailing consumer loaning procedures are to be simplified for the benefit of the illiterate and ignorant rural borrowers.
9. The bankers should initiate incentives for prompt repayers.
10. The bankers should evaluate the effectiveness of the marketing programmes of the consumer loans.
11. Since the consumer loan borrowers are middle income group and low income group, every effort has to be made by the banks to adhere to the RBI norms under consumer loan financing.

CONCLUSION

The study concludes that the marketing efforts to promote the consumer loans by the private sector banks are better than that of the public sector banks, whereas in the co-operative banks, they showed a poor progress. The present marketing strategies practiced by the public and private sector banks showed much discrimination in relationship marketing. The public sector banks are comparatively weak in forming the marketing strategy like relationship marketing and personal bankers. The co-operative banks are not up to the mark in framing marketing strategies to promote consumer loans. Regarding the services and service quality offered by the banks, the respondents utilizing the services (borrowers) in private sector banks appreciated as better when compared to the services of public sector banks. The important discriminant variables among the satisfied and dissatisfied groups of borrowers are attitude towards services, reliability and assurance given by the banks. The switching over behaviour among the borrowers is high because of service failures, pricing problems and denied services. If the banks understand these reasons and provide the needed services to the customers, they can market their product in a better manner. Since the taste and preferences of the customers are highly dynamic, the bankers have to be dynamic in framing marketing strategies to promote their products in the market. This present study on "Marketing of Consumer Loans by Banks with Special Reference to Dindigul District" was undertaken with a lot of zeal and zest focusing mainly on the marketing of consumer

loans by the banks today. It is apparent that banks need orientation for evolving ideal marketing strategies for vociferously promoting consumer loans. Here the profiles of the banks play a vital part. They indicate the banker and type of consumer loans sanctioned. The banks have to consider a large number of variables before approving of the application for consumer loans. The variables differ in the case of three banking sectors – the Public, the Private and the Co-operative sectors.

In the context of consumer unpredictability it is imperative to examine the new paradigms in marketing relationship. The marketing strategies are related to product, pricing, physical distribution and promotion. The customers buying process is guided by the AIDA. Banks have to minimize the problems encountered by the borrowers. Customer satisfaction is the alpha and omega of success in today's competitive world of business. With the emergence of new generation of banks and introduction of new technology, new dimensions to customer service have been added. The study concentrates on the borrowers' attitude to bank loans. The important services of banks are product, services, office formalities and time. The suitable behaviour of the borrower is also studied. The study makes it clear that the market efforts to promote the consumer loans by the private sector banks throw into the shade the public sector banks. The public sector banks are weak in forming marketing strategy like relationship marketing. The borrower in the private sector banks was satisfied than those in the public sector banks.

Banks have to minimize the problems encountered by the borrowers. Customer satisfaction is the alpha and omega of success in today's competitive world of business.

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A Study of Performance of SBI and ICICI Bank

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The global economic crisis has had a significant impact on the economies and the financial systems of several countries. Banks across the world are facing issues with respect to capital, asset quality, cost and profitability. Indian banks have maintained capitalization levels and adequately managed their growth plans. This paper examines the performance of SBI and ICICI bank on seven parameters and compares with international benchmarks. The results suggest that ICICI bank is better than SBI except for Net Interest Margin (NIM) and Return on Equity (ROE). Both the banks are performing well but still below than the internationally accepted benchmarks

Keywords: Banks, Capitalization, Economies.

1. INTRODUCTION

Sound banking system is an important indicator of an economically strong nation. The Indian banking system has played a vital role in the growth and development of the economy. The first banks were The General Bank of India, which started in 1786, and the Bank of Hindustan, both are now defunct. The oldest bank in existence in India is the State Bank of India, which originated in the Bank of Calcutta in June 1806, which almost immediately became the Bank of Bengal. This was one of the three presidency banks, the other two being the Bank of Bombay and the Bank of Madras, all three of which were established under charters from the

British East India Company. For many years the Presidency banks acted as quasi-central banks, as did their successors. The three banks merged in 1925 to form the Imperial Bank of India, which, upon India's independence, became the State Bank of India. It was established under section 3 of the State Bank of India Act, 1955. State Bank of India is the largest commercial bank holding a share of 18% in all scheduled commercial banks as on 31.3.2009. All the banks in India were earlier private banks. They were founded in the Pre-independence era to cater to the banking needs of the people. But after nationalization of banks in 1969 public sector banks came to occupy dominant role in the banking

Banks across the world are facing issues with respect to capital, asset quality, cost and profitability. Indian banks have maintained capitalization levels and adequately managed their growth plans.

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The banking industry has moved gradually from a regulated environment to a deregulated market economy. The market developments kindled by liberalization and globalization have resulted in changes in the intermediation role of banks.

structure. The guidelines for licensing of the new banks in the private sector were issued by RBI on Jan 22, 1993. Hence the Private Banks are categorized as Old Private Sector Banks and New Private Sector Banks. Old private banks are those banks which were formed before nationalization of banks and still continuing and new private sector banks came into existence from 1993.

The banking industry has moved gradually from a regulated environment to a deregulated market economy. The market developments kindled by liberalization and globalization have resulted in changes in the intermediation role of banks. The financial sector reforms have brought in the much needed competition in the market place. The competition to the existing banks came mainly from the techno-savvy private sector banks. Earlier, SBI was having a monopoly position with a large share in the banking industry, but with the entry of ICICI bank and HDFC bank in the private sector, now its share has been diluted and the quality of services is also improved in overall banking sector.

ICICI Bank, new generation private sector bank was originally promoted in 1994 by ICICI Limited, an Indian financial institution, and was its wholly-owned subsidiary. In October 2001, the Boards of Directors of ICICI and ICICI Bank approved the merger of ICICI and two of its wholly-owned retail finance subsidiaries, ICICI Personal Financial Services Limited and ICICI Capital Services Limited, with ICICI Bank. The merger was

approved by shareholders of ICICI and ICICI Bank in January 2002, by the High Court of Gujarat at Ahmedabad in March 2002, and by the High Court of Judicature at Mumbai and the Reserve Bank of India in April 2002. Consequent to the merger, the ICICI group's financing and banking operations, both wholesale and retail, have been integrated in a single entity. Presently ICICI bank is holding a share of 7% in all scheduled commercial banks.

SBI and ICICI bank, big leaders of their sectors hold responsibility to maintain the trust and confidence of public at large by showing healthy corporate practices. Therefore, it is necessary to have a performance check-up of these two banks with international parameters and benchmarks.

2. REVIEW OF LITERATURE

Performance evaluation is an important pre-requisite for sustained growth and development of any institution. As in the case of any institution, the evaluation of a bank's performance too has to be undertaken in relation to its goals and objectives. Though many studies have been undertaken in India for evaluating the performance of banks, no single or universally acceptable technique/methodology has emerged so far. Assessment of a bank's performance is beset with many difficulties on account of its diverse objectives that influence its performance (Thomas, 1996).

Capital is essential and critical to the perpetual continuity of a bank as a going concern. A minimum amount of capital is required to ensure safety and soundness of the bank and also to build trust and confidence of the customers. A bank with a sound capital position is able to pursue business opportunities more effectively and has more time and flexibility to deal with problems arising from unexpected losses thus achieving increased profitability (Athanasoglou et al. 2005).). ROA emerges as the key ratio for the evaluation of bank profitability (IMF, 2002). Net interest margin for ICICI is expected to continue to be lower than other banks in India until they increase the proportion of low-cost deposits and retail deposits in their total funding (Goel, 2009).

3. RATIONALE OF THE STUDY

In the present scenario, when a competition is increasing not only between public and private sector banks but also within their groups, they are adopting different types of strategies to sustain in the market. Therefore, it requires a regular health check-up of banks to maintain the confidence of different stakeholders like employees, depositors, shareholders and lenders. In the present study, the two market leaders of their sectors, SBI in the public sector and ICICI bank in the private sector are analyzed and compared on the basis of internationally accepted benchmarks. These banks are compared on the basis of profitability and functional efficiency.

4. OBJECTIVE OF THE STUDY

The present study compares the performance of SBI and ICICI bank on seven parameters, namely, Capital to Risk Weighted Assets Ratio (CRAR), Net Interest Margin (NIM), Return on Assets (ROA), Return on Equity (ROE), Net NPA to Net Advances (NNPA), Intermediation Cost and Cost-Income Ratio. The banks performance is also compared with international benchmarks.

5. METHODOLOGY

5.1 Tool for Analysis

The two banks have been compared on the basis of above seven parameters using Independent samples t-test. Levene's test (which gives F-Statistic value and significance level) has been used to test the equality of variances. A small value of significance (less than 5%) to this test statistic indicates that the two groups, SBI and ICICI bank do not have equal variances and therefore the test statistic associated with "equal variances not assumed" has been used for the t-test for equality of means, otherwise the test statistic associated with "equal variances assumed" has been used for the test of equality of means.

5.2 Data Source

Data has been collected from "Statistical Tables Relating to Banks in India" and "Report on Trend and Progress of Banking in India"

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Published by Reserve Bank of India for the Years 1999-2000 to 2008-09 and available on www.rbi.org.in.

5.3 Description of Variables

5.3.1 Capital to Risk Weighted Assets Ratio (CRAR) - It provides a cushion to the banks before getting insolvent. In India, as per Basel norms issued in April, 1992 all Scheduled commercial banks were required to maintain a CRAR of 8% w.e.f 31-03-1995 (9% from 31-03-2000); otherwise the bank will be treated as under capitalized.

Higher the CRAR, lower the need to external funding and therefore higher profitability. It is also seen that well capitalized banks face lower costs of going bankrupt and then cost of funding is reduced.

$$\text{Capital to Risk Weighted Assets Ratio} = \frac{\text{Capital Fund}}{\text{Risk Weighted Assets}} \times 100$$

5.3.2 Net Interest Margin (NIM) - It creates a wedge between returns to savers and investors and reflects the cost of bank intermediation services and the efficiency of the banking sector. In general, the higher the net interest margin, the higher are banks profit margins and more stable is the banking sector (**Jiang et al., 2003**). The benchmark for this ratio is more than 3.5%.

5.3.3 Return on Assets (ROA) - It reflects the ability of the bank to generate profit from the bank's assets (**Naceur, 2006**). ROA emerges as the key ratio for the evaluation of bank profitability. ROA is defined as the net profit divided by total assets. ROA measures the ability of the management to convert the assets

$$\text{Ratio of Net Interest Margin to Total Assets} = \frac{\text{Net Interest Margin}}{\text{Total Assets}} \times 100$$

of the bank into net earnings. (**Sarkar et al., 1998**). The benchmark for this ratio is more than 1%.

5.3.4 Return on Equity (ROE) - This ratio shows the profit available to shareholders' after payment of tax. It is calculated as:

It is generally considered good if it is more than 18%.

5.3.5 Net NPA to Net Advances (NNPA): A ratio of net non-performing

$$\text{Return on Equity} = \frac{\text{Net profit after tax}}{\text{Capital + reserve \& Surplus}}$$

advances to total net advances (NNPA) has been taken as a measure of credit risk (Das, 2002). Credit risk is the risk of default of the assets of the banking firm. Net NPA and Net Advances are derived by subtracting provisions held for NPA accounts from Gross NPA and Gross Advances. This indicates the degree of risk in the credit portfolio of a bank. High ratio indicates high risk (Aravanan and Vijayakumar, 2007). The bench mark for this ratio is less than 1%.

5.3.6 Intermediation Cost: This is also called operating cost. It includes payment to employees, administrative expenses and depreciation etc. It constitutes the major component of total expenses after interest paid to depositors. Hence, it can reduce the profits of the business if not controlled. This is an indicator of operational efficiency of the banking sector. If it is controlled, then the operational efficiency of the banking sector would improve (Jiang et al., 2003). The benchmark for this ratio is less than 1%.

$$\text{Ratio of Operating Cost to Total Assets} = \frac{\text{Operating Cost}}{\text{Total Assets}} \times 100$$

5.3.7 Cost-Income Ratio: This ratio shows the relationship between operating cost and total income after payment of interest cost. The benchmark for this ratio is less than 40%. It is measured as:

$$\text{Cost - Income Ratio} = \frac{\text{Operating Cost}}{\text{Interest spread} + \text{Other Income}} \times 100$$

5.4 Null Hypothesis of the Study

H0: There is no significant difference in the performance of SBI and ICICI Bank.

6. DATA ANALYSIS AND INTERPRETATION

6.1 The results show that the mean CRAR of ICICI bank is higher than SBI bank for the period of study. The minimum CRAR as per Basel norms is 9%, but each bank is maintaining a higher level as buffer to meet out any unexpected losses.

Table 1: Group Statistics of SBI and ICICI (2000-09)

Performance Measure	Groups	N	Mean	S.D
CRAR	SBI	10	12.9120	.86582
	ICICI	10	13.0420	2.78447

The results show that there is no significant difference in CRAR of SBI and ICICI bank. Hence null hypothesis is not rejected.

6.2 The results show that mean Net Interest Margin (NIM) of SBI is higher than the ICICI bank. However both banks have NIM lower than the 3.5% which is international level benchmark for banks.

The results show that there is

significant difference in NIM of banks. Hence null hypothesis is rejected. The NIM of SBI is better than ICICI bank.

6.3 The Return on Assets (ROA) of ICICI is higher than SBI and benchmark of 1% for the period under study.

The results indicate that there is significant difference between ROA of SBI and ICICI bank. Hence null hypothesis is rejected.

Table 1.1: Independent Sample Test of SBI and ICICI Bank

Performance Measure	Assumption	t-Statistic	d.f	Sig. (2-tailed)	Null Hypothesis (H ₀) (Sig. 5%)
CRAR	Equal Variances not assumed	-.141	10.724	.890	Not Rejected

Table 2: Group Statistics of SBI and ICICI (2000-09)

Performance Measure	Groups	N	Mean	S.D
NIM	SBI	10	2.8520	.23943
	ICICI	10	1.8360	.43633

Table 2.1: Independent Sample Test of SBI and ICICI Bank

Performance Measure	Assumption	t-Statistic	d.f	Sig. (2-tailed)	Null Hypothesis (H ₀) (Sig. 5%)
NIM	Equal Variances assumed	6.455	18	.000	Rejected

Table 3: Group Statistics of SBI and ICICI (2000-09)

Performance Measure	Groups	N	Mean	S.D
ROA	SBI	10	.8520	.16538
	ICICI	10	1.0710	.25168

6.4 The Return on Equity (ROE) of SBI is higher than ICICI bank and it is near to bench mark of 18%.

The results show that there is significant difference between ROE of SBI and ICICI bank. Hence null hypothesis is rejected.

6.5 The net NPA to net Advances of ICICI bank is lower than the SBI. However, it is above the benchmark of 1%.

The results indicate that there is no significant difference between NPA of SBI and ICICI bank and hence null hypothesis is not rejected.

6.6 The mean intermediation cost (operating cost to total assets ratio) of ICICI bank is better than the SBI. However the intermediation cost is still higher in both the banks than the benchmark level of 1%.

Table 3.1: Independent Sample Test of SBI and ICICI Bank

Performance Measure	Assumption	t-Statistic	d.f	Sig. (2-tailed)	Null Hypothesis (H ₀) (Sig. 5%)
ROA	Equal Variances assumed	-2.300	18	.034	Rejected

Table 4: Group Statistics of SBI and ICICI (2000-09)

Performance Measure	Groups	N	Mean	S.D
ROE	SBI	10	17.2180	2.13955
	ICICI	10	13.8140	4.53115

Table 4.1: Independent Sample Test of SBI and ICICI Bank

Performance Measure	Assumption	t-Statistic	d.f	Sig. (2-tailed)	Null Hypothesis (H ₀) (Sig. 5%)
ROE	Equal Variances not assumed	2.148	12.823	.05	Rejected

Table 5: Group Statistics of SBI and ICICI (2000-09)

Performance Measure	Groups	N	Mean	S.D
NPA	SBI	10	3.5670	1.92903
	ICICI	10	2.3650	1.64368

The results suggest that there is significant difference in the operating cost of SBI and ICICI bank and hence null hypothesis is rejected.

However both the banks are having a ratio higher than the maximum benchmark limit of 40%.

6.7 The average cost-income ratio of ICICI bank is better than the SBI.

The results suggest that there is no significant difference in the cost-income ratio of SBI and ICICI bank.

Table 5.1: Independent Sample Test of SBI and ICICI Bank

Performance Measure	Assumption	t-Statistic	d.f	Sig. (2-tailed)	Null Hypothesis (H ₀) (Sig. 5%)
NPA	Equal Variances assumed	1.500	18	.151	Not Rejected

Table 6: Group Statistics of SBI and ICICI (2000-09)

Performance Measure	Groups	N	Mean	S.D
Intermediation cost	SBI	10	2.3030	.29796
	ICICI	10	1.9480	.39558

Table 6.1: Independent Sample Test of SBI and ICICI Bank

Performance Measure	Assumption	t-Statistic	d.f	Sig. (2-tailed)	Null Hypothesis (H ₀) (Sig. 5%)
Intermediation cost	Equal Variances assumed	2.267	18	.036	Rejected

Table 7: Group Statistics of SBI and ICICI (2000-09)

Performance Measure	Groups	N	Mean	S.D
Intermediation cost	SBI	10	53.0318	6.45461
	ICICI	10	50.0067	5.27258

Table 7.1: Independent Sample Test of SBI and ICICI Bank

Performance Measure	Assumption	t-Statistic	d.f	Sig. (2-tailed)	Null Hypothesis (H ₀) (Sig. 5%)
Cost-Income ratio	Equal Variances assumed	1.148	18	.266	Not Rejected

7. Concluding remarks

Financial strength is the key to any sector, in particular to banking sector being the backbone of an economy. In the present study, the performance of SBI and ICICI bank has been compared and examined on the basis of internationally accepted benchmarks. The performance of ICICI bank is better than SBI except for Net Interest Margin (NIM) and Return on Equity (ROE). Both the banks are performing well but still below the internationally accepted benchmarks. The SBI is in the process of consolidating its position by merging its subsidiaries with itself and trying to maintain its monopoly position and on the other hand ICICI is also trying to maintain its share by switching from its image of professional banking to relationship banking.

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Socioeconomic Consequence of Role Conflict of Working Women

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Acceptance of the multiple roles as family-member and professional worker may mean problematic for many women. A tragic case in Pune a few years ago - two young school going brothers committed suicide at home when their career oriented parents were not in town. Acute cause of suicide - "Loneliness and Depression", because, the parents, both government officers and were posted in two different towns, (Sunday Times August 03, 2003). Heartbreaking news was a school going child in Solhapur, Maharashtra state, died after watching a horror movie in the absence of some body at home. The rape and murder case of the Pratibha, a worker of a Bangalore based call centre was latest incidence. The above cases indicate the importance of need of the study on socio-economic impact and consequences of role conflict of working women. In light of the above discussion, the paper is an attempt to identify and evaluate socio-economic impact and consequences of role conflict among working women.

Keywords: Multiple roles, Role conflict and Socioeconomic consequence.

INTRODUCTION

No doubt, the concept of working woman is a reality today. But this does not mean that what they have gained, they have completely digested. This was a new element for them. They wished it since a long time, but when they actually came under its spell, they were a bit confused. There was nothing unnatural in that. They are by nature born delicate. Today, they are found to stand shoulder to shoulder with men in all the occupations. Women have developed a taste for working outside home, and their number has been steadily increasing in all the professions. In certain fields women workers are found to be better than men and are being given preference.

Study of literature focussed on working women in particular reveals that very little attention has been devoted to the systematic study of the position of working women in Indian society. Desai Neera, while pointing out the change in the outlook towards women's status writes, "The real advances which have been made during this period is actually in the revolution that has been brought in the outlook with regard to the conception of the status of women and her role in society." The pilot study undertaken at the instance of National Council for Women's Education by the Delhi School of Social Work, Delhi and Tata Institute of Social Sciences, Bombay, to ascertain the attitudes of women towards employment illustrates:

Women have developed a taste for working outside home, and their number has been steadily increasing in all the professions. In certain fields women workers are found to be better than men and are being given preference.

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“Three major developments in recent decades have been responsible for bringing about profound changes in the status of women in India. The first of these has been the ‘Imparting of Higher Education’. The second major development has been the ‘Entry of Women into the Labour Force’. The third development has been the Entry of Married Women into Labour Force.”

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“Three major developments in recent decades have been responsible for bringing about profound changes in the status of women in India. The first of these has been the ‘Imparting of Higher Education’. The second major development has been the ‘Entry of Women into the Labour Force’. The third development has been the Entry of Married Women into Labour Force.”

Gore M.S., while discussing the status of woman in “Urbanization and family change” writes, “The duties assigned to women traditionally are those of food preparation, food preservation, home care, washing, sweeping and child-care. It was uncommon for a woman in the traditional Hindu family to accept employment outside the home. Ideally, therefore, there was no room for conflict. The roles of husband and wife were complementary to each other”. Kapur says, “This indicates that her expected role was more definite and precise than that of the husband.” Describing the traditional Indian woman, Dr. Radhakrishnan writes: “Centuries of traditions have made the Indian women the most unselfish, the most self-denying and most patient women in the world, whose pride is suffering.” The status of women was so markedly specified as not to permit any conflict to arise.

Kapur P., in her book ‘Marriage and the Working Women’ provides for the first time a careful analysis of the situation in India. The book brings out many factors in marital adjustment, such as educational level of husband and wife, income level, the discrepancy between their occupational statuses, the kind of

marriage, the age of couple, number of children and family composition, etc. Author acknowledges that wife being employed does make marital interaction a little more complicated and creates more problems in the family and with multiplicity of roles, her behaviour becomes complex in terms of ‘expected’ and ‘actual’ roles and she faces the major part of confusion with regard to her status and role.

Zarina Bhatt points out the problems faced by educated working women in India. Even if the servants are available, the danger is that children’s basic education is lowered in quality as the educated mother is replaced by the uneducated servants. Patil Vimal in his writing on executives observes that a successful woman dislikes her husband having an extra ordinary career.

Therefore, a clear picture does not emerge regarding inter-connection between female-employment, role conflict and family. Role-conflict is a natural consequence of female-employment. Hence this study assumes a significant importance.

NEED OF THE RESEARCH STUDY

Acceptance of the multiple roles as family-member and professional worker may mean problematic for many women. In a tragic case in Pune a few years ago - two young school going brothers committed suicide at home when their career oriented parents were not in town. Cause of suicide - “Loneliness and Depression”, because, the parents both government

officers and were posted in two different towns, (Sunday Times August 03, 2003). In yet another heartbreaking instance a school going child in Solhapur, Maharashtra, died after watching a horror movie in the absence of somebody at home. The rape and murder case of Pratibha, a worker of a Bangalore based call centre was the latest incidence. The above cases indicate the importance of need for study on socio-economic impact and consequences of role conflict among working women.

OBJECTIVES THE STUDY

In light of the above discussion, the present paper attempts to identify and evaluate "Socio-economic impact and consequences of role conflict of working women". The specific objectives of the paper which are based on the need, importance and scope of the research are as follows:

- To examine social consequences of role conflict of working women.
- To study economic impact of role conflict of working women.
- To elicit overall impact of role conflict of working women.

RESEARCH DESIGN AND METHODOLOGY

Sampling Design:

It consists of selection of the study area and sampling units of working women.

Selection of the Study Area:

As this study is principally concerned with the problems of working women, which are mostly found in the urban areas. Women have more opportunities for work in cities naturally; they are concentrated in towns. People of towns (district headquarters) in Western Maharashtra in general and working women in particular are typically different as compared to people and working women of big towns and cities. By nature, working women in Western Maharashtra are mixture of traditional and modern values. These mixed value attitude of working women makes things different and gives birth to role conflict among them. Keeping these things and objectives of the study in mind, the district headquarters of Western Maharashtra were selected purposively as study area for the present research work. These district headquarters were: Ahmadnagar, Kolhapur, Pune, Sangli, Satara and Solapur.

The total female population of the study area according to 1991 population census was 1491676. Out of this 1491676 female population, 194252 (N = 194252) are working women in the district headquarters. By using proportional random sampling technique of the probability sampling, 300 sample units were drawn from the district headquarters of Western Maharashtra.

Selection of the Sampling Units or Respondents:

It was very difficult to get a current

list of all the institutions where women are working. Such a ready-made list was not available even with district statistical offices and other such organizations. But one can find women working in various organizations such as government, semi-government and other organizations. There is substantial variation in socio-economic environment of these organizations, which has its own implications on working women.

For practical reasons, it was decided to study a sample of 300 working women (n = 300) from all the categories, working in government, semi-government and private institutions. Thus, an effort was made to select a comprehensive sample of working women employed in various occupations and belonging to various socio-economic groups. Hence, different institutions were identified and by using convenience sampling technique of the non-probability sampling, 300 sample elements were drawn from the district headquarters of Western Maharashtra.

Source and Methods of Data Collection:

Both primary and secondary data were collected from different sources to accomplish the objectives of the study.

Primary Data:

To collect primary data on the topic; pre-tested structured interview schedules were employed. An adequate amount of care was taken to

include most of relevant aspects in the interview schedule.

Secondary Data:

Secondary data were collected from:

- a) published and unpublished materials in the form of books, reports, journals and periodicals, dictionaries & encyclopaedias related to the working women and their problems and
- b) electronic sources, such as internet, e-mail, browsers and websites, online databases.

Methods of Analysis and Statistical Tools:

Since the present study is basically descriptive, hence, the researcher has employed Tabular Analysis, Percentage Analysis and Graphical Analysis to analyze the data for studying the different objectives.

Results and Discussion:

Age and Role Conflict

Age variable has been taken to assess relationship between multiple role conflict and socio-economic aspects. Biological age signifies the physical and mental maturity of an individual in general and women in particular. If the working woman is young, she may be inexperienced to handle multiple roles of home and office. Hence she may find social stress and strain that may reduce her social happiness and

life pleasure. On the other hand, if working woman is older, she may not have the energy, zeal and persistence to tolerate the strain of role conflict which in turn may produce undesirable social output. The age variations of the respondents are given in the Table No. 1.

It is observed that as the age of the working women increases the extent of role conflict reduced substantively. The respondents above the age 45 were able to manage their two

different roles successfully. It is also noticed that among young age groups, the degree of percentage of respondents' role of conflict was high. Out of 168, 127 respondents (75.60 per cent) of young age groups experience different degrees of role conflict. Among 127 young respondents experiencing role conflict, 71 women felt that their two roles were fully conflicting. Only 41 young sample working women (24.40 per cent) felt that they had managed their two different roles with out any conflict.

Table-1: Distribution of Respondents According to their Age and Role Conflict

Age of Respondents	Fully Conflict	Some Extent Conflict	No Conflict	Total No of Respondents	Percentage	Sociological Categories
20-25	14 (35.90)	12 (30.77)	13 (33.33)	39 (100)	13.00	Young Age 168 56.00 %
26-30	29 (45.31)	19 (29.69)	16 (25.00)	64 (100)	21.33	
31-35	28 (43.08)	25 (38.46)	12 (18.46)	65 (100)	21.67	
36-40	14 (40.00)	14 (40.00)	7 (20.00)	35 (100)	11.67	Middle Age 99 33.00 %
41-45	7 (17.95)	23 (58.97)	9 (23.08)	39 (100)	13.00	
46-50	1 (04.00)	20 (80.00)	4 (16.00)	25 (100)	08.33	
51 & Above	4 (12.12)	6 (18.18)	23 (69.70)	33 (100)	11.00	Old Age 33 11.00 %
Total	97	119	84	300	100.00	
Percentage	32.33	39.67	28.00	100.00		
Note: Figures in parenthesis indicate percentage to the sub-total						

Education and Role Conflict:

Education is an effective instrument of social change. Before political independence in India, level of women education was very low. After independence, government of India and many state governments had given due importance to women education. Due to government's

positive policy, level of women education had gone up phenomenally. Female literacy rate also increased during last 56 years of free India. Level of education plays a significant role in the life of working women. One can expect that higher the level of education - lower role conflict and vice versa. The Table No. 2 shows educational qualification of sample working women in the study area.

Table 2: Distribution of Respondents According to their Educational Qualification and Role Conflict

Educational Qualification	Fully Conflict	Some Extent Conflict	No Conflict	Total No of Respondents	Percentage
Illiterate	02	01	01	04	1.33
	(50.00)	(25.00)	(25.00)	(100.00)	
Primary	02	08	-	10	3.33
	(20.00)	(80.00)	(00.00)	(100.00)	
Secondary	01	07	05	13	4.33
	(07.69)	(53.85)	(38.46)	(100.00)	
Higher Secondary	07	02	07	16	5.33
	(43.75)	(12.50)	(43.75)	(100.00)	
Graduate	52	58	34	144	48.00
	(36.11)	(40.28)	(23.61)	(100.00)	
Post-Graduate	25	37	33	95	31.67
	(26.32)	(38.95)	(34.74)	(100.00)	
Technical	08	04	04	16	5.33
	(50.00)	(25.00)	(25.00)	(100.00)	
Others	00	02	00	02	0.67
	(00.00)	(100.00)	(00.00)	(100.00)	
Total	97	119	84	300	100.00
Percentage	32.33	39.67	28.00	100.00	
Note: Figures in parenthesis indicate percentage to the sub-total					

Among 300 respondents, an overwhelming majority of working women (85 percent) had higher qualification in general and technical education. Only 13.66 per cent had school and intermediate education. All above facts indicate the progress made by women in field of education in general, technical and professional education in particular. It also points out that percentage of role conflict was high among working women of lower educational qualifications and technical graduates as compared to other educated respondents. Lowest degree of role conflict was found in higher secondary category, followed by secondary education of respondents,

post graduate working women category.

Length of Service and Role Conflict:

Length of service has been considered as one of the significant variable in the present research work, because it has close association with dual roles played by working woman and their socio-economic life. If length of service is less, then conflict could be more and vice versa. Table No. 3 represents the distribution of respondents according to their length of the service and role conflict.

Table 3: Distribution of Respondents According to Length of the Service and Role Conflict

Length of Service in years	Fully Conflict	Some Extent Conflict	No Conflict	Total No of Respondents	Percentage
01 to 05	29	28	24	81	27.00
	(35.80)	(34.57)	(29.63)	(100.00)	
06 to 10	27	31	17	75	25.00
	(36.00)	(41.33)	(22.67)	(100.00)	
11 to 15	23	15	08	46	15.33
	(50.00)	(32.61)	(17.39)	(100.00)	
16 to 20	08	19	11	38	12.67
	(21.05)	(50.00)	(28.95)	(100.00)	
21 to 25	05	16	07	28	9.33
	(17.86)	(57.14)	(25.00)	(100.00)	
26 and Above	05	10	17	32	10.67
	(15.63)	(31.25)	(53.13)	(100.00)	
Total	97	119	84	300	100.00
Percentage	32.33	39.67	28.00	100.00	
Note: Figures in parenthesis indicate percentage to the sub-total					

It is clear from Table No. 3 that the sample of 202 working women has less than 16 years of services and was experiencing role conflict. Of 81 respondents who had services up to 5 years, 70.37 per cent women felt role conflict – 35.80 per cent respondents experienced full role conflict and 34.57 per cent respondents felt role conflict to some extent. Higher degree of respondents' role of conflict was noticed in the category of 11-15 years of services i.e. 82.61 per cent. Majority of respondents, who had served for more than 15 years, feel little or no role conflict. Out of 32 respondents

who have served for more than 25 years, 53.13 per cent respondents felt that they were successful in managing two different roles of home and office. Thus it is felt that as length of services increase the degree of role conflict decreases considerably.

Income and Role Conflict:

The Table No. 4 gives a clear picture of distribution of respondents according to income level and role conflict.

Table 4: Distribution of Respondents According to Income Level and Role Conflict

Income Level	Fully Conflict	Some Extent Conflict	No Conflict	Total No of Respondents	Percentage	Economic Category	
Below Rs. 2000	09	04	10	23	7.67	Low Income Group 60 Members 20 %	
	(39.13)	(17.39)	(43.48)	(100.00)			
Rs. 2001 to Rs. 4000	07	17	13	37	12.33		
	(18.92)	(45.95)	(35.14)	(100.00)			
Rs. 4001 to Rs. 6000	17	22	10	49	16.33		Middle Income Group 87 Members 29 %
	(34.69)	(44.90)	(20.41)	(100.00)			
Rs. 6000 to Rs. 8000	23	13	02	38			
	(60.53)	(34.21)	(05.26)	(100.00)			
Rs. 8001 to Rs. 10000	23	24	15	62		High Income Group 153 Members 51.00 %	
	(37.10)	(38.71)	(24.19)	(100.00)			
Rs. 10001 and Above	18	39	34	91			
	(19.78)	(42.86)	(37.36)	(100.00)			
Total	97	119	84	300	100.00		
Percentage	32.33	39.67	28.00	100.00			

Note: Figures in parenthesis indicate percentage to the sub-total

From Table No. 4 it clear that more than fifty per cent (51 per cent) respondents belonged to high income category, followed by 29 per cent of working women in middle income category and 20 per cent of respondents in low income group. Very high degrees of respondents (97.40 per cent) experienced role conflict in lower

family income category.

Duty Hours and Role Conflict:

Out of 300, 69 respondents were having long duty hours, of this 69, 10 respondents were working for job more

Table 5: Distribution of Respondents According to their Working Hours of Job and Role Conflict

Working Hours	Fully Conflict	Some Extent Conflict	No Conflict	Total No of Respondents	Percentage	Economic Categories of Duty Hours
Up To 5	06	10	12	28	9.34	Low Duty Hours 28 Members 9.33 %
	(21.43)	(35.71)	(42.86)	(100.00)		
Up To 6	21	37	27	85	28.33	Medium Duty Hours 203 Members 67.67 %
	(24.71)	(43.53)	(31.76)	(100.00)		
Up To 7	19	26	23	68	22.67	
	(27.94)	(38.24)	(33.82)	(100.00)		
Up To 8	16	22	12	50	16.67	
	(32.00)	(44.00)	(24.00)	(100.00)		
Up To 9	20	23	09	52	17.33	
	(38.46)	(44.23)	(17.31)	(100.00)		
Up To 10	05	01	01	7	2.33	
	(071.43)	(14.29)	(14.29)	(100.00)		
More Than 10	10	00	00	10	3.33	
	(100.00)	(00.00)	(00.00)	(100.00)		
Total	97	119	84	300	100.00	
Percentage	32.33	39.67	28.00	100.00		

Note: Figures in parenthesis indicate percentage to the sub-total

than 10 hours. All these 10 respondents (100 per cent) were experiencing full role conflict in their two roles - office and home. Among 07 respondents who had net job hours up to 10 hours, 71.43 per cent faced full role conflict and 14.29 per cent faced role conflict to some extent. Another category of long duty hours was net duty hours up to 9 hours. In this category, out of 52, 43 respondents (20 respondents faced full role conflict and 23 respondents experienced role conflict to some extent) experienced role conflict between their two different roles. Even, 76 per cent respondents who had net working hours up to 8 hours experienced different degrees of role conflict. Among 177 respondents who were working in private organizations, 37.29 per cent were in full role conflict, 41.24 per cent were in role conflict to some extent and remaining 17.86 per cent were able to adjust their two roles. Six respondents were doing night duty. Respondents who were doing night duty, which is socially undesirable, had more role conflict.

Social Relation and Role Conflict:

Dube writes; "According the traditional norms of the society, the wife should regard husband as her master and serve him faithfully. The husband is 'superior', the wife is his subordinate". Out of 300, 77 respondents (25.67 per cent) said that due to their job, their husbands feel neglected. Of these 77 respondents, 67 (87.02 per cent) expressed that they were experiencing role conflict, of which 63.64 per cent of sample

working women were in category of full role conflict between their two roles and 23.38 per cent of respondents faced role conflict to some extent. Among the respondents, 242 respondents (80.67 per cent) find it difficult to be present at home on special occasions. Of these, 242, 80 respondents (33.06 per cent) experienced full role conflict between their two roles, 99 sample women (40.91 per cent) were in role conflict to some extent; these together accounts 73.93 per cent, 226 respondents (75.33 per cent) found it difficult to visit relatives and friends due to job, Of these 226, 32.30 per cent of respondents were in full role conflict, 40.27 per cent of sample employed women were in role conflict to some extent, these together accounts 72.57 per cent and 27.43 per cent working women do not experience role conflict at all.

More than 50 per cent of sample working women (151 Respondents) felt that they had high status among their relatives as working women. Among these 151 respondents, 76.82 per cent were in role conflict and 23.18 per cent of respondents did not feel role conflict between their two roles. Ten sample women (03.34 per cent) felt that they had low status among relatives as working women. Here 90 per cent of respondents were in role conflict.

Majority of sample women found positive change in the level of happiness. Out of 300, 235 sample working women (78.33 per cent) felt that their level of happiness had been changed positively. Out of these 235, 46 respondents (19.57 per cent) felt that they were in fully conflict in their

two roles, 110 respondents (46.81 per cent) were in role conflict to some extent and 32.62 per cent of respondents were able to handle their both roles successfully with out any conflict. This indicates social betterment of the working women which is a product of dual roles. Among unhappy respondents 21.67 per cent respondents found no change in level of happiness and said, "We have to work for home as well as office. No time for enjoyment". Among these 65 respondents, 78.46 per cent fall in category of fully role conflict and 13.85 per cent were in role conflict to some extent of their two roles and only insignificant percentage (7.69 per cent) of respondents were able to manage their both roles without any conflict. This fact shows high degree of role conflict, in turn calls bad social consequences.

More than 60 percent of the sample working women reported that they have felt the physical strain and tiredness because of the job. Among those physically tired respondents, 40.11 per cent of respondents were experiencing full conflict between their two roles, 34.62 per cent of respondents felt role conflict in their roles to some extent and 25.37 per cent of sample women did not found role conflict.

Child Care and Role Conflict:

Out of 300 respondents, 141 (47 per cent) felt that due to their job; they were unable to give proper attention to the children education, recreation and character development. Out of this 141 respondents, 117 (82.98 per cent)

indicated that they had role conflict. And 135 expressed that job affects the health of their children. Among these 135, 53 respondents (39.26 per cent) were in full role conflict between their two roles and 56 sample women (41.48 per cent) were in role conflict to some extent. The above facts show social consequence of role conflict.

Working Women's Role Conflict and Economic Status:

In all out of 300 respondents 216 (72 per cent) felt that they were in role conflict of their two different roles. But an additional role as working women had economic and social gains. Majority of respondents were able to get extra income, which may vary substantially according to their job. This extra income in turn had multiple advantages, some were economic and others were social. These advantages were as follows:

- More than 70 per cent of respondents were having their own houses.
- Out of 300, 79 respondents were having property in their own name.
- 51.00 per cent of respondents were employing servants in their home for different domestic work.
- Majority of respondents (96.67 per cent) were having colour television sets in their home.
- Out of 300, 108 respondents (36 per cent) were proud to own CD player.

- Major proportion of respondents (86.67 per cent) was connected to land phone.
- Among 300 respondents, 113 (37.67 per cent) were having cell phone at home.
- Out of 300, a sample of 168 working women (56.00 per cent) was having washing machines at their home, which reduced the work of women to some extent.
- Majority of the sample of working women (87.33 per cent) were having refrigerators.
- Out of 300 respondents, 171 sample working women expressed very proudly that 'they have car in their family'
- Out of 300 sample working women, 83 respondents (27.67 per cent) were having computers, among these 83, 38 families were having internet connection.
- Small percentage of sample working women families were using air conditioners as well.
- 71.67 per cent respondents were holding policies of Life Insurance Corporation.
- 24.67 per cent respondents were holding mediclaim policy.
- 62.67 per cent of respondents purchased gold ornaments.
- 49.00 per cent of respondents were visiting beauty parlours.

The above findings of research work are skewed either in the direction of better socio-economic conditions or inferior socio-economic conditions of working women. Due to the necessity to work either for economic reasons or for intellectual reason or for any other reasons, the role of women has undergone a drastic change. Role conflict is quite a natural consequence of female employment, but the alternative mechanisms of resolution, role management and role adjustment have been devised.

Some of the working women were able to carry out their dual roles successfully which resulted in better socio-economic conditions of working women. On the other hand, some of the working women experienced role conflict that resulted in unpleasant consequences in terms of family relationships, development of children – education, recreation and character development, and of course their own health. This is a real cause for worry for the development of society.

Policy Implications:

Keeping the facts in mind the development and improvement of women and society the following policy implications/suggestions are made:

1. Working women in their young age (at least up to age 35 years) are in need of special leaves. In the era of globalization (LPG) increasing number of leaves for all working women may affect the economic efficiency of an organization. Hence, women

should be granted one extra paid leave and two voluntary optional unpaid leaves without affecting their service conditions. The criterion conditions for these extra leaves could be: First year of marriage and if the age of first two children of working women is less than 8 years.

2. Looking into long duty hours of respondents and to avoid bad social consequence of the role conflict on the family and society, there should be legislative enactment by Government of India and all state government to fix maximum working hours for working women in such a manner that they should not find role conflict in their two roles. Therefore a need is felt that government should fix maximum net working hours up to 7 hours per day for working women. Number of maximum working hours for women should be made 07 hours irrespective of the type of organisation, private or public. And this rule should be implemented very strictly even in private organisations and if any one failed to implement the same then strict legal action should be taken. Because “Men can not substitute women in the development of family” women is women, who is mountain of source of love and affection and inspiration for everyone in the family. She is the source of moral energy for family members directly or indirectly.
3. Timings of the job of the working women should be made flexible

especially for the young married working women.

4. Government and all private organizations should provide in campus housing facilities to their women employees on priority basis to reduce the extent of role conflict and to create better society for future.
5. All State governments should ensure increased and better transportation system during morning – evening hours. This will help to a great extent in solving the role conflict problems of working women. State transport authorities should make provisions of separate bus for women from high density of population traffics or areas.
6. Government and NGOs should come forward to start community child care centre and nurseries. These units help substantively in reducing the role conflict problem of working women.
7. Provision for school meals of good quality would relieve much of role conflict of working women.
8. All the family members should change their mind set towards a working women. They should help her in domestic activities.
9. A provision of good health care facilities at school will reduce role conflict of working women. Hence monthly health check-up provision with free medicine should be made available to all private and public schools.

A provision of good health care facilities at school will reduce role conflict of working women.

10. Low earning parent either father or mother of child should resign or take two or three year break in service and must stay with children for their development.
11. Government and all private institutions should introduce part-time jobs (part time job means 3 days of work in a week or 4 net working hours in a day for six days) with high salary exclusively for women. A part time job makes possible for them to have emotional and intellectual satisfactions through work and also to keep in touch with the field of discipline for which they have been educated and trained. Hence an effort should be made to identify of areas where part time employment could be generated.
12. Government should make a provision for re-employment after break in service. If during her service a woman demands a break in service for domestic reason or for rearing young children, it could be considered positively and provision should be made for re-employment.
13. A provision for special leave without pay, subject to a maximum of 03 (three) years during services should be made for all categories of occupations in order to enable women to devote full-time towards the care of their children and family.

If the above suggestions are incorporated in policy formulation for the welfare of working women, the role conflict problem of these working

women will be reduced substantially and that would result in better socioeconomic life for working women.

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Service Quality in Indian Commercial Banks- A Category Specific Comparison

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Indian banking industry has started witnessing cut-throat competition in recent years. The litmus test for Indian banking industry is the way in which it faces the heat of intense competition and sustained global recessionary trends. The best way under the prevailing situation is to keep the customer's faith intact through rendering quality services without bothering too much about the profit. Service quality, in fact, is dependent upon the service performance and how far it is able to satisfy customers. The present study intends to explore service quality as prevailing in different categories of Indian banks viz. Public Sector/Nationalised Banks, Indian Private Banks and Foreign Banks operating in India.

There exists difference in the perception and expectations of customers of all categories of banks on majority of the dimensions of service quality. Relatively speaking, Public Sector/ Nationalised Banks have been found to be performing much better on reliability and assurance front while Private and foreign banks have been enjoying a definite edge on the way they tangibilise the intangible banking services through creation of appropriate physical evidence. There is definitely a scope for delighting and enhancing the loyalty of the customers by improving upon service quality being rendered to them. This is true in case of all categories of banks. The banks may start paying greater attention to service quality hither-to-be. This is the way to face any sort of challenge ranging from cut-throat competition to global recession.

Technicalities involved in understanding of the concept of service quality might have acted as a handicap for the customers in giving prompt and accurate answers to the questions in hand.

Keywords: Service Quality, Reliability, Assurance, Tangibles, Empathy, Responsiveness.

INTRODUCTION

Indian banking industry prior to the nationalisation of banks (1969 and 1980) was a patchy one. It was characterized by unequal regional distribution, lack of people's faith in the same and absence of serious regulations. All this was instrumental in a situation that forced people to remain in the shackles of cruel money-lenders and private bankers. Nationalisation of banks initially in

1969 and subsequently in 1980 paved the way for enhancing people's confidence in banking. Needless to say, after nationalisation, there was a mind-boggling increase in bank deposits and income etc. If nationalisation of banks was instrumental in establishing the true base of banking in India, LPG (Liberalisation, Privatisation and Globalisation) initiated in early 90s made the banks customer focused on account of intensified competition.

There exists difference in the perception and expectations of customers of all categories of banks on majority of the dimensions of service quality.

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The competition in Indian banking industry, as a matter of fact, is fiercer owing to the presence of public sector, private sector and foreign banks.

The competition in Indian banking industry, as a matter of fact, is fiercer owing to the presence of public sector, private sector and foreign banks. This situation coupled with recent global recessionary trends has forced banks to encourage customers by adopting different and innovative policies.

Service Quality has emerged as one of the most important issues in Indian banking sector. Any bank faltering on this front is likely to die prematurely. The banks, on the other hand, imparting quality in their services are likely to outshine over others. Service Quality has become the basic mantra not only for the survival but for growth as well. Quality of service depends on the service framework, which ultimately depends on service design. Service performance and customer satisfaction on which quality of service is measured is very much influenced by service design and service settings. The designing of service, thus, must be done carefully. The present study is essentially a periscope on three prominent categories of Indian banking industry viz. Public Sector/ Nationalised, Private and Foreign banks regarding their endeavor to impart quality service to their customers.

REVIEW OF LITERATURE

Kassem (1989) has opined that service companies can ill afford to neglect customer service quality issues. Berry, Zeithmal and Parsuraman (1990) are of the view that the sole judge of service quality is the customer to get a positive feedback from him; the service

companies should implement the five imperatives of service quality viz. Reliability, Assurance, Tangibles, Empathy and Responsiveness in their services. Herbig, Paul and Genestre (1996) have found better service quality in developed countries in comparison to developing and under-developed countries on account of prominent researches being conducted on the theme in developed countries. Quantity and quality of service quality researches in developed countries provoke their marketers to be more inclined towards bringing in quality in their services. Buttle (1996) has viewed that since its launch in 1985, SERVQUAL has become a widely adopted technique for measuring service quality. However, there is a need to deliberate upon the 'expectations' aspect of the model as the same is reflected in perception itself. Yavas, Bigin and Shemwell (1997) in their study have revealed a positive relationship of good service quality with customer satisfaction and long term commitment of the customers to the bank. The relationship between good service quality and complaint behaviour of the customers, however, has been found to be negative. Better the quality, lower will be the number of complaints received from the customers and vice-versa. Angur, Nataranjan and Jahera (1999) have found the Indian customers becoming more demanding for service quality since the mid of 1990s. Mehta, Lalwani and Han (2000) have observed that customers demand value for the money they are spending on services. The best way to provide value to service

customers, meanwhile, is nothing but bringing in desired quality in services. Srivadas and Baker (2000) have found a high degree of positive correlation in between service equality and satisfaction level of the customers. Wong and Sohal (2003), meanwhile, have established high degree of positive correlation between satisfaction on service quality front and loyalty of the customers. Berry (2003) have opined that when customers lack the expertise to judge a company's offerings, they naturally turn detective and start scrutinizing people, facilities and processes for the evidence of service quality. Sawhney, Balasubramaniam and Krishnan (2004) are of the view that key to success in services involves redefining markets in terms of customer activities and outcomes and their expectations of service quality. Jain and Gupta (2004) have viewed that little is known about measurement of service quality perception in India and there is a need to have a thorough debate on applicability of various scales used in this context before applying the same in India. McCain, Jang and Clark (2005) are of the opinion that the banks in America have remained more cautious about improvements in technical quality. However, the same should not be at the cost of improvements in functional quality as the banks are found lagging in the same. Frei (2006) has emphasized on the fact that to deliver consistent quality at sustainable cost, companies must learn to manage the customers' interference with service operations. Tahir and Baker (2007) have observed that customers' perception for commercial banking industry in Malaysia is much lower than their expectations. This has resulted in poor service quality image of Malaysian banks in the minds of the

customers. Kumar, Kee and Taap (2009) have attempted to find out relative importance of different dimensions of service quality in the minds of the customers of commercial banks. The researchers have concluded that reliability is most sought in banking services while tangibility has got least importance in the minds of customers. Evellyre, Elisante and Reuben (2009) are of the view that to continually satisfy customers, organisations should be responsive to ever-changing customers' expectations on quality front.

OBJECTIVES OF THE STUDY

The study primarily aims at assessing service quality in selected category of Indian commercial banks. In the backdrop of this main objective following sub-objectives have been set for the study:

- To explore the expectations of customers of various categories of commercial banks on service quality front.
- To measure the actual perception of customers in this regard.
- To see if the selected categories of banks come up to the expectations of customers on service quality front.
- To see which category of banks enjoy an edge over others on service quality front.
- To give some practicable suggestions to the banks under study so that they may improve themselves on the service quality front.

HYPOTHESES

Keeping in mind the objectives of the study, the following hypotheses have been tested:

- There is no significant difference in the expectations and perception of customers of the banks under study on service quality front.
- There is no significant difference in the service quality as imparted by selected categories of the banks.

RESEARCH METHODOLOGY

This is an empirical study and both primary and secondary data have been used to arrive at necessary conclusions. The primary data have been collected with the help of a structured questionnaire addressed to randomly approached 450 customers (150 each of selected categories of banks) of selected banks. The questionnaire has been designed by the researchers keeping in mind prominent areas that govern service quality. The secondary data incorporated in the research is the outcome of literature on service quality scanned by the researchers from various published and unpublished reports/journals and books etc. The data so collected have been analysed with the help of SPSS software using various statistical techniques like mean, standard deviation, combined t-test etc. and presented with the help of appropriate statistical tables.

SCOPE OF THE STUDY

The present study is confined to the following three categories of commercial banks operating in India;

- Public Sector and Nationalised Banks
- Indian Private Banks
- Foreign Banks operating in India.

From each of the above categories, two banks have been chosen for the study. These are;

- Public Sector and Nationalised Banks Category: State Bank of India and Punjab National Bank
- Indian Private Banks Category: ICICI Bank and HDFC Bank.
- Foreign Banks Category: HSBC Ltd. and Standard Chartered Bank

In all, 450 randomly selected customers (150 customers of each category of commercial banks and 75 of each bank) from National Capital Region (NCR), Chandigarh and districts of Kurukshetra and Ambala of Haryana state have constituted the sample.

RESEARCH THRUST

The researcher, after reviewing literature on service quality has devised his own dimensions concerning same to garner the views of the respondents. The said dimensions have been discussed with the help of figure 1.

Figure 1: Service Quality Dimensions



ANALYSIS AND INTERPRETATION

Service Bonding

Service bonding is the outcome of reliable services. It occurs when the company fulfills its promises made for the services. When any company keeps its promises made to the customers, they also give privilege to it by becoming loyal to the same. Hence, a sort of bond is established between the company and the customers. Reliability and hence service quality, are thus the pillars to any service quality pursuit.

Table 1 suggests all the selected categories bank failing to meet the expectations of their customers on this front. This is evident from application

of combined t-test which has detected a significant difference in perception and expectations of the customers of all the selected categories of banks. However, comparatively speaking, Public sector and nationalised banks with mean score of (-).733 are found to be scoring over Indian private and foreign category banks (mean scores of (-) 2.60 and (-) 2.09 respectively). There is no denying of the fact that customers' expectations, in the modern day buyer's market are very high and hence are very difficult to be matched. Thus, mean score obtained by Public and nationalised category banks may be acceptable. However, the other two category banks, with negative mean score in excess of 2 may have to pull up their socks very quickly and make every effort not to make false promises and fulfill any genuine promise.

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Service Accessibility

The ease with which customers can approach service provider is an integral part of service quality. In banking sector, proximity to bank branch, facilities such as e-banking and m-banking etc. goes a long way in getting positive perception of customers on service quality front.

Table 2 again reveals the selected category banks not meeting the expectations of their customers on accessibility front. The score of public sector/nationalised banks (-1.653) has dipped in this case in comparison to service bonding yet, they are again found to be better perceived if we compare these with other two category banks. The position of private and foreign category banks with mean scores of (-) 2.340 each is really pathetic. A further investigation revealed that customers of nationalised/public sector banks are quite satisfied with their branch network but are having reservations about extent and the way they are being served using technology. Customers of the other two category banks, meanwhile, have not been able to impress their customers with their branch network. The banks must try to overcome their handicaps in order to delight their customers.

Service Accuracy

Errors in services, on account of their unique characteristics viz. intangibility, inseparability, perishability and inconsistency are very difficult to be controlled completely. However, all possible

efforts should be made to keep these minimum possible to gain privilege of the customers. Accurate services, undoubtedly, may prove to be a real asset to any organization especially the one operating in service sector.

Table 3 has again indicated selected category of banks failing to come up to the expectations of their customers on service accuracy front. Comparatively speaking, Indian private banks, with a negative mean score of 2.207 have again been found lagging behind other two category banks. Foreign category banks have managed a negative mean score of 1.233 while the same is -1.940 in case of public sector/ nationalised banks. Obviously, this score does not argue well for them as well. The continuous low scores being obtained by Indian private banks, perhaps, nullify their tall claims made to the customers. The selected banks must make sincere efforts to reduce errors so as to gain confidence of their customers.

Service Timeliness

Time scarcity always haunts modern day customers. Under such a situation, it becomes imperative for service providers to serve them within no time. Any organization that makes its customers wait generates a lot of ill-will for itself in their mind.

It is clear from table 4 that foreign banks score over their Indian counterparts (both public as well as private) when it comes to timely serving their customers. The said category of banks has got a negative mean score just in excess of 1 while

the same is above 2 in case of other two categories. It is high time that both public as well as private sector banks of India start attaching greater importance to time. Even foreign banks operating in India should make efforts to further curtail the gap between expectations and perception of their customers on this front.

Service Security

Safety and security of money perhaps matter most to the banking customers. Any doubt, what so ever, in the minds of the customers in this regard may spell doom for the bank. Merely claiming security is not enough. The real impression is created from the deeds in this regard.

The perusal of table 5 indicates public sector/ nationalised banks almost matching the expectations of their customers on this front. Combined t-test, as a matter of fact, has not detected significant difference in the expectations and perception of the customers of these banks at 1 per cent level of significance. It is perhaps because of very good image of these banks on security front that even recession could not deter their good performance in the recent times. SBI, for instance, made largest recruitment when other banks were shunting their employees during the recession period, kudos to them. Foreign and private banks, meanwhile, in spite of below 1.5 negative mean scores have failed to match the magic of public/ nationalised banks. It is high time that they must also start following the footsteps of government owned banks on service security front.

Service Impressiveness

Serving customers will satisfy them but serving them impressively will delight them. The behavior of the employees should be such that the same instills confidence in customers. There is no denying the fact that serving customers with a smile on the face may enhance the perceived quality of the service.

Table 6 makes it clear that public sector/ nationalised banks are poor performers when it comes to serving the customers impressively. It is ironical that these banks got much better scores than that of other two categories of banks on the most of the previously discussed aspects of service quality. This suggests that these are serving customers and fulfilling their needs alright but with an impression that doing so is a burden on them. It must be realized that real credit for the accomplished work is given when the same is done wholeheartedly. Indian private and foreign banks with a negative mean score of below 1 are found to be doing well on this front. Still, combined t-test has detected a significant difference in the perception and expectations of their customers as well.

Service Competence

Ensuring service quality without competent employees is a distant dream. It is thus imperative for any service organization to judge the incumbent for competency before selecting and giving them continuous doze of training subsequently. This will not only enhance their skill set but also keep their customers happy and satisfied.

Safety and security of money perhaps matter most to the banking customers. Any doubt, what so ever, in the minds of the customers in this regard may spell doom for the bank.

Each and every individual is unique and hence wants to be served differently. The present era calls for understanding unique needs of customers and satisfying the same in a unique way.

Table 7 indicates Nationalised/ Public Sector banks slightly ahead over their counterparts as far as competence of employees is concerned. Irrespective of the fact that combined t-test has detected significant difference in the expectations and actual perception of the customers of all the banks on this front, the mean difference is less than 1 in case of Public and foreign category banks and just over 1 in case of private banks thereby indicating that the banks have not been completely discarded by customers. A slight more effort in this regard may completely wipe out any sort of difference in between expectations and satisfaction.

Service Physical Evidence

Physical evidence (interiors and exteriors, quality of brochures, furnishings etc.), many a times is considered secondary to most other dimensions of service quality, yet it has its role to play in enhancing service quality.

Perusal of table 8 indicates that foreign banks operating in India and Indian private sector banks are primarily thriving on the creation of physical evidence to create positive image in the minds of their customers. This is the only area wherein a significant difference has not been detected in between the perception and expectations of their customers (at 1 percent level of significance in case of Indian private banks and both at 1 and 5 per cent level of significance in case of foreign banks). The said category banks perhaps feel that customers adore something that is catchier to their eyes. The same,

however, should not be at the cost of ignoring other dimensions of service quality. Public sector / nationalised banks, meanwhile, have been found to be lacking much behind than their counterparts on this front. They have failed to meet the expectations of their customers.

Service Customisation

Each and every individual is unique and hence wants to be served differently. The present era calls for understanding unique needs of customers and satisfying the same in a unique way. Mass marketing has paved the way for customized marketing.

Table 9 indicates the selected category banks failing miserably in practicing the concept of service customisation. They have managed a mean score ranging in between (-) 1.97 to (-) 2.40 which does not argue well for them on this front. There is no denying of the fact that in a banking industry, where the customer's base is really large and majority of the products are standardized, resorting to customisation is a tough task. However, to enhance the loyal bunch of customers in the kitty, they need to be given individualized attention. The Indian banks will have to understand the same sooner than the later.

Service Promptness

The swiftness, with which the front line managers respond to the service needs of customers, has a definite bearing on the way customers rate service quality. Promptness thus is

an integral part of service quality.

Table 10 suggests that the banks falling under all the categories, especially those under the gamut of public sector/ nationalised banks, lacks promptness to serve their customers. The negative mean score has been detected to 2.133 in case of public sector/ nationalised banks while the same is negative to the extent of 1.313 and 1.093 in case of Indian private sector banks and foreign banks operating in India respectively. The banks under study must realize that prompt services are akin to service quality and lack of efforts in this regard may spell doom for them in their service quality efforts.

CONCLUSION

To sum up, it may be said that in spite of the fact that Indian banking industry is a vibrant and deep rooted one, service quality issues are not yet properly addressed to, by it. The study has revealed that barring a few

exceptions, customers expectations on various imperatives of service quality are not matched. This is true in case of all the selected categories of banks. Relatively speaking, public sector/ nationalised banks have been found to enjoy an edge over others on dimensions such as service bonding, security and competence. However, they are lagging behind their counterparts on aspects such as creation of physical evidence and impressiveness of the service. All the banks, meanwhile, have been found to be struggling on promptness, customisation and accuracy fronts. Interestingly, if we go on making an overall comparison, Indian private sector banks have been found to be the worst performers. This is perhaps the reason why, inspite of all the hype, they have not been successful in making a significant dent in the clientele of public sector/ nationalised banks. All categories of banks, meanwhile, will have to pull up their socks on service quality front to really satisfy their customers.

Table 1: Service Bonding

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)0.733	1.028	0.084	(-)8.740	149	.000
Private	(-)2.600	0.955	0.078	(-)33.331	149	.000
Foreign	(-)2.090	0.870	0.071	(-)24.480	149	.000

Source: Customers Survey

Indian private sector banks have been found to be the worst performers. This is perhaps the reason why, inspite of all the hype, they have not been successful in making a significant dent in the clientele of public sector/ nationalised banks.

Table 2: Service Accessibility

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)1.653	1.153	.094	(-)17.567	149	.000
Private	(-)2.340	1.124	.102	(-)21.103	149	.000
Foreign	(-)2.340	1.199	.097	(-)24.046	149	.000

Source: Customers Survey

Table 3: Service Accuracy

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)1.940	1.038	.085	(-)22.896	149	.000
Private	(-)2.207	1.064	.087	(-)25.407	149	.000
Foreign	(-)1.233	.831	.068	(-)18.182	149	.000

Source: Customers Survey

Table 4: Service Timeliness

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)2.047	1.677	.088	(-)23.285	149	.000
Private	(-)2.233	1.363	.111	(-)20.067	149	.000
Foreign	(-)1.067	.902	.074	(-)14.477	149	.000

Source: Customers Survey

Table 5: Service Security

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)0.267	.162	.013	(-)2.020	149	.000
Private	(-)1.473	.721	.059	(-)25.037	149	.000
Foreign	(-)1.293	1.040	.085	(-)15.234	149	.000

Source: Customers Survey

Table 6: Service Impressiveness

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)2.267	.999	.082	(-)27.063	149	.000
Private	(-)0.880	.897	.073	(-)12.018	149	.000
Foreign	(-)0.847	.857	.070	(-)12.098	149	.000

Source: Customers Survey

Table 7: Service Impressiveness

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)0.773	.787	.064	(-)12.034	149	.000
Private	(-)1.073	1.106	.090	(-)11.888	149	.000
Foreign	(-)0.940	.570	.047	(-)20.187	149	.000

Source: Customers Survey

Table 8: Service Physical Evidence

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)1.767	.855	.070	(-)25.317	149	.000
Private	(-)0.167	.923	.075	(-)2.212	149	.000
Foreign	(-)0.133	.910	.074	(-)1.795	149	.000

Source: Customers Survey

Table 9: Service Customisation

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)2.333	1.157	.094	(-)24.707	149	.000
Private	(-)2.400	1.135	.093	(-)25.894	149	.000
Foreign	(-)1.973	1.365	.112	(-)17.697	149	.000

Source: Customers Survey

Table 10: Service Promptness

Bank Category	Mean (P-E)	Standard Deviation	Standard Mean Error	t-Value	df	Sig. (2 tailed)
Public/Nationalised	(-)2.133	1.138	.113	(-)18.881	149	.000
Private	(-)1.313	.820	.070	(-)19.607	149	.000
Foreign	(-)1.093	.689	.056	(-)19.440	149	.000

Source: Customers Survey

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Job Involvement Among Working Women

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Job involvement of an individual seems to be potentially fundamental to the satisfaction of certain salient psychological needs that could lead to positive organizational implications. Women, today have broken the shackles of parochialism and the bovine image which was considered their synonym. They are heading towards success in every field and stand at an equal footing with men. Traditionally, women were involved in feminine professions in schools and social work but now they are attaining respectable positions in other fields as well. The career women, who have achieved the highest degree of success, are committed, independent, dominant, active, sensitive, secure and self confident. The present study is focused on determining job involvement among working women and the effect of demographic factors on their job involvement.

Keywords: Job involvement, women

The career women, who have achieved the highest degree of success, are committed, independent, dominant, active, sensitive, secure and self confident.

INTRODUCTION

Job involvement is defined as "psychological identification with a job" (Kanungo, 1982). This definition implies that a job-involved person sees her or his job "as an important part of his self-concept" (Lawler & Hall, 1970). Involvement with different aspects of our lives, for instance work, family, religion or sport is characteristic of mankind. Individuals particularly get involved in certain activities when it is seen as having a potential of satisfying certain salient psychological needs (Kanungo, 1979; 1982). Job involvement one of those fundamentally important factors in most people's work lives, implying being positively absorbed in fundamental aspects of the job (Kanungo, 1982). It has positive

organizational implications, influencing the degree to which the person supports organizational goals, and thus enhancing productivity and efficiency (Brown, 1996). A positive state of intense psychological identification with one's job also leads to positive personal results of motivation, goal directed behavior, personal growth and work satisfaction (Hackman & Lawler, 1971; Kahn, 1990; Lawler & Hall, 1970; Schultz & Schultz, 1994). In spite of the above positive organizational and personal implications, the literature findings also suggest weak or contradicting relationships with job satisfaction, biographic variables and certain personality variables. Job Involvement (JI) is the degree to which an employee identifies with his job, actively participates in it,

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and considers his job performance important to his self-worth. It may be influenced by the level of satisfaction of one's needs, be they intrinsic or extrinsic (R. D. Pathak, 1983). There is a great deal of confusion regarding the concept of JI. Mckelvey and Sekaran (1977) have aptly defined it as "the merging of a person's ego identity with his or her job." It, thus, concerns the degree to which employees take their identity from their job. This definition follows that of Gurin, Veroff, and Feld (1960), who spoke of the extent to which individuals seek some expression and actualization of the self in their work, and that of Lodahl and Kejner (1965), who defined JI in terms of the degree to which people are identified psychologically with their work and the importance of work in the individual's self-image. Rabinowitz and Hall (1977) also concluded from their evaluation of research on JI that the data are more consistent with this 'psychological identification with work' definition of JI than with the other definitions (performance self esteem contingency) provided by Lodahl and Kejner (1965). The concept of job-involvement Ob-involvement has received much empirical and theoretical attention. Many different terms have been used to describe job-involvement such as central life interest to work, role involvement, ego involvement, job-satisfaction, and finally, job involvement.

People with high levels of job involvement tend to be satisfied with their jobs and highly committed to their careers, professions, and employing organizations (Brown, 1996; Carson et al., 1995; Cohen, 1995). They rarely think about

changing employers (Brown, 1996) and generally believe that their personal goals and the organization's goals are compatible (Chay & Aryee, 1999). As Mudrack (2004) explains highly involved people thus tend not to give up easily, may feel almost a moral obligation to be involved with their jobs, and may tend to be set in their ways.

LITERATURE REVIEW

Pathak (1983), investigated the stipulated relationship between JI and need satisfaction, but did not find any strong relationship. The important finding that emerged was that the bank officers, regardless of their job involvement, wanted more "decision making authority", "opportunity for personal growth and development"; and "recognition for good work done". One factor of importance for job involvement appeared to be satisfaction vis-à-vis "recognition for good work done." Chughtai, Ali (2008), examined the impact of job involvement on the self-report measures of in-role job performance and organizational citizenship behaviour. The results of this study revealed that job involvement was positively correlated with both in-role job performance and Organizational citizenship behavior. In addition to this, it was found that organizational commitment partially mediated the job involvement-performance relationship.

Mishra and Shyam (2005) tried to find out the relationship of social support and job involvement in prison officers. The result showed that social support (overall) and its dimensions, namely,

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appraisal support, tangible support and belonging support have a significant positive relationship with job involvement. Ishwara & Laxman (2007) evaluated the perceived level of job involvement among the university teachers working at the postgraduate departments in Karnataka State. Analysis of the data indicated that around 60% of the university teachers perceived and were reported to have been moderately involved in the job. There is no significant difference in the levels of job involvement among the university teachers, irrespective of their cadre. All the teachers are perceived to have more or less the same level of job involvement.

Carmeli (2005) found that the relationship between perceived external prestige and job involvement is mediated by affective commitment, and that the relationship between protestant work ethic and job involvement is mediated by normative commitment.

In India, researches concerning job involvement started much later and were less rapid in comparison to the west. Some researchers in India have attempted to explore the influence of job-involvement on other variables like demographic variables (Anantharaman, 1980; Sharma and Sharma, 1978), different occupational groups (Anantharaman and Deviasenapathy, 1980; Anatharaman and Begum, 1982; and Singh, 1988), role conflict and role ambiguity (Madhu and Harigopal, 1980; Harigopal and Kumar, 1979; Singh, 1981; Srivastava and Sinha, 1983; Singh and Mishra, 1983), perceived importance of satisfaction of employee needs (Kanungo, Mishra and Dayal,

1975; Gupta, 1993; Mishra and Gupta, 1994), union involvement (Pestonjee, Singh and Singh, 1981a; Singh and Srivastava, 1984), job anxiety (Mishra, 1999).

From boardrooms to courtrooms, research labs to operation theaters, Indian women leap across the gender and take the charge. Today, we find more and more women in familiar and surprising places. We see them as heads of giant conglomerates, in police stations, at the control of aircraft and petrol stations, in parliament and in the trenches. By tradition and through history, Indian women were expected to fulfill roles that defined them only in relations to others- their parents, their spouses, their children. But increasingly women around us now define independent identities beyond those of daughter, mother and wife.

The working women have to face a lot of challenging situations everyday while trying to balance family and work pressures at office. Hence a need was felt to study their job involvement and the effect of demographical variables on job involvement. Though a number of studies have been carried out to study the stress among working women relatively fewer studies have been carried out to study the job involvement among working women. The present research has tried to fill that gap.

OBJECTIVES OF THE STUDY:

- To study the job involvement among working women.

- To study the effect of personal demographic variables on job involvement of working women.
- To compare the job involvement of women working in different sectors.

Research methodology

The main target was to study the effects of personal demographic variables on job involvement of the working women. A job involvement scale (Agarwala, 1976) was administered on the respondents. The scale uses likert type responses on a six point scale. The measures were administered individually to respondents who were assured confidentiality of the information. The questionnaire comprised of demographic variables followed by JI scale of Agarwala, 1976.

Mean and standard deviation scores were calculated in each case and 't' test was applied to test the hypothesis.

The universe of study

The universe of study included some important segments of the working women in Shimla. It included the teachers of the colleges, the doctors of the hospitals and the working women in banks and in the H.P. secretariat.

- Teachers: These included the lady teachers teaching in the three main colleges i.e. St Bede's College for girls, Rajkiya Kanya Mahavidyalaya, Govt. College for boys, Sanjauli and the university

teachers. Seven to ten teachers from each have been taken as a sample size.

- Doctors: These comprised of the doctors from three main hospitals including, Snowdown Hospital, the Lady Reading hospital and Rippen Hospital of Shimla.
- Secretariat: The secretarial staff included the women working in the various sections of the H.P. Secretariat.
- Bank Employees: These included the working women in banks such as State Bank of India; State Bank of Patiala; Grindlays Bank and Punjab & Sind Bank.

Sample:

The sample size consists of 120 women employees; 30 women each working in the various occupation/ professions in Shimla. The sample characteristics are age, length of service, marital status, no of dependants and the background factors.

Hypothesis of the study:

H1: There would be no significant difference between the job involvement scores of the different categories of working women w.r.t age.

H2: There would be no significant difference between the job involvement scores of the different categories of working women w.r.t length of service

H3: There would be no significant difference between the job involvement scores of the different categories of working women w.r.t background.

H4: There would be no significant difference between the job involvement scores of the different categories of working women w.r.t number of dependents.

H5: There would be no significant difference between the job involvement scores of the different categories of working women w.r.t marital status.

In case of doctors the table value of t at 5% level of significance was 2.04, which was more than the calculated value. The hypothesis was accepted which concluded that job involvement was not affected by age in case of doctors.

The table value of t at 5% level of significance was 2.04, which was more than the calculated value. The hypothesis was accepted which concluded that job involvement was not affected by age in case of teachers. Hypothesis was accepted which indicated that job involvement was not affected by age in case of teachers.

The table value of t at 5% level of significance was 2.04, which was more than the calculated value. The hypothesis was accepted which concludes that job involvement was not affected by age in case of women bank employees. Hypothesis was accepted which indicated that job involvement was not affected by age in case of bank employees.

Findings

The Tables present the mean job involvement scores of the women employees with respect to various demographics variables. It deals with two divisions showing the mean job involvement and the standard deviation in each case.

Table 1.1: Significance of difference between mean scores of job involvement of working women with respect to age

AGE		Doctors (N=11)	Teachers (N=14)	Bank employees (N=10)	Secretarial staff (N=11)
Below 30 years	Mean	115.26	130.6	135.08	120.2
	S.D.	10.7	11.26	19.39	18.49
		Doctor (N=19)	Teacher (N=16)	Bank employees (N=20)	Secretarial staff (N=19)
Above 30 years	Mean	133.9	128	127.2	132.1
	S.D	13.2	11.9	15.58	17.97
	T value	1.10*	1.9*	1.71*	3.20

* $p > 0.05$ level of significance

The table value of t at 5% level of significance was 2.04, which was less than the calculated value. The hypothesis was rejected which concluded that job involvement was affected by age in case of secretarial staff.

The calculated value of 't' was more than the table value of 't' which implied that there was a significant difference in the job involvement scores of employees with more and less experience. The hypothesis stating that there would be no significant difference in job involvement with respect to length of service was rejected.

The table value of t at 5% level of significance was less than the calculated value, which implied that there would be no significant difference in the job involvement scores of employees with more or less

experience. The hypothesis stating that there would be no significant difference in job involvement with respect to length of service was accepted in case of teachers.

The table value of t at 5% level of significance was more than the calculated value, which implied that there was a significant difference in the job involvement scores of employees with more or less experience. The hypothesis stating that there will be no significant difference in job involvement with respect to length of service was rejected in case of bank employees.

The table value of t at 5% level of significance was less than the calculated value, which implied that there would be no significant difference in the job involvement scores of employees with more or less experience. The hypothesis stating

Table 1.2: Significance of difference between mean scores of job involvement of working women with respect to length of service

Length of service		Doctor (N=12)	Teachers (N=19)	Bank employees (N=20)	Secretarial staff (N=17)
Less than 10years	Mean	120.29	134.2	120.29	131.83
	S.D.	18.49	9.6	18.49	17.97
		Doctor (N=18)	Teacher (N=11)	Bank employees (N=10)	Secretarial staff (N=13)
More than 10years	Mean	135.09	137	129	125.9
	S.D	17.97	8.6	16.2	17.18
	T value	3.21	1.10*	3.20	1.32*

Table 1.3: Significance of difference between mean scores of job involvement of working women with respect to background

Background		Doctor (N=12)	Teachers (N=12)	Bank employees (N=13)	Secretarial staff (N=13)
Rural	Mean	118	118	140.19	140.19
	S.D.	13.9	13.9	13.13	13.13
		Doctor (N=18)	Teacher (N=18)	Bank employees (N=17)	Secretarial staff (N=17)
Urban	Mean	106	106	124.47	124.47
	S.D	3.46	3.46	15.46	15.46
	T value	2.95	2.95	4.58	4.58

that there would be no significant difference in job involvement with respect to length of service was accepted in case of Secretarial staff.

The table value of t at 5% level of significance was 2.04, which was less than the calculated value. It shows that there was a significant difference between the doctors from rural background and the doctors from urban background. The hypothesis stating that there will be no significant difference in job involvement with respect to background was rejected in case of doctors.

The table value of t at 5% level of significance was 2.04, which was less than the calculated value. It shows that there was a significant difference between the doctors from rural background and the doctors from urban background. The hypothesis stating that there will be no significant difference in job

involvement with respect to background was rejected in case of teachers.

The table value of t at 5% level of significance was 2.04, which was less than the calculated value. It shows that there was a significant difference between the doctors from rural background and the doctors from urban background. The hypothesis stating that there will be no significant difference in job involvement with respect to background was rejected in case of bank employees.

The table value of t at 5% level of significance was 2.04, which was less than the calculated value. It shows that there was a significant difference between the doctors from rural background and the doctors from urban background. The hypothesis stating that there will be no significant difference in job involvement with respect to

Table 1.4: Significance of difference between mean scores of job involvement of working women with respect to number of dependents

No of dependents		Doctor (N=12)	Teachers (N=20)	Bank employees (N=12)	Secretarial staff (N=12)
One or More than one	Mean	130	110	127.8	131.2
	S.D.	11.9	17.9	16.89	17.27
		Doctor (N=18)	Teacher (N=10)	Bank employees (N=18)	Secretarial staff (N=18)
None	Mean	103.9	104	129.02	122.4
	S.D	8.8	8.8	22.15	15.8
	T value	4.2	1.28*	0.04*	3.33

background was rejected in case of secretarial staff.

The table value of t at 5% level of significance was 2.04, which was less than the calculated value. It shows that there was a significant difference between the doctors having dependents and between doctors having no dependents. The hypothesis stating that there will be no significant difference in job involvement with respect to number of dependents was rejected in case of doctors.

The table value of t at 5% level of significance was 2.04, which was more than the calculated value which shows that there would be no significant difference between the job involvement in case of number of more dependents and no dependents. The teachers with dependents were equally job involved. The hypothesis stating that there will be no significant difference in job

involvement with respect to number of dependents was accepted in case of teachers.

The table value of t at 5% level of significance was 2.04, which was more than the calculated value which shows that there would be no significant difference between the job involvement in case of number of more dependents and no dependents. The teachers with dependents were equally job involved. The hypothesis stating that there will be no significant difference in job involvement with respect to number of dependents was accepted in case of bank employees.

The table value of t at 5% level of significance was 2.04, which was less than the calculated value. It shows that there was a significant difference between the secretarial staff having dependents and between doctors having no dependents. The hypothesis stating that there will be no

Table 1.5: Significance of difference between mean scores of job involvement of working women with respect to marital status

Marital status		Doctor (N=9)	Teachers (N=12)	Bank employees (N=12)	Secretarial staff (N=14)
Married	Mean	135.21	130	132.1	129.8
	S.D.	17.27	13.6	17.27	12.6
		Doctor (N=11)	Teacher (N=18)	Bank employees (N=18)	Secretarial staff (N=16)
Unmarried	Mean	121.74	136	121.74	125.9
	S.D	15.80	14.4	15.80	7.8
	T value	3.33	0.71*	3.33	1.32*

significant difference in job involvement with respect to number of dependents was rejected in case of secretarial staff.

The table value of t at 5% level of significance was 2.04, which was less than the calculated value. It shows that there was a significant difference between the job involvement of married and unmarried doctors. The hypothesis stating that there will be no significant difference in job involvement with respect to marital status was rejected in case of doctors.

The table value of t at 5% level of significance was 2.04, which was more than the calculated value which shows that there was a significant difference between the job involvement of married and unmarried teachers. The hypothesis stating that there will be no significant difference in job involvement and marital status was

accepted in case of teachers.

The table value of t at 5% level of significance was 2.04, which was more than the calculated value which shows that there would be no significant difference between the job involvement of married and unmarried bank employees. The hypothesis stating that there will be no significant difference in job involvement and marital status was rejected in case of bank employees.

The table value of t at 5% level of significance was 2.04, which was more than the calculated value which shows that there was a significant difference between the job involvement of married and unmarried secretarial staff. The hypothesis stating that there will be no significant difference in job involvement and marital status was accepted in case of secretarial staff.

RESULTS & DISCUSSION

The job involvement among the working women belonging to various categories under survey was not affected by age in case of doctors, teachers and bank employees. They exhibited same level of job involvement whether they were below 30 or above 30 years of age. It could be due to the reason that the jobs they were into demanded high degree of commitment and involvement at every step. Hence it was immaterial as to what age the person was of. Whereas in case of the secretarial staff it was affected by age hence the hypothesis stating that there would be no significant difference between job involvement and age was rejected. The higher mean scores of secretarial employees more than 30 years of age than the employees with less than 30 years of age indicated that the employees who were older were more involved than the employees who were younger. This could be due to the reason that since they were probably senior in the job hence had greater level of responsibility which kept them more involved with the job. In a study of the university teachers by Ishwara and Laxman(2007) all the teachers were perceived to have more or less the same level of job involvement and job involvement was determined by three sets of variables, namely organizational, demographic, and career-related aspects.

The job involvement among the working women belonging to various categories under survey was not affected by the length of service in case of teachers and Secretarial staff.

But in case of doctors and bank

employees, the length of service affected the job involvement of the working women. In case of doctors and of bank employees the higher scores of women with more than 10 years of service than the women with less than 10 years of service depicted that they were more involved in the job than the women with less tenure. This could be due to the reason that the doctors and bank employees with longer years would be at senior positions and would be well settled in job hence more job involved. The teachers need to handle a new batch of students every year hence needs to be involved whole heartedly.

There was a significant difference between the job involvement of urban and rural working women belonging to all the studied categories i.e. doctors, teachers, bank employees and secretarial staff. The hypothesis stating that there will be no significant difference in job involvement and background was rejected in all the cases. The higher mean scores of job involvement in case of all the categories of rural women indicated that they were more involved than the working women belonging to urban category. The working women belonging to the rural category could be more involved because of the psychological pressure to prove their worth in the social environment they belonged to. The important finding that emerged was that the bank officers, regardless of their job involvement, wanted more "decision making authority," "opportunity for personal growth and development," and "recognition for good work done."(Pathak, 1983)

There was a significant difference

between the doctors and bank employees having dependents and between doctors and bank employees having no dependents. The hypothesis stating that there will be no significant difference in job involvement with respect to number of dependents was rejected in case of doctors and secretarial staff. The higher mean scores of doctors and secretarial staff with more number of dependents showed that they were more involved than the doctors and secretarial staff with no dependents. The dependence of more persons made the job probably more essential hence it lead to more job involvement. Whereas in case of teachers and bank employees no significant difference between the working women with respect to number of dependents.

There was a significant difference between the job involvement of married and unmarried teachers and secretarial staff. The hypothesis stating that there will be no significant difference in job involvement and marital status was accepted in case of teachers and secretarial staff. Whereas in case of doctors and bank employees the hypothesis stating that there will be no significant difference in job involvement with respect to marital status was rejected. The higher mean scores of job involvement in both the categories of married women indicated that they were more involved than the unmarried working women. Marriage in many cases makes the women more stable, settled and mature and hence could be the reason for the married women to be more involved in the job. It was contrary to the findings in the area of lifestyle/family suggest that high

work-involved women are more likely to be single and to marry later when they do marry, less likely to have children(Ruggiero and Weston, 2004). Knoop (1980) indicated that involvement is mainly related to three variables: job motivation, job satisfaction, and marital status. It was concluded from the investigation by Mishra & Shyam (2005) that the social support and job involvement had highly significant positive relationship with each other.

CONCLUSION

The age of the working women did not affect the job involvement though the women working in banks with age below thirty years exhibited higher level of job involvement. The lady doctors and women working in banks with more than ten years of service showed higher level of job involvement. All the women from the categories under study belonging to rural background exhibited high level of job involvement. In case of the lady doctors and the women working as a secretarial staff the respondents with one or more number of dependents showed higher levels of job involvement. The married lady doctors and women working in bank showed higher level of job involvement.

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An Empirical Study on Perceptual Differences between Customers and Employees of Banks Towards Customer Centric Service Operations

Prerna Kumar *

Market place has undergone a paradigm shift from an era of standardization to an era of customization in marketing. Marketing is no more about profitability and revenue generation with focus on a single transaction alone. Modern marketing theories have not left the banking industry untouched. The banking scenario is marked by focus on attracting as well retaining the customers. Customers play a pivotal role in charting out new marketing strategies by banks. But due to increased emphasis on the “numbers game”, in an intensely competitive banking scenario, the employees are losing focus on customer-centricity. This study is directed towards analyzing the customer’s opinion about their bank with respect to the customer centric component and how the same is different from the perceptions of employees. The perceptions of customers and employees have been found to be highly different for the customer centric operations. The banks taken in the study are from public sector and private sector. The study was primarily conducted in Indore city taking a sample size of 200 respondents comprising of customers and employees.

Keywords: Customer-centric operations, banking, employees

INTRODUCTION

The Financial services sector is one of the oldest service sectors, that is emerging at a rapid pace and the banking industry forms a major growth driver of the Indian economy. The banking industry is largely dependent on the products, as also on the nature of bank- customer interactions. Customers are not just the receivers of these services. They are forces of change and can push profits up for a bank. Customers are not pure rational decision makers;

they combine mind and heart, reason and emotion (Wind and Mahajan, 2002).

REVIEW OF LITERATURE

The essence of Relational approach in marketing is through the delivery of Customer-Centric Operations. Jain et al (2002) proposed that service providers need to be customer oriented and trained in displaying a genuine care and concern for customers. A relationship built on

Marketing is no more about profitability and revenue generation with focus on a single transaction alone. Modern marketing theories have not left the banking industry untouched.

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The Indian customer today is seeking an array of different products from the banks. Therefore, in such a scenario emphasis on retaining and delighting customers through customer-centric operations is very pertinent, as a dissatisfied customer signifies the loss of all future businesses from him.

mutual trust and faith lasts longer. According to Gronroos (2004), relationship marketing is first and foremost a process. The process moves from identifying potential customers to establishing a relationship with them, and then to maintain and enhance the same so that more business and good references and favourable word of mouth are generated.

The Customer – centric operations of a bank are designed keeping the customer as its central focus. According to this approach:

- (a) banks' must possess an ability to offer and deliver services which are promised and committed.
- (b) banks must be proactive in inviting feedback from their customer on every touch-point of their customer interface.
- (c) an inclination and willingness towards developing a proactive approach in providing solutions to customers.

Bank's customer centric operations must progress beyond the realms of customer satisfaction, to delve into creation of memorable experiences for its customers. This requires a single-minded focus and synergy across processes, brand, employee–customer interactions, banks' communication programs. The banks must ideally develop their competencies to improve the quality of their services. According to a study conducted by George and Hegde (2004) on employee attitude towards customers, banks can obtain a sustainable advantage only through its employees. The employees must

view their banking products as a medium of generating relationships with their customers. The customer–centricity of a bank lies in the formation of appropriate policies and training of their front-line personnel. The customer centric relational focus views service exchange driven by the individual consumer perceived benefits from potential exchange partners' offerings (Vargo and Lusch, 2004).

RATIONALE OF STUDY

Traditionally, banking transactions for the average Indian customer were marked by saving accounts and fixed deposits. Globalisation has led to price pressures and rapid advancements in technology, is shaping the economy of our country. Besides private Indian players, opening up of the economy to foreign players has also brought the latest skills in technology, changing the rules of banking industry. The Indian customer today is seeking an array of different products from the banks. Therefore, in such a scenario emphasis on retaining and delighting customers through customer-centric operations is very pertinent, as a dissatisfied customer signifies the loss of all future businesses from him.

The study is aimed at exploring the Customer Centric orientation of the bank employees. To study the perceptual differences between customers and employees towards customer centric operations, the following hypothesis were developed:

Ho1: There is no significant difference between bank customers and bank employees with respect to perception

towards Customer centric service operations.

Ho2: There is no significant difference between bank customers and bank employees with respect to perception towards feedback suggestions that are considered and implemented.

Ho3: There is no significant difference between bank customers and bank employees with respect to perception towards Product changes that are updated to customers

Ho4: There is no significant difference between bank customers and bank employees with respect to perception towards the bank rewarding loyal customers

Ho5: There is no significant difference between bank customers and bank employees with respect to perception towards not much time taken in rectifying discrepancies

Ho6: There is no significant difference between bank customers and bank employees with respect to perception towards Apologies that are extended to customers whenever the waiting period is long during services

Ho7: There is no significant difference between bank customers and bank employees with respect to perception towards Promises that are fulfilled by the bank.

Ho8: There is no significant difference between bank customers and bank employees with respect to perception that customers talk highly about their bank to their friends and relatives.

Ho9: There is no significant difference

between bank customers and bank employees with respect to perception towards Greetings that are sent to customers on special occasions and festivals

Ho10: There is no significant difference between bank customers and bank employees with respect to perception towards the outstanding payment collection system is appropriate

Ho11: There is no significant difference between bank customers and bank employees with respect to perception towards Products offer better value for money than competitors

Ho12: There is no significant difference between bank customers and bank employees with respect to perception towards General courtesies that are extended to customers

Ho13: There is no significant difference between bank customers and bank employees with respect to perception towards Telephonic response to customers is nice and appropriate

Ho14: There is no significant difference between bank customers and bank employees with respect to perception towards Customers feeling proud about their association with the bank

Ho15: There is no significant difference between bank customers and bank employees with respect to perception towards branch head/managerial staffs are accessible.

Ho16: There is no significant

difference between bank customers and bank employees with respect to perception towards Bank educating customers on its products and processes.

Ho17: There is no significant difference between bank customers and bank employees with respect to perception towards Customer response systems that are available 24 hours and 7 days a week.

Ho18: There is no significant difference between bank customers and bank employees with respect to perception towards Statements that are sent to customers on regular basis.

Ho19: There is no significant difference between bank customers and bank employees with respect to perception towards Employees extending respect and courtesies in their interactions with customers.

Ho20: There is no significant difference between bank customers and bank employees with respect to perception towards Employees having customer-friendly behaviour.

Ho21: There is no significant difference between bank customers and bank employees with respect to perception towards Products that are designed as per customer requirements.

Ho22: There is no significant difference between bank customers and bank employees with respect to perception that Customers receive product documents within stipulated time.

METHODOLOGY

The Study: This exploratory study is directed towards analyzing the customer's opinion about their bank with respect to the customer centric component and how the same is different from the perceptions of employees.

The Sample: The sample constituted of 150 customers and 50 employees of bank, making the total sample to be 200. The sample represented a cross-section of the socio-economic population of Indore.

The Tools for Data Collection: Data was collected through a self developed validated questionnaire. The questionnaire was validated by 30 judges, who were academicians and corporates. Respondents were required to indicate the responses on a 5 –point Likert-type scale where 1 stood for strongly disagree and 5 stood for strongly agree.

The Tools for Data Analysis: To test the hypothesis developed in the study, z-test was applied using SPSS software.

RESULTS AND DISCUSSION:

From table no. 1, it can be seen that the z value of 9.30 is significant at 0.05 level with degree of freedom equal to 98. It means there is a significant difference between bank customers and bank employees with respect to perception towards Customer centric service operations. In this context, the null hypothesis

Ho1namely, “there will be no significant difference between bank customers and bank employees with respect to perception towards Customer centric service operations” is rejected. In order to explain the perceptual differences towards customer centric service operations, the difference in z values of the architecture of this factor was studied.

The z value of 6.32 is significant for the first variable namely, “Feedback suggestions are considered and implemented”. It means there is a significant difference between bank customers and bank employees with respect to the perception towards feedback suggestions being considered and implemented. The null hypothesis Ho2 is rejected. A few foreign banks do take customer feedback but the banks do not fare well on the implementation of these suggestions. These findings are also validated by literature that service industries must employ some form of methods for gathering customers’ ideas e.g. telephone and mail surveys (Claycomb and Martin, 2002).

The z value of 5.67 is significant for the second variable namely, “Product changes are updated to customers”. It means there is a significant difference between bank customers and bank employees with respect to the perception that product changes are updated to customers. The null hypothesis Ho3 is rejected. According to the customers, any changes in the product features etc. are not timely communicated to them, resulting in inconvenience. Camarero (2007) has also stressed the importance of company newsletters to keep

customers informed about any updated capabilities and new products.

The z value of 9.45 is significant for the third variable namely, “the bank rewards loyal customers”. It means there is a highly significant difference between bank customers and bank employees with respect to the perception that the bank rewards loyal customers. The null hypothesis Ho4 is rejected. There is a high difference between the mean scores of customers and employees at 2.38 and 4.24 respectively. The loyal customers expect that the bank should reward them for their regular business in the form of some complimentary gifts, lower interest rates etc. According to the employees, the banks do reward its profitable segment of loyal customers, but the customers have reported on the contrary. Claycomb and Martin (2002) suggested that entertainment (e.g. hosting breakfast, taking customers to lunch or sporting events) are techniques of rewarding customers for their loyalty.

The z value of 4.42 is significant for the fourth variable namely, “Not much time taken in rectifying discrepancies”. It means there is a significant difference between bank customers and bank employees with respect to the perception that much time is not taken in the rectification of discrepancies. The null hypothesis Ho5 is rejected. Customers have reported that the bank takes time in the rectification of any wrong debits or any wrong transaction charges.

The z value of 8.23 is significant for the fifth variable namely, “Apologies

are extended to customers whenever the waiting period is long during services". It means there is a highly significant difference between bank customers and bank employees with respect to the perception that apologies are extended to customers for long waiting periods. The null hypothesis Ho6 is rejected. Customers have reported that they have to wait several times for long periods at their banks, and the employees rarely apologize for the same. A service industry requires services to be offered in a responsive and timely manner so that customers do not wait for the service. Long wait periods result in a negative experience for customers.

The z value of 5.38 is significant for the sixth variable namely, "Promises are fulfilled". It means there is a significant difference between bank customers and bank employees with respect to the perception that the promises are fulfilled by the bank. The null hypothesis Ho7 is rejected. Customers feel that the promises made by the bank employees are not fulfilled, at all times. Claycomb and Martin (2002) reiterated the importance of trust in the service sector. Customers purchase the services trusting that the promises and assurances made at the time of sales calls will be kept by the banks.

The z value of 5.99 is significant for the seventh variable namely, "Customers talk highly to their friends and relatives". It means there is a significant difference between bank customers and bank employees with respect to the perception that customers talk highly about the bank

to their friends and relatives. The null hypothesis Ho8 is rejected. According to Doyle (1998), only satisfied current customers will generate word of mouth that will guarantee the acquisition of new customers. Mason (2008) reiterated the importance by suggesting that organizations must explore new and innovative ways to encourage customers to talk about a company's product and service offering.

The z value of 7.44 is significant for the eighth variable namely, "Greetings are sent to customers on special occasions and festivals". It means there is a highly significant difference between bank customers and bank employees with respect to the perception that greetings are sent to customers on special occasions and festivals. The null hypothesis Ho9 is rejected. All customers expect their banks to send greetings on special occasions and festivals. Literature also suggests the importance of relationship-building approach by sending greetings to give preferential treatment to customers (Camarero, 2007).

The z value of 4.94 is significant for the ninth variable namely, "The outstanding payment collection system is appropriate". It means there is a significant difference between bank customers and bank employees with respect to perception towards whether the outstanding payment system is appropriate. The null hypothesis Ho10 is rejected. Sometimes the banks resort to unethical practices for the collection of outstanding payments.

The z value of 4.66 is significant for the tenth variable namely, "Products offer better value for money than competitors". It means there is a significant difference between bank customers and bank employees with respect to perception that products offer better value for money than competitors. The null hypothesis Ho11 is rejected. This finding supports the work of Kandampully and Duddy (1999) who asserted that in maintaining customer relationships, firms must continuously demonstrate their ability to innovate products so that the same are perceived as being better deals.

The z value of 7.70 is significant for the eleventh variable namely, "General courtesies are extended to customers". It means there is a highly significant difference between bank customers and bank employees with respect to the perception that general courtesies are extended to customers. The null hypothesis Ho12 is rejected. Acts of extending general courtesies to customers adds a personal touch to the bank-client relationship and brings customer appeal.

The z value of 5.98 is significant for the twelfth variable namely, "Telephonic response to customers is nice and appropriate". It means there is a significant difference between bank customers and bank employees with respect to the perception that telephonic response to customers is nice and appropriate. The null hypothesis Ho13 is rejected. The success of Tele-banking facility is completely dependant on the promptness of the receiver organization in taking the call. The content and quality of telephonic

conversation is an important variable in influencing the success of customer centric service operations.

The z value of 6.30 is significant for the thirteenth variable namely, "Customers feel proud about their association with the bank". It means there is a significant difference between bank customers and bank employees with respect to perception that customers feel proud about their association with the bank. The null hypothesis Ho14 is rejected. When customers receive superior services from their banks, their trust and faith in the bank is reaffirmed which results in a feeling of pride.

The z value of 7.50 is significant for the fourteenth variable namely, "Accessibility of branch head/ managerial staff". It means there is a highly significant difference between bank customers and bank employees with respect to the perception that branch head/ managerial staff are accessible. The null hypothesis Ho15 is rejected. Indian banking system has traditionally been beauracratc in nature and customers have to face several hierarchical levels, before they can meet the branch heads. Hartline et al. (2000) suggested a less formalized organizational structure and indicated that accessibility of branch head/ managerial staff is extremely important.

The z value of 7.47 is significant for the fifteenth variable namely, "Bank educates customers on its products and processes". It means there is a highly significant difference between bank customers and bank employees with respect to the perception that the bank educates customers on its

products and processes. The null hypothesis Ho16 is rejected. Customers have reported that the bank rarely educates them on products and processes. When the service provider makes efforts of educating its customers on its existing and any innovative products, such efforts are treated as relationship building efforts on the part of service provider (Loughlin et al, 2002).

The z value of 3.92 is significant for the sixteenth variable namely, "Customer response systems are available 24 hours and 7 days a week". It means there is a significant difference between bank customers and bank employees with respect to perception that the customer response systems are available 24 hours and 7 days a week. The null hypothesis Ho17 is rejected. Although most of the banks are offering 24 hour customer contact numbers, but a few customers have reported that the calls are not received during late evening hours, when they get free from their own professional commitments.

The z value of 4.06 is significant for the seventeenth variable namely, "Statements are sent to customers on regular basis". It means there is a significant difference between bank customers and bank employees with respect to the perception that statements are sent to customers on a regular basis. The null hypothesis Ho18 is rejected. Customers have reported that there needs to be more regularity in the dispatch of statements. A few banks send quarterly statements causing inconvenience in verification and follow-up of transactions to customers

The z value of 6.34 is significant for the eighteenth variable namely, "Employees extend respect and courtesies in their interactions with customers". It means there is a significant difference between bank customers and bank employees with respect to the perception that employees extend respect and courtesies in their interactions with customers. The null hypothesis Ho19 is rejected. The customers have reported that all employees do not extend respect and courtesies in their interactions with customers, which is an integral component of customer-centric relations.

The z value of 6.26 is significant for the nineteenth variable namely, "Employees have customer-friendly behaviour". It means there is a highly significant difference between bank customers and bank employees with respect to the perception that employees have a customer-friendly behaviour. The null hypothesis Ho20 is rejected. The employees have given a optimistic score regards their behaviour but the customers noted that employees lack the customer-service attitude, which is essential for any service industry. Service firms must have employees who are customer oriented (Macintosh, 2007).

The z value of 4.60 is significant for the twentieth variable namely, "Products are designed as per customer requirements". It means there is a significant difference between bank customers and bank employees with respect to the perception that products are designed as per customer requirements. The null hypothesis Ho21 is rejected. Customers have noted that in the past

decade, several new and innovative products have been launched. However, they expect that the different banking products be designed more as per their requirements.

The z value of 4.12 is significant for the twenty first variable namely, "Customers receive product documents within stipulated time". It means there is a significant difference between bank customers and bank employees with respect to the perception that customers receive product documents within stipulated time. The null hypothesis Ho22 is rejected. It can be noted that the employees also affirm that there is a slight delay on their part in the dispatch of product documents.

CONCLUSION AND IMPLICATIONS

The results of the study revealed that for banking products, the perceptions of customers and employees vary significantly towards the Customer Centric Service Operations. The perceptions of customers and employees have been found to be highly different for variables that are the bank rewards its loyal customers, bank sends greetings to its customers, employees extend general courtesies to the customers. There are highly significant perceptual differences towards employees extending apologies whenever waiting period is long during services, the accessibility of branch head and managerial staff, customer friendly behaviour of employees. There was not a single variable found for which the perception of customers and

employees were similar. Some bank employees, over time, get so accustomed to their routine duties that they do not recognize the importance of sending product documents within time and extending general courtesies to customers.

The findings of the study show that customer centric service operations are an integral part of the bank's efforts in providing service to customers. The customer groups and employees groups perceive feedback suggestions in the service delivery process, updating product changes to customers, timely rectification of discrepancies as differently. The banking institutions must give emphasis to customer-friendly behaviour, of the employees. They must initiate programmes to educate customers on their products and services and dispatch bank statements on a regular basis. The customers are highly demanding from the employees of the services. The efficiency of a banking sector depends on how best it can deliver services to its target customers

The findings of this study can be helpful in the design of such strategies by banks that their products are perceived as of superior value. Thus banks will be able to strategically develop strong customer relationships.

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Measuring Job Satisfaction Level of Employees as Related to HR policies (A Case Study of HCL Infosystems Ltd. Noida)

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Job satisfaction is a complex concept and commonly acknowledged to be a critical issue especially in private sector companies. A wide range of variables relating to individual, organization and environment, affect the level of job satisfaction. Job satisfaction in turn has a variety of effects. These effects may be seen in the context of an individual's physical and mental health, productivity, absenteeism and turnover. The study aims to bring an initial step towards the implementation and measurement of the level of Job Satisfaction among the employees of HCL Infosystems Ltd. Noida, by conducting a survey. The scope of the study is that it would be helpful in identifying various problems relating to organizational systems which lead to employee dissatisfaction. The outcomes of the study would be helpful to the corporate people, academicians, researchers, and others who are involved in the concerned areas.

Keywords: Job Satisfaction, Job Performance, HR policies, HCL Infosystems Ltd. etc.

1. INTRODUCTION

Job satisfaction can be viewed as the overall attitude, or it can apply to the parts of an individual's job. Job satisfaction is one part of life satisfaction. It is an employee's general attitude towards his job. Job satisfaction is the end feeling of a person after performing a task, which may influence his subsequent behavior. It is an individual's emotional reaction to the job itself. It's an employee's judgment of how well his job has satisfied his various needs.

Now days, wealth of any organization is measured in terms of its human capital. Retaining employees of any organization is the most difficult part of HR department of that organization. Development of human resources in an organization is a significant activity that needs to be paid the attention it deserves. It is well known that human resources are the only assets, which can appreciate in its value over a period of time. Again, this is the asset, which is responsible for managing all other resources-money, material, machine

Development of human resources in an organization is a significant activity that needs to be paid the attention it deserves.

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and method. Hence, all possible efforts need to be taken by the managers for development of these precious resources and for providing satisfaction to all of them, which alone can lead to increase in productivity. Satisfaction level of employees can be kept maximum through different HR and welfare policies of the company.

1.1 Objectives of the Study

Following are the objectives of the study –

- To find out the level of job satisfaction among the employees of HCL Infosystems Ltd. Noida.
- To Study their perception and attitude towards the organization.
- To study the personnel environment and various HR Policies adopted for motivating the employees.
- To find out the problems and elements of dissatisfaction among the employees.
- To see how job satisfaction among the employees contributes to the efficiency and the effectiveness of the employees in the organization.
- To feel the pulse of the employees' views and other suggestions.
- To provide and suggest certain measures that would increase the satisfaction level of employees and lead to the further growth of the company.

1.2 Research Methodology

According to Clifford Woody, "research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data, making deductions and reaching conclusion and at least carefully testing the conclusions to determine whether they fit the formulating hypothesis."

The following methodology has been used in this research study to find out the level of job satisfaction among the employees at HCL Infosystems Ltd. –

- An extensive study of the topic Job satisfaction through various sources such as Internet, data available in the books, various earlier researches conducted and work done on the same topic.
- A well structured questionnaire was prepared to find out the level of job satisfaction among the employees of HCL Info systems Ltd.
- All the responses collected through surveys as well as face to face interaction with the employees were studied and analyzed and certain findings and suggestions were given.

1.2.1 Research Design

Research design is a plan that specifies the sources and types of information relevant to the research problem. It is a strategy specifying the approach that will be used for gathering and analyzing the data. In fact, the research design is the

conceptual structure within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data. The research undertaken in this study is descriptive research.

1.2.2 Assumptions

- Sources of primary data like Structured Questionnaire and Schedules are the reliable and valid instruments to access the level of job satisfaction among the employees of HCL Info systems Limited.
- Responses obtained from the Questionnaire are true and reliable.
- It was supposed that to a large extent the sample is free from any biasness.
- Also, all the sources of secondary data like induction, manuals, website of HCL, etc; are the reliable sources.

1.2.3 Sampling Design

Sampling is an integral part of data collection process. In this survey, Non-Random Sampling or mere specifically Convenience Sampling was used as the incumbents were approached as per their ease and availability.

1.2.4 Sample Size

Out of the total 215 employees working in the company, a sample of 100 employees (70 males and 30 females) was taken and a survey was conducted on them to identify their job

satisfaction level. A well structured questionnaire was formed containing mainly the questions related to various HR activities and policies of the organization and the responses of the employees towards those policies and HR systems were analyzed to measure their job satisfaction level.

1.2.5 Methods of Data Collection

This study is an empirical study based on Primary data. The primary data was collected by using Structured Questionnaire and Schedules and also through frequent interactions with the management and the employees during the survey at HCL Info systems Ltd. The secondary data was collected through various sources like Internet, libraries, journals, company website, books, company manuals, annual HR reports of the company etc.

1.3 Problem of the Study

- It is believed that a satisfied employee is a productive employee so any kind of dissatisfaction or grievance would adversely affect the job.
- In the competitive world, Job Satisfaction is considered as a key issue where continuous initiatives are taken by the management and efforts are made. Because low job satisfaction would create more loss to the organization while high job satisfaction would take the organization to the path of growth and progress.
- If the employees would not be satisfied from their job, then it

would lead to many undesirable consequences like absenteeism, high labour turn over, low productivity, high frequency of committing mistakes and more conflicts etc.

encouraging managers to modify their original plans.

2. JOB SATISFACTION – CONCEPTUAL BACKGROUND

1.4 Scope and Benefits of the Study

The study of job satisfaction can be helpful to the management, employees, academicians, researchers etc. A survey can be used as a powerful diagnostic instrument for looking at the employee's problems. Job satisfaction surveys can produce positive, natural or negative results. Management may derive several benefits from job satisfaction study. The study can produce a number of important benefits, such as-

- It would give management an indication of general levels of satisfaction in a company.
- It will lead to valuable communication brought by a job satisfaction survey. Job satisfaction survey can give rise to valuable communication, on the benefits of the organization.
- Job satisfaction studies and surveys are a useful way to determine certain training needs. They have been found to be useful in determining needs of various levels of supervisors in different functions.
- Job satisfaction survey is useful for identifying problems that may arise, comparing the response to several alternatives and

2.1 Literature Review

Hop Pock brought the term “Job Satisfaction” to limelight in 1933. According to him, job satisfaction is “the combination of psychological, physiological and environmental circumstances that cause a person to truthfully say, “I am satisfied with my job.” This definition points to the factors affecting job satisfaction but does not indicate the nature of job satisfaction. It may be important to distinguish between positive and negative aspects of job satisfaction. Hertzberg et al. (1959) stated that (positive) satisfaction is due to good experiences, and that these are due to ‘motivators’ - achievement, recognition, the work itself, responsibility and advancement. Dissatisfaction is due to bad experiences caused by ‘hygiene’ factors - supervisors, fellow workers, company policy, working conditions, and personal life (Hertzberg et al., 1959).

The most-used research definition of job satisfaction is by Locke (1976), who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. The Human Relations movement, of Elton Mayo and others believed that job satisfaction had beneficial effects, including increased work performance (Argyle, 1988).

2.2 Some Definitions of Job Satisfaction

The following definitions can be quoted on job satisfaction-

- *"Job satisfaction is the combination of psychological, physiological and environmental circumstances that causes a person to truthfully say, "I am satisfied with my job."*

-----**Hop pock (1935)**

- *"Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction."*

-----**Andrew J.DuBrins**

- *"Job satisfaction is an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job."*

-----**Bullock (1952)**

3. IMPLEMENTATION OF JOB SATISFACTION AT HCL INFOSYSTEMS LTD. THROUGH VARIOUS HR POLICIES AND WELFARE MEASURES

HCL Infosystems Ltd. is a well known reputed organization and is known for its better personnel policies it provides to its employees. The employees were made to interact and

discuss face to face regarding various measures adopted by HCL Infosystems Ltd. for increasing the level of satisfaction among the employees which are as follows-

a) Compensation policy

Compensation policy followed in HCL Info systems Ltd. is a well-defined one. Different employees are compensated according to their grades. The compensation is decided according to the average salary in the organization, experience of the new incumbent and the last salary drawn by him. A bit of manipulation, considering the quality of new incumbent, are done to retain the efficient employees.

b) Fringe benefits

Fringe benefits are one of the means to ensure, maintain and increase the material welfare of the employees. They help raise the living conditions of employees. The Company gives various Fringe Benefits at all levels –

- **Shift Premium** – Company when operating second and third shifts, pay a premium to the employees who are required to work during the odd hours shift.
- **Holiday Pay** - Company offers double the normal rate of the salary to those employees who work during holidays.

c) Employee Security

Physical and job security to the

employees is provided with a view to ensure security to the employee and his family members. When the employee's services get confirmed, his job becomes secured. It also gives sense of security to their lives.

d) Retrenchment Compensation-

The Industrial Dispute Act, 1947, provides for the payment of compensation in case of lay-off and retrenchment. The company gives one month's notice or one month's wages to all the employees/workers who are retrenched after one-year continuous services.

e) Lay-off Compensation

In case of lay-off, employees are entitled to lay-off compensation at the rate equal to 50% of the total of the basic wage and dearness allowance for the period of their lay-off except for weekly holidays.

f) Safety and Health

The Company takes care of employee's safety and health in order to protect the employees against accident, unhealthy working conditions and to

protect the worker's productive capacity.

g) Health Benefits

Today various medical services like hospitals, clinical and dispensary facilities are provided by organizations not only to employees but also for their families.

h) Welfare and Recreational Facilities

These benefits include canteens, credit societies, legal aids, employee counseling, transportation, personnel accident insurance, mediclaim insurance benefits and mobile bills reimbursement.

Thus, it can be seen that at HCL Infosystems Ltd. people or human resources are the most precious and valuable assets. At HCL, management, through various measures always tries to keep its employees constantly satisfied so that they contribute most productively towards achieving organizational goals. Increased job satisfaction among the employees makes the organization a better place to work and live.

4. SURVEY AND DATA ANALYSIS

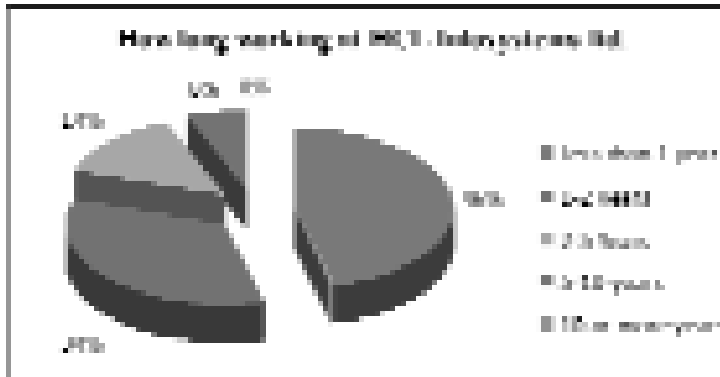


Figure 4.1

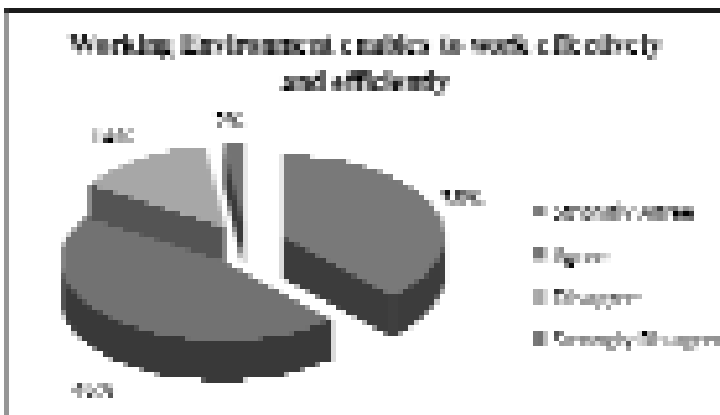


Figure 4.2

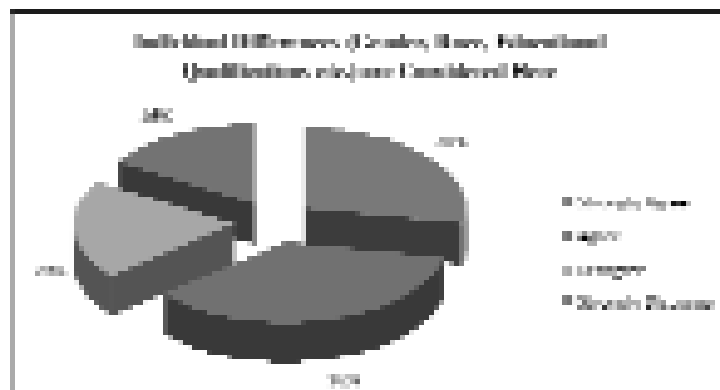


Figure 4.3

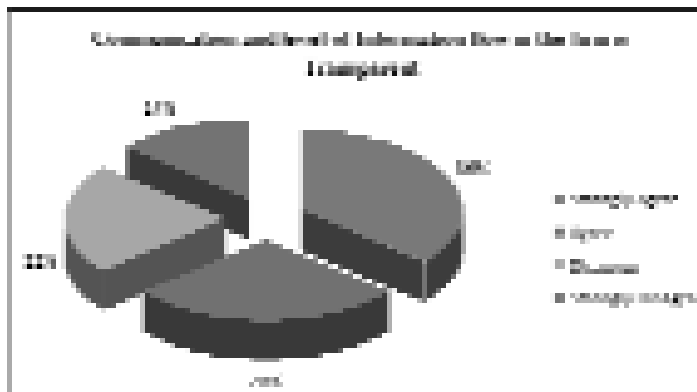


Figure 4.4

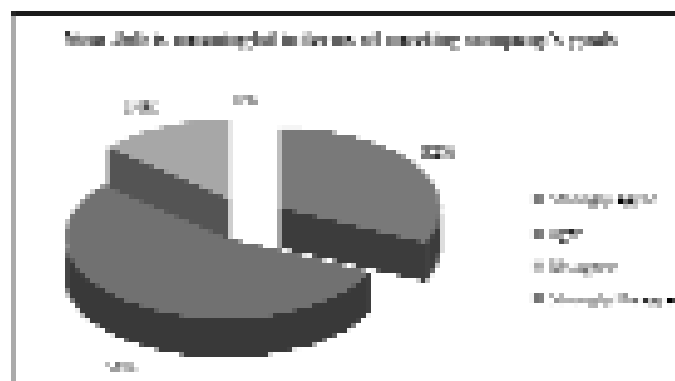


Figure 4.5

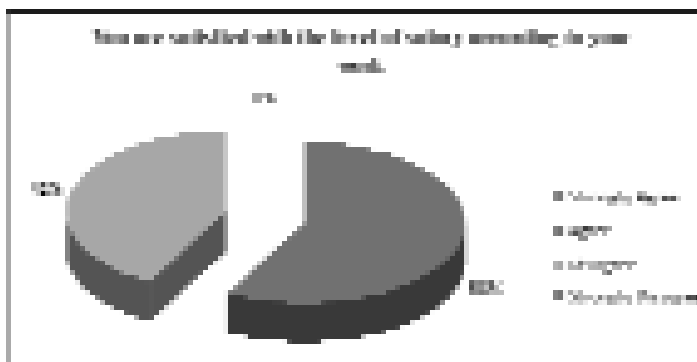


Figure 4.6

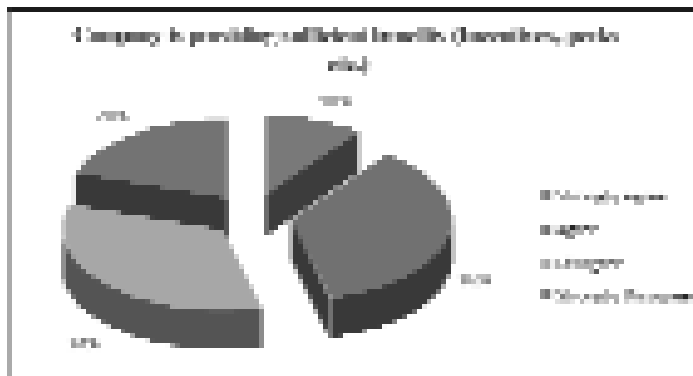


Figure 4.7

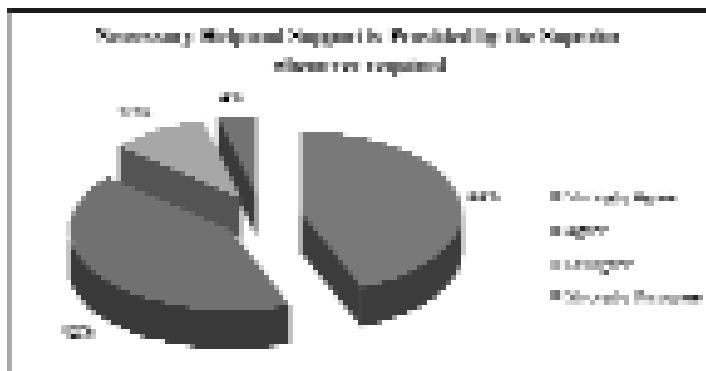


Figure 4.8

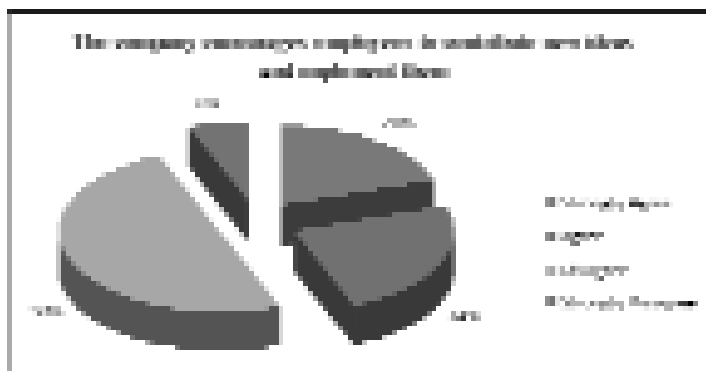


Figure 4.9



Figure 4.10

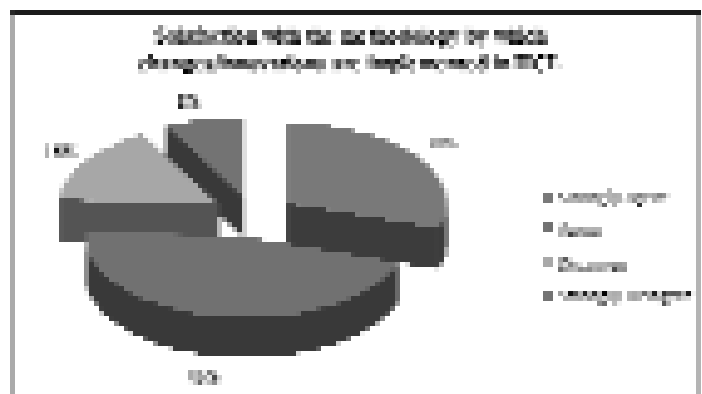


Figure 4.11

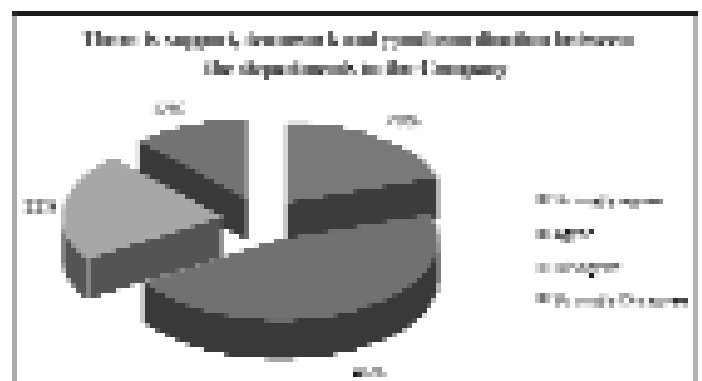


Figure 4.12

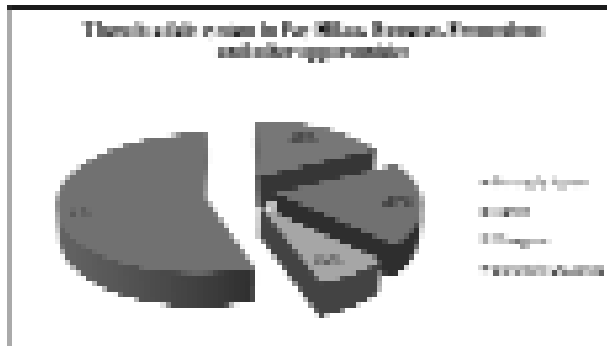


Figure 4.13

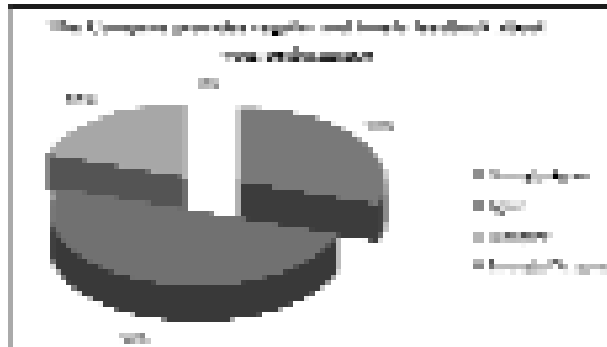


Figure 4.14

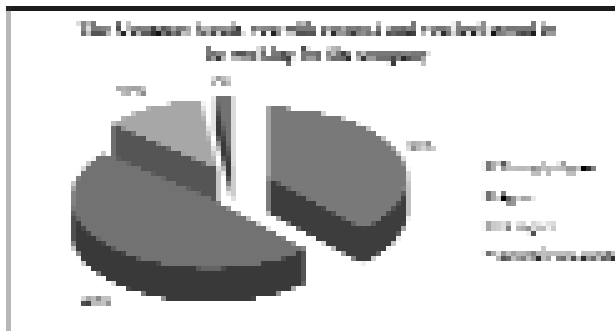


Figure 4.15

5. FINDINGS OF THE STUDY

As a result of the survey conducted on the employees and the responses collected from them, the findings of the study are as follows –

- Most of the employees have recently joined the company and are 1-2 years old
- The working environment enables employees to work effectively and efficiently.
- There is strong superior-subordinate relationship and the flow of communication is transparent.
- There is satisfaction in the employees with respect to the salary offered to them for their work/task.
- There is less satisfaction in the employees regarding the benefits offered to the employees like incentives, perks etc.
- The superiors provide a lot of support and guidance to the subordinates whenever required.
- There is slight dissatisfaction regarding the decentralization of authority in the organizational systems and the employees believe that the company does not encourage them to come up with creative ideas and implement them.
- There is less satisfaction in the fair system of rewards and policies.

- There is good team work and coordination between the departments of the company and the Employees are provided regular and timely feedback about their performance.
- The company treats the employees with respect and care and the employees feel proud to be working in the company.

6. SUGGESTIONS

Job satisfaction plays significant role in the organization. Therefore, managers and supervisors should take concrete steps to improve the level of job satisfaction. These steps are: -

- 1) The top-level managers, the personnel department is suggested to conduct meetings, interviews and surveys at regular interval of time. This will ensure growth and progress on part of the employees and the organization as a whole.
- 2) A personal informal meeting between the employees and their supervisors will help in building up the morale of the workers and mutual understanding.
- 3) The management should fix the level of salary of employees with reference to their qualifications, experience and responsibilities.
- 4) Sufficient benefits (Incentives, perquisites, etc.) should be given to the employees in order to boost up their morale. It thus, helps in motivating the employees by

identifying and satisfying their unsatisfied needs.

- 5) The management should focus its attention on the concept of reward and recognition. The recognition should take the form of rewards. Financial and non-financial awards play a very important part in satisfying employees. A judicious blend of these two must be employed for satisfying employees.
- 6) Management should try to keep all the welfare facilities up to date and try to make the working environment friendlier and comfortable so that the employees enjoy doing their work and do not feel stressed.
- 7) Information flow in HCL because all the functions in an organization involve the act of communication without which they cannot be performed at all. Communication is essential to integrate and co-ordinate the activities of the people in the organization.
- 8) Management should allow the employees to participate in important decisions related to them. They will feel that they are given importance by the management.
- 9) The management should give adequate freedom and authority in accordance with their responsibilities in the organization.
- 10) Proper training should be given to

the employees so that they can improve their skills. The management should organize Training and Development Programme for improving job knowledge and skills at all levels of the organization.

- 11) Some of the employees in HCL are dissatisfied with the Performance Management System. This means they do not get timely feedback about their performance nor do they get timely promotions. Management should consider these points and should try to improve its Performance Management System.
- 12) Steps should be taken so that the personal life of the employee does not get disturbed due to the work profile.
- 13) Every employee requires a mode of appreciation for the task achieved. This motivates the employees and encourages them to perform better for the future.
- 14) Some of the employees were dissatisfied with the number of working hours and days. So management should try to reduce the number of working hours and days so that the employees enjoy doing their work and do not feel stressed.

7. LIMITATIONS OF THE STUDY

No matter how well the survey or any study ends, there are always some limitations. If these limitations were

HCL Infosystems Ltd. is a good and reputed organization which is continuously dedicated towards motivating its human resources towards excellence and more productivity.

eliminated then the survey would have been at its best. The following limitations were faced in conducting this survey-

- Employees at HCL Info systems limited being very busy in their own work, so they did not get much time to give responses in a relaxed mood because the training period was scheduled in the peak season.
- Hiding of some true facts by the respondents due to the fear of the management.
- There was lack of awareness of improvements among employees, or their inability to link the improvements to the survey. So, most of them tried to choose the safer side by not giving the answers honestly. As a result some of the responses given by the respondents were not legible and clear.
- The information provided by the respondents is assumed to be 100% accurate and reliable.

8. CONCLUSION

HCL Infosystems Ltd. is a good and reputed organization which is continuously dedicated towards motivating its human resources towards excellence and more productivity. It considers human resources most important of all others. The employees are treated with due respect and care on the grounds of humanity. There exists a strong coordination between the

departments and a good superior-subordinate relationship. The company is having clearly defined goals and policies and is providing job satisfaction among the employees through various HR policies. These HR policies and welfare activities were found to be satisfactory in building up the confidence, morale and attitudes of the employees. The study also showed that the employee's job satisfaction affected the productivity, morale and willingness to co-operate with organization and to enhance the working of the employees by providing them different provisions by the management. Most of the employees of the HCL Info systems are satisfied with the facilities provided to them. The ones who are dissatisfied, the HR Department is doing their level best to overcome their dissatisfaction by various programs.

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Impact of Demographic variables on the Work-Life Balance: A Study of Selected Companies in Haryana

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Suman Ghalawat**

Work-Life balance is a concept that has attracted attention for several years. It is relevant as people attempt to apportion time to different demands as they face from both work and life. The multiplicity of demands that individuals have can increase this challenge as people strive to incorporate many more activities into lives. The focus of the current literature regarding impact of critical factors on employees that can be provided with opportunities by their organizations for achieving this elusive balance. The main aim of the study is to identify the Impact of various demographic factors on the critical factors of Work-life Balance. The Sample included in the study was drawn from different places of Haryana. The Sample size of the research consisted of 300 employees from different levels in the organization. There were Top level (107), Middle level (98), and Lower level (95) employees from different Private & Public Banks & Insurance branches in Haryana. There were Private Banking branches (77), Private Insurance branches (69), Public Banking branches (80) and Public Insurance branches (74) in the sample size. In order to fulfill these objectives, demographic variables like gender, experience, level of management were taken into consideration from the area selected; area was stratified into different Zones. Two districts were chosen with the help of lottery system. One way ANOVA statistical tool was used to analyze the data using SPSS tool to make the study more purposeful and in accordance with the objective of the study.

Meeting competing demands of work and family is not only tiring but can be stressful and can lead to sickness and absenteeism.

INTRODUCTION

Work-life balance is the term used in the literature to refer to policies that strive to achieve balance between work and home responsibilities. Increasingly, many employees and organizations today are viewing work-life balance as an important issue. In today's world, where every individual has to balance conflicting responsibilities and commitments, work-life balance has emerged as a predominant issue in the workplace. In fact, the frustrating search for work life balance is a frequent topic of conversation among men and

women alike. Work-life imbalance usually arises out of a lack of adequate time and/or support to manage work commitments as well as personal and family responsibilities. Meeting competing demands of work and family is not only tiring but can be stressful and can lead to sickness and absenteeism. It inevitably affects productivity. Work-life balance, which is considered as a state of well being to handle multiple responsibilities, has become a critical factor for bringing individual and organizational success. Work-life balance is best achieved when an

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individual's right to a fulfilled life, both inside and outside paid work, is accepted and respected as the norm, to the mutual benefit of the individual, business, and society. A balanced life conceives of work and family as mutually reinforcing. Organizations, aware of the positive implications of a balanced life, have begun considering family experiences as part of what workers bring to their workplace to enrich their contributions to work and Organizations.

REVIEW OF LITERATURE

De Cieri, Holmes, Abbott & Pettit (2005) described about some of work life programs including part-time work, job sharing, working from home both occasionally and full-time, and allowing leave for education or family matters While some of the reasons include poor communication about program availability and improper implementation, other factors include fear of how participation will affect an employee's career.

Eby, Casper, Lockwood, Bordeaux, and Brinley, (2005) questions the purported link between work-life balance practices and organizational effectiveness. The majority of studies investigating the outcomes of work-life practices does not measure work-life conflict, and thus cannot support this proposed mediated relationship. The mechanisms by which, the provision of work-life practices affect both employee behavior and organizational performance, remains unclear and under-research. The results of a number of studies reviewed in this paper appear to suggest that work-life

balance practices do not necessarily influence levels of employee work-life conflict, but instead improve organizational performance via other routes, such as reduced overheads in the case of employees working from home, improved productivity among employees working at their peak hours, or social exchange processes arising from perceptions of organizational support.

Secret (2006) found that permitted administrative employees to bring their children to work when childcare arrangements broke down or were otherwise unsustainable, company representatives reported that this work-life balance practice helped to maintain employee productivity.

Casper et al. (2007) investigated a range of socio-demographic characteristics of samples, including sex, marital status, child characteristics, race, hours worked, education and occupation. They found that much relevant information regarding samples is omitted from descriptions of work-family research, highlighting the difficulty in evaluating whether existing research is likely to generalize to workers who are diverse in terms of family configuration or industry where sample characteristics were reported, samples were homogenous and excluded several important groups including diverse racial and ethnic groups, distinct cultures and non-traditional families.

Deares, Mulvaney, Sher, Anderson and Harvey (2008) suggested that family-supportive organization perceptions and reduced Work life Conflict (WLC) are the two

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key mechanisms that account for the impact of work-life balance practices on employee and organizational outcomes.

Warren, Fox and Pascall (2009) revealed that combining paid-work and motherhood remains a major source of difficulties for women. It is the mothers, rather than the fathers, who bend their jobs to meet family needs. While it appears to be the sign of growing gender convergence, but not equality, in parent's contribution to childcare times, women are still responsible for domestic labor and childcare.

Da Roit (2010) focused on how working caregivers deal with and experience flexible work and care arrangements given the family and work policies in the Dutch situation, having in mind these experiences in the other 5 countries included in the WOUPS study, a six-country qualitative comparative research. Among Dutch caregivers, either mothers of young children or daughters taking care for elderly parents, work is perceived as adjustable and manageable in presence of specific care demands. They show strong attachment to employment and, at the same time, what we call a "detached attitude" toward their job.

RESEARCH METHODOLOGY:

The present study attempts to achieve the following objective:

To identify the impact of various demographic factors on the critical

factors of Work-life Balance. In present study, the following hypotheses have been formulated:

H0 (1): Gender has no significant relationship with critical factors of Work-life Balance

H0 (2): Level of Management has no significant relationship with critical factors of Work-life Balance

H0 (3): Experience has no significant relationship with critical factors of Work-life Balance

SAMPLE AND SAMPLE PROFILE

The Sample included in the study was drawn from different places of Haryana. The Sample size of the research consisted of 300 employees from different levels. There were Top level (107), Middle level (98), and Lower level (95) employees from different private & public banks & insurance branches in Haryana. There were private banking branches (77), private insurance branches (69), public banking branches (80) and public insurance branches (74) in the sample size. The objective was to identify the impact of various demographic factors on the critical factors of work-life balance. In order to fulfill this objective, demographic variables (Table 1.1) like gender, experience, level of management were taken into consideration from the area selected and the area was stratified into different zones (Table 1.2). There are several critical factors in an organization, important being

organization itself and the employer. Two districts were chosen with the help of lottery system. Respondents were chosen from each district of Haryana. One way ANOVA statistical

tool was used to analyze the data using SPSS tool to make the study more purposeful and in accordance with the objective of the study.

Table 1.1 Demographic Variables

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	233	85.1	77.7	77.7
	female	67	10.2	22.3	100.0
	Total	300	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5	74	24.7	24.7	24.7
	6-11	84	28.0	28.0	52.7
	12-17	85	28.3	28.3	81.0
	18-23	77	25.7	25.7	106.7
	more than 25	60	20.0	20.0	126.7
	Total	300	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	top level	111	37.0	37.0	37.0
	middle level	98	32.7	32.7	69.7
	lower level	94	31.3	31.3	101.0
	Total	303	100.0	100.0	

Table 1.2 Demographic Variables

Zone I	Ambala,Panchkula,Kaithal,Karnal,Kurukshehra,Yamunanagar
Zone II	Jind, Jhajjar, Panipat, Rohtak, Sonipat
Zone III	Bhiwani, Fatehabad, Hisar, Sirsa
Zone IV	Faridabad, Gurgaon, Mohindergarh, Rewari

Descriptive mean analysis suggested that women gave more importance to cultural values & religious values & the corresponding mean value is 2.1471. Women agreed more on paid paternity leave & the corresponding mean value is 2.2206. The reason for it is that they need the support of their husbands more at that time. Women strongly agreed on spontaneous leaves & the corresponding mean value is 1.8676. In Indian culture women are considered more responsible for household chores & any emergency can happen anytime. Women strongly agree on the fact that LTC should be given every year & corresponding mean value is 1.9559. It was being observed that Leave Travel Concession (LTC) helped employees in removing stress & mental tension by enjoying on vacations with family.

B) Effect of Level of Management on Organizational Critical Factors of Work-life Balance

Null hypothesis H0 (2) was partially rejected as it was being observed that Level of Management has significant relationship with organizational practices of work-life balance. Organizational practices like allowing employees to take time off to care, emergency leaves, study or training leave, leave for cultural/religious reasons, paid paternity leave, paid maternity leave, spontaneously off, workers to leave office by 7pm & LTC, all have significant relationship with the level of management.

Table: 2.2. Effect of Level of Management Organizational critical factor on Level of Management

(Continued from Table 2.1)

Statement	F	Sig.
2.11 Organization allows employees to leave work for the care and support of their family.	11.288	.000
2.12 In the emergency employees is allowed to take leave to take care of children/child.	7.717	.001
2.13 Organization allows employees to take their office study or training	21.440	.000
2.14 Organization allows employees to take their office study or training	11.111	.000
2.15 Organization provides paid and unpaid leaves	1.868	.169
2.16 Paid maternity leave.	1.208	.272
2.17 Paid paternity leave	12.141	.000
2.18 Organization allows employees to leave work for cultural/religious reasons to take care of their family or to take care of their children and sick.	1.254	.267
2.19 Organization encourages workers to leave office by 7 pm	1.176	.281
2.20 Organization allows employees to take leave for their family or to take care of their children and sick.	11.288	.000

Measures on Level of Management

Items	top level	middle level	lower level	Total
2.1 Organization allows employees to take time off to care for and support a sick family	3.2000	2.8800	2.1175	2.7325
2.2 In the emergency, employee is allowed to take time off to take care of family's child	3.1400	2.9800	2.1100	2.7400
2.3 Organization provides employees to take time off for study or training	3.4100	2.7400	2.3875	2.8458
2.4 Organization allows employees to take leave off for cultural/religious reasons	3.2700	2.7600	2.4775	2.8358
2.5 Paid maternity leave	2.7100	2.8700	2.6700	2.7433
2.6 Paid paternity leave	3.0075	2.8800	2.7400	2.8758
2.7 Organization allows an employee to take time off to care for a family member in need of emergency care or having some experience (they're sick)	2.8000	2.9300	2.1000	2.7433
2.8 Organization encourages employees to leave office by 7pm	3.0700	3.7000	3.4000	3.7233
2.9 Organization allows LTC) leave (Total) (considered) as employees every year	3.0100	2.4100	2.8800	2.7667

Descriptive mean analysis suggested that top level respondents have given more importance to taking time off to care for and support their sick family as it was observed that they will be able to manage their job easily & they will be considered as more responsible at job as well. Lower level employees have given more importance to getting emergency leaves to take care of their children, the reason being that they do not want to ignore their families. Top level employees agreed more on time off for study or training as it was being observed that organization allows more facilities to their senior staff & does not want to loose them. Top-level employees agreed more on cultural or religious leave, as they are the senior most in their family as well as in their office. Lower level employees agreed more on paid maternity as they think that it is the duty of the organization to take care of their employees. Top-level employees agreed strongly for paid paternity

leave as they think that males also need to support their family during that phase. Lower level employees agreed more for spontaneous off for a day without pretending they were sick. The reason for it was they have very low salary to take care of their family. Top-level employees agreed strongly for leaving office by 7p.m as they think that they want committed employees in their organizations. Top-level employees agreed more for LTC, as they wanted their employees to get refreshed from hectic schedule & regenerate their energy to work again with full enthusiasm.

C) Effect of Experience on Organization Critical Factors of Work-life Balance

Table:2.3. Effect of Experience Organizational critical factor on Level of Management

C) Effect of Experience on Organization critical factors of Work-life Balance

Table: 4.3 Effect of Organizational Critical Factors of Work-life Balance on Experience

Null hypothesis H0 (3) was fully rejected as it was being observed that experience has significant relationship

with organizational practices of work-life balance. Organizational practices like allowing employees to take time off to care, emergency leave, study or training leave, leave for cultural/religious reasons, paid paternity leave, paid maternity leave, spontaneously off, workers to leave office by 7pm & LTC have significant relationship with the Experience.

Summary Statistics of Organizational Practices on Experience of Work-life Balance

Response Groups	F	P _{sig}
2.1 Organization allows employees to take time off for cultural and religious activities.	10.122	.000
2.2 Organization empowers employees to ensure to meet their own personal needs at work.	17.410	.000
2.3 Organization allows employees to take time off for study or training.	10.121	.000
2.4 Organization allows employees to take time off for cultural/religious reasons.	8.001	.000
2.5 Organization empowers employees to ensure to meet their own personal needs at work.	17.410	.000
2.6 Organization empowers employees to ensure to meet their own personal needs at work.	17.410	.000
2.7 Paid paternity leave.	7.771	.000
2.8 Organization allows a leave program to ensure employees to take a day off work to attend to their family members (like children) that are sick.	2.770	.100
2.9 Organization empowers workers to leave office by 7pm.	14.811	.000
2.10 Organization empowers employees to leave office by 7pm.	10.121	.000

Descriptive Statistics

Response	Mean	Std. Deviation	Minimum	Maximum	Sum	N
2.1 Organization allows employees to take time off for cultural and religious activities.	3.2821	1.2379	1.0000	5.0000	16234	5000
2.2 Organization empowers employees to ensure to meet their own personal needs at work.	3.2875	1.2424	1.0000	5.0000	16239	5000
2.3 Organization allows employees to take time off for study or training.	3.2770	1.2425	1.0000	5.0000	16234	5000
2.4 Organization allows employees to take time off for cultural/religious reasons.	3.2675	1.2470	1.0000	5.0000	16229	5000
2.5 Organization empowers employees to ensure to meet their own personal needs at work.	3.2821	1.2379	1.0000	5.0000	16234	5000
2.6 Organization empowers employees to ensure to meet their own personal needs at work.	3.2875	1.2424	1.0000	5.0000	16239	5000
2.7 Paid paternity leave.	3.2770	1.2425	1.0000	5.0000	16234	5000
2.8 Organization allows a leave program to ensure employees to take a day off work to attend to their family members (like children) that are sick.	3.2675	1.2470	1.0000	5.0000	16229	5000
2.9 Organization empowers workers to leave office by 7pm.	3.2770	1.2425	1.0000	5.0000	16234	5000
2.10 Organization empowers employees to leave office by 7pm.	3.2821	1.2379	1.0000	5.0000	16234	5000

Descriptive mean analysis suggested that respondents having 18-23 years of experience have given more importance to get time off to care for and support their sick family as it was observed that they will be able to manage their job easily & will also be considered as more responsible at job as well. Respondents having 12-17 years of experience have given more importance to get emergency leave to take care of their child. The reason for the same was that they were more responsible for their family as well as job. Respondents having 18-23 years of experience agreed more on time off for study or training as it was being observed that organization allows more facilities to their experienced employees rather than freshers. Respondents having 18-23 years of experience agreed more on cultural or religious leave, as they are the breadwinners for their respective families. In India aged people move towards religious values. Moreover it was being observed that an organization wants to create a healthy environment. Respondents having less than 5 years of experience disagreed more towards unpaid maternity, paternity and adoption leave as they think that it is an important phase of every married couple, so they want to enjoy that

moment. Respondents having more than 23 years of experience agreed more for paid maternity leave as they think that it is the important phase of every married women and it will take time to recover. Respondents having 18-23 years of experience were more agreed for paid paternity leave as they think that they are supposed to be with their respective wives to support them during that stage. Respondents having 6-11 years of experience agreed more for spontaneous off for a day without pretending they are sick. The reason for it was that they have to take care of their families as well. Respondents having 6-11 years of experience agreed more on leaving office by 7p.m as they think that they want to spare some time with their family & other engagements. Respondents having 12-17 years of experience agreed more on LTC, as they wanted to enjoy some vacations with their family & wanted some relaxation from their hectic schedule.

D) Effect of Gender on Employer critical Factor of Work-life Balance

Table: 2.4 Effect of Gender on Employer critical Factor of Work-life Balance

Gender and Work-life Balance of Employees in Creative of Knowledge Industries

Female Sample

	F	M
2.1 Shortage of staff requires critical decisions	2.028	2.079
2.2 Shortage of staff requires critical decisions	2.028	2.079
2.3 Adopting 'five days week' while increasing the working hours on week days	2.794	2.794
2.4 Compensating the employees by allowing 'off' for a part of the day for the extra hours put in earlier	2.794	2.794
2.5 Maintaining satisfactory level of employee satisfaction	2.794	2.794
2.6 Maintaining satisfactory level of employee satisfaction	2.794	2.794
2.7 Maintaining satisfactory level of employee satisfaction	2.794	2.794
2.8 Maintaining satisfactory level of employee satisfaction	2.794	2.794
2.9 Maintaining satisfactory level of employee satisfaction	2.794	2.794
2.10 Maintaining satisfactory level of employee satisfaction	2.794	2.794

Female Sample for Gender

Mean

	male	female	Total
2.1 Shortage of staff requires critical decisions	2.028	2.079	2.053
2.2 Adopting 'five days week' while increasing the working hours on week days	2.794	2.794	2.794
2.3 Compensating the employees by allowing 'off' for a part of the day for the extra hours put in earlier	2.794	2.794	2.794

Null hypothesis H0 (1) was partially rejected as it was being observed that Gender has significant relationship with Employer critical factors of work-life balance. Employer related factors are: shortage of staff at key times, adopting 'five days week', compensating employees by allowing off for a part of the day for the extra hours put in earlier have significant relationship with the Gender on work-life Balance.

Descriptive mean analysis suggested that women have given more importance to shortage of staff at key times & the corresponding mean value is 2.3382 which were better than men.

The reason for it was that women were more stable in their career than men. Women agreed less on adopting five days week, while increasing the working hours on week days & the corresponding mean value is 2.7941. They think that it will not be possible for them to devote more time. Men disagreed more than women on compensating the employee by allowing 'off' for a part of the day for the extra hours put in earlier & corresponding mean value is 3.246. The reason for the same was that they are already doing extra hours but not getting 'off' for same.

Measurement for Level of Management

Items	Top Level	Middle Level	Lower Level	Total
1.1 I receive upon resignation notices about resignation	1.7185	1.8788	1.6737	1.7587
2.2 Help in reducing lower labor turnover	1.7075	2.4105	1.7474	2.2857
3.3 Lead to shortages of staff at key times	2.8558	2.2857	2.1579	2.4105
4.4 Adoption of flexible time and work policies	2.2857	2.4105	2.1579	2.2857
5.5 Establishing closer and informal mode of communication with employees	2.1579	2.2857	2.1579	2.2857
6.6 Compensating the employee by allowing 'off' for a part of the day for the extra hours put in earlier because they think that employees are getting for what they are doing & the corresponding mean values is 2.8598	2.8598	1.8411	1.8411	2.1579
7.7 Maintaining satisfactory level of customer relationship	1.8411	1.8411	1.8411	1.8411
8.8 Help in finding suitable to competitor	1.8411	2.4105	1.7474	2.2857

Descriptive mean analysis suggested that lower level respondents have given more importance to foster good employment relations at the organization & corresponding mean value is 1.6737. The reason for same is that lower level employees are also seeking respect with their seniors, which also helps them to create a healthy environment in the organization. Lower level respondents have given more importance to, help in reducing lower labor turnover & the corresponding mean value is 1.7474. Middle level employees agreed on, lead to shortages of staff at key times & the corresponding mean value is 2.2857. Lower level employees agreed less on, adoption of flexible time & work policies & the corresponding mean value is 2.4105. The reason for same was that lower level employees need flexibility at work-place but organization fails to provide it. Lower level employees agreed on, establishing closer and informal mode of communication with employees because it was the only way to listen to their problems & the corresponding mean value is 2.1579. Top level employees agreed less on

compensating the employee by allowing 'off' for a part of the day for the extra hours put in earlier because they think that employees are getting for what they are doing & the corresponding mean values is 2.8598. Top level employees strongly agreed on, maintaining satisfactory level of customer relationship as they think that today 'KYC' i.e. Know Your Customer is in practice, & the corresponding mean value is 1.8411. Top level employees also agreed strongly on helps in positive reaction to competitive forces & corresponding mean value is 1.6449. The reason for the same was that by satisfying your customer we can trace the movements of our competitor. Hence it can be concluded that Employer factor has significant impact on the Work-life balance policies.

F) Effect of Experience on Employer critical factor of Work-life balance

Table: 2.6 Effect of Experience on Employer critical factor of Work-life balance

Relationships of work experience on the experience of flexible working

Table 4

	F	P _{sig}
2.11 helps in developing management skills in employees	1.887	.061
2.12 helps in developing level of customer relationship	8.539	.000
2.13 helps in smoothing recruitment process	8.876	.000
2.14 helps in developing level of key times	8.774	.000
2.15 helps in improving staff motivation & commitment	2.828	.092
2.16 Adoption of flexible time and work policies	8.827	.000
2.17 Establishing closer and informal mode of communication with employees	1.711	.093
2.18 Adopting 'five days week' while increasing working hours on week days	8.976	.000
2.19 Compensation for employees for allowing 'off' for a part of the day for the extra hours put in earlier	8.798	.000
2.20 Organizing periodic family 'get-together' inculcating high sense of organization welfare	18.475	.000
2.21 Evaluation of the overall commitment of employees to organization	9.488	.000
2.22 helps in developing management skills in employees	12.818	.000
2.23 Maintaining satisfactory level of customer relationship	10.768	.000
2.24 helps in creating positive reaction to competitive forces	2.828	.092

Null hypothesis H0 (3) was fully rejected as it was being observed that experience has significant relationship with employer critical factor of work-life balance. Employer factors like fostering good employment relations at the organization, helps in lower labor turnover, helps in smoothing, recruitment process, lead to shortages of staff at key times, helps in improving staff motivation & commitment, adoption of flexible time & work policies, establishing closer and informal mode of communication

with employees, adopting 'five days week', while increasing the working hours on week days, compensating the employee by allowing 'off' for a part of the day for the extra hours put in earlier, organizing periodic family 'get-together, inculcating high sense of commitment of employees to organization welfare, helps in developing management skills in employees, maintaining satisfactory level of customer relationship, helps in positive reaction to competitive forces have significant relationship with the experience.

Expectations for Leadership

Item	5-11	12-17	18-23	24-30	Mean	Std. Dev.
2.1 I strongly agree employees must have regular salaries	2.1000	1.8000	1.6000	2.1111	1.7700	1.8000
2.2 I agree in employee's own development	2.1000	2.1735	1.8000	1.6667	1.8410	2.015
2.3 I agree in providing comprehensive HR	2.1000	2.0000	1.7000	1.7000	1.8800	2.0000
2.4 I tend to shortage of staff at key times	2.1000	2.1735	2.0000	1.6667	1.8700	2.121
2.5 HR helps in improving staff motivation & commitment	2.1000	2.1000	2.0000	1.7778	2.0000	2.000
2.6 I agree on having time and work policies	2.1000	2.0000	1.8750	1.7000	2.0400	2.000
2.7 Establishing clear and informed mode of communication with employees	2.1000	2.0000	1.8750	1.7000	2.0400	2.000
2.8 I agree on having reasonable working hours including flexi working hours on work days	2.1000	2.0000	2.0000	2.0000	2.0000	2.000
2.9 I agree on giving the employees by providing 'off' for a particular day for festive times (paid or unpaid)	2.1000	2.0000	2.0000	2.0000	2.0000	2.000
2.10 I agree on providing flexible time	2.1000	2.0000	2.0000	2.0000	2.0000	2.000
2.11 I agree on having good employee-employer relationship	2.1000	2.0000	2.0000	2.0000	2.0000	2.000
2.12 I tend to have high turnover of employees at work	2.1000	2.0000	1.7500	1.7500	1.8750	2.000
2.13 HR helps in developing employee's essential skills to employees	2.1000	2.0000	1.8750	1.7500	1.8750	2.000
2.14 I tend to have low level of employee-employer relationship	2.1000	2.0000	1.7500	1.7500	1.8750	2.000
2.15 HR helps in providing a competitive benefit	2.1000	2.0000	1.7500	1.7500	1.8750	2.000

Descriptive mean analysis suggested that respondents having 12-17 years of experience have given more importance to, foster good employment relations at the organization & the corresponding mean value is 1.5385. The reason for same was that employees were spending their active time at workplace so there should be healthy environment in the organization. Respondents having 12-17 years of experience strongly agreed on, helps in lower labor turnover & the corresponding mean value is 1.6000. It has been observed that healthy environment at workplace reduces labor turnover. Respondents having 18-23 years of experience strongly agreed on, helps in smoothing recruitment process & the corresponding mean value is 1.7037. It

has been observed that good employment relations at workplace helps in searching better talent in the organization. Respondents having less than 5 years experience agreed less on, lead to shortages of staff at key times & the corresponding mean value is 2.3026. Respondents having 18-23 years experience strongly agreed on, helps in improving staff motivation & commitment & the corresponding mean value is 1.9259. The reason for same was that employees will be committed to organization when they feel comfortable in the organization. Respondents having 12-17 years of experience agreed less on adoption of flexible time & work policies & corresponding mean value is 2.4154. Respondents having 18-23 years of experience agreed less on establishing

closer and informal mode of communication with employees & corresponding mean value is 2.1852. The reason for the same was that informal communication makes relationship healthier. Respondents having more than 23 years of experience disagreed on adopting 'five days week', while increasing the working hours on week days, compensating the employee by allowing 'off' for a part of the day for the extra hours put in earlier because they think that they are already overburdened by the organization with excessive responsibilities & corresponding mean value is 3.7937. Respondents having 18-23 years of experience agreed less on organizing periodic family 'get-together' programs etc. so that the family also gets involved with the organization & corresponding mean value is 2.4074. Respondents having 18-23 years of experience strongly agreed on inculcating high sense of commitment of employees to organization welfare so that organization retains its best employees & the corresponding mean value is 1.9630. Respondents having 12-17 years of experience strongly agreed on helps in developing management skills in employees & the corresponding mean value is 1.8769. Respondents having 18-23 years of experience strongly agreed on maintaining satisfactory level of customer relationship because customer is the king of market & the corresponding mean value is 1.4444. Respondents having more than 23 years of experience strongly agreed on the statement, help in positive reaction to competitive forces & corresponding mean value is 1.7302. So it can be concluded that organization productivity can be

improved by fostering healthy environment, better facilities, family get-together & informal communication.

MAJOR FINDINGS:

1. Gender variable has significant impact on organizational critical factor for maintaining the work-life balance as four out of ten factors have significant difference on it. Mainly it is the women who dominate in this regard; they agreed on religious leaves, paid paternity leave and agreed strongly on spontaneous off and LTC. Hence it can be concluded that women were considered as more responsible for social and cultural functions so they were more positive in this context.
2. Level of Management variable has significant impact on organizational critical factor for maintaining the Work-life balance as nine out of ten factors have significant difference on it. Mainly the top level employees strongly agreed on taking off to care and support sick family, study or training leave, cultural/religious leave, paid paternity leave, leave office by 7pm, LTC, moreover they were agreed on spontaneous off. The lower level employees strongly agreed on emergency leave, paid maternity leave, moreover they agreed on spontaneous off. Hence it can be concluded that top-level employees have the convincing power to implement the strategies in the organization like access to LTC (Leave Travel Concession), leave office by 7pm, paid paternity leave. The reason for the same was that organization wanted committed

employees so that they have to consider their needs as well.

3. Experience variable has significant impact on organizational critical factor for maintaining the work-life balance as all factors have significant difference on it. Mainly the 18-23 years experience employees were strongly agreed to take time off to care and support family, study leave or training leave. Whereas employees with 12-17 years of experience strongly agreed for emergency leave and LTC, they also agreed on paid paternity leave. Employees with an experience of more than 23 years strongly agreed on paid maternity leave and agreed less on unpaid maternity/paternity and adoption leave. In case of employees having an experience of 6-11 years, strongly agreed on leaving office by 7pm and agreed on spontaneous off. Hence it can be concluded that employees having 18-23 years of experience influenced organizations more as compare to other employees. The reason for it was that more the experience of the employees more they would understand the situation of the organization. Experience would make the employees more confident in placing their demands for their better prospects and organization productivity as well.

4. Gender variable has significant impact on employer critical factor for maintaining the work-life balance as three out of fourteen factors have significant difference on it. Mainly women agreed on, lead to shortages of staff at key times, adoption of five days week while increasing working hours on week days and compensating employees by allowing off for a part of

day for extra hours put in earlier. Hence it can be concluded that women have more influencing power to convince the employer regarding five days week so that they can devote more time to their family.

5. Level of management variable has significant impact on employer critical factor for maintaining the work-life balance as eight out of fourteen factors have significant difference on it. Mainly the lower level employees strongly agreed on view that it fosters good employment relation, helps in reducing lower labor turnover and they agreed on adoption of flexible time and work-policies, closer and formal mode of communication. The top-level employees strongly agreed on maintaining satisfactory level of customer relationship management and helps in positive reaction to competitive forces. Middle level employees agreed that it leads to shortages of staff at key times. Hence it can be concluded that lower level employees have significant impact on the employer as they were the main employees who executed the policies at the ground level as they know better about the drawbacks present in the organization.

6. Experience variable has significant impact on employer critical factor for maintaining the work-life balance as all factors have significant difference on it. Employees having 18-23 years of experience strongly agreed on point that it smoothens the recruiting process, helps in improving staff motivation and commitment, closer and informal mode of communication, maintaining healthy customer relationship management, positive reaction to competitive forces,

Work-life balance of an individual employee when viewed collectively for the total workforce of an organization results into a colossal impact on the qualitative and quantitative organizational performance.

inculcating high sense of commitment whereas employees having 12-17 years of experience strongly agreed on fostering good employment relations, reducing lower labor turnover, developing management skills in employees and agreed on adoption of flexible time and work-policies. In less than five years of experience employees agreed on family get-together but agreed less on adoption of five days week and off for a day for earlier hours put on job. Hence it can be concluded that employees with 18-23 years of experience had more charisma for influencing the employer in the organization. The reason for it was that organization thinks that experienced employees have better suggestions for the betterment of the organization. Hence they can avail more benefits in the organization than other employees.

CONCLUSION

Work-life balance of an employee is as important for the employing organization as it is for individual employee. Work-life balance of an individual employee when viewed collectively for the total workforce of an organization results into a colossal impact on the qualitative and quantitative organizational performance. Employees who achieve improved work-life balance with the assistance of the policies implemented by the employing organization tend to be more productive as their work engagement enhances. In the current economic slowdown an organization, which neglects issues, related to employee work-life balance will end up with lower employee productivity

and in turn will find it more difficult to overcome the recessionary challenges. Organizations, which are neglecting work-life balances due to recessionary pressures, need to comprehend the long-term relevance of employee engagement and productivity and need to continue promoting work-life balance initiatives. Or else, recessionary pressures coupled with lower employee engagement and lower employee productivity will create new challenges for medium and long-term organizational survival.

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Relationship Between Occupational Stress and Organisational Commitment: An Empirical Examination Among Banking Professionals

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During the past decade, the banking sector has undergone rapid and striking changes like policy changes due to globalisation and liberalisation, increased competition due to the entrance of more private (corporate) sector banks, downsizing, introduction of new technologies, etc. Due to these changes, the employees in the banking sector are experiencing a high level of stress. This article investigates the relationship between occupational stress and organisational commitment. For measuring Occupational Stress, an Index developed by Srivastava and Singh is used having 12 dimensions including Role Overload, Role Ambiguity, Role Conflict, Unreasonable Group and Political Pressure, Responsibility for Persons, Under Participation, Powerlessness, Poor Peer Relations, Intrinsic Impoverishment, Low Status, Strenuous Working Conditions and Unprofitability. On the other hand for Organisational Commitment, a scale developed by Allen & Meyer (1997) is used. The scale describes the Affective, Normative and Continuance Commitment measures. The sample consists of 60 managers of a Nationalised bank from branches located in Northern part of India i.e. from Punjab, Haryana and Chandigarh. The results obtained are analysed using descriptive statistics and Pearson Correlation. The study concluded that employees of the bank under study are experiencing high degree of stress with respect to the dimensions of Responsibility of Persons (RP), Poor Peer Relations (PPR) Powerlessness (PL), Role Overload (RO), Strenuous Working Conditions (SWC) and Unprofitability (UF.) The results also establish that there is negative/inverse relationship between dimensions of occupational stress and measures of organisational commitment.

INTRODUCTION

The advent of technological revolution in all walks of life coupled with globalisation, privatisation policies has drastically changed conventional patterns in all sectors. The banking sector is of no exemption. The 1990s saw radical policy changes with regard to fiscal deficit and structural changes in India so as to prepare her to cope with the new

economic world order. Globalisation and privatisation led policies compelled the banking sector to reform and adjust to have a competitive edge to cope with multinationals led environment. The implications of the above said transformations have affected the social, economic and psychological domains of the bank employees and their relations. Evidence from existing literature states that more than 60% of the bank employees

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...stress is an adaptive response to an external situation that results in physical, psychological and behavioural deviations for organisational participants.
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have one or other problem directly or indirectly related to these drastic changes. All the factors discussed above are prospective attributes to cause occupational stress and related disorders among the employees.

THEORETICAL PERSPECTIVES

The frontiers of knowledge on the concept of stress and its effects are expanding in all directions. There exists a multiplicity of theories and invalidated explanations to the term stress. But there is general acceptance of the concept of stress as a description of the individual's reactions to the environmental demands and influences which are potential stressors. Stressors combine to pressure an individual until stress develops. Hans Selye defines stress as, "the non-specific response of the body to any demand made upon it". Beehr and Newman define job stress as, "a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning." Thus stress is an adaptive response to an external situation that results in physical, psychological and behavioural deviations for organisational participants. Cooper (1983; 1985) summarized and categorized six factors responsible for stress

1. Factors intrinsic to the job (heat, noise, chemical fumes, shift work);

2. Relationships at work (conflict with co-workers or supervisors, lack of social support);
3. Role in the organisation (for example, role ambiguity);
4. Career development (lack of status, lack of prospects for promotion, lack of a career path, job insecurity);
5. Organisational structure and climate (lack of autonomy, lack of opportunity to participate in decision making, lack of control over the pace of work);
6. Home and work interface (conflict between domestic and work roles; lack of spousal support for remaining in the workforce).

Sources of managerial stress have been well documented since the late 1970s. Ivancevich and Matteson (1980) identified four categories of work stressors: physical environment, individual level (a mixer of role and career development variables), group level (primarily relationship-based) and organisational level (a mixture of climate, structure, job design and task characteristic). Schuler (1982) also identifies seven categories of work stressors in organisations: Job Qualities, Relationships, Organisational Structure, Physical Qualities, Career Development, Change and Role in the organisation. Quick and Quick (1984) proposed four categories of stressors: task demands, physical demands and interpersonal demands.

Organisational Commitment indicates a psychological link between an employee and an organization.

There are at least three distinct approaches to defining commitment. First, the exchange approach views commitment as an outcome of inducement/contribution transactions between the organization and the member (Buchanan, B, 1974) Second, the psychological approach defines commitment as an attitude or an orientation toward the organization, which links or attaches the identity of the person to the organization (Porter et al., 1974). And third, the attributions approach defines commitment as a binding of the individual to behavioral acts and it occurs when individuals attribute an attitude of commitment themselves after engaging in behaviors that are explicit and irrevocable (Reichers, AE, 1985). The Organizational Commitment attitude is determined by a number of personal (age, tenure in the organization, and dispositions such as positive or negative affectivity, or internal or external control attributions) and organizational (the job design and the leadership style of one's supervisor) variables. Even non-organizational factors, such as the availability of alternatives after making the initial choice to join an organization, will affect subsequent commitment.

Because of this multidimensional nature of Organizational Commitment, there is growing support for a three-component model proposed by Meyer and Allen (1991). The works of Allen and Meyer (1990) and Meyer and Allen (1991) opened a fruitful line of research with their conceptualization of commitment as a three dimensional construct. According to them, commitment is the aggregate result of three different but

related components viz., Continuance Commitment, Affective Commitment and Normative Commitment. The three dimensions are as follows:

Affective Commitment is defined as an emotional attachment to the organization such that the strongly committed individual identifies with, is involved in and enjoys membership in the organization (Allen and Meyer, 1990). In this case, an individual strongly identifies with the goals of the organization and desires to remain a part of the organization. This is the ideal 'happy' state for an individual. *Continuance Commitment* involves commitment based on the costs that the employee associates with leaving the organization. The individual remains with an organization because of a perceived loss of sunken costs. The individual believes that he/she has invested a great deal of effort/time and has to remain in the organization. Continuance commitment develops on the basis of two factors: The magnitude of the investments individuals make, and the perceived lack of alternatives (Allen and Meyer, 1990). *Normative Commitment* involves the employee's feelings of obligation to stay with the organization. Workers with a strong normative commitment feel that they ought to stay within the organization because he/she believes they should (Meyer and Allen, 1991). Based on this commitment, the individuals exhibit certain behaviors because they consider it the right and moral thing to do.

In a highly specialised service industry such as banking, employee commitment towards the organisation is poised to harvest good results. It is

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very important to focus on this aspect of Human Resource as it encourages team building, team motivation and hence, achievement of results within the given deadline. It helps to create a healthier working environment wherein all the employees feel committed to work. Organisational Commitment is both a simple and a profoundly difficult goal. It means spending less time benchmarking best practices and more time building an organization in which personality counts as much as quality and reliability. It also means cultivating an ability to embrace paradox. It gives an opportunity to the HR department to empower its employees so that they show self-commitment over and above Organisational Commitment.

Although a lot of studies have been conducted on the psychosocial side of the new policy regime in many sectors, there are only few studies, as far as the banking sector is concerned, while the same sector has been drastically influenced by the new policies. In this juncture, the present study is undertaken to throw light on the pathogenesis of specific problems of bank employees related to occupational stress and further to explore its relationship with the phenomenon of organisational commitment.

REVIEW OF LITERATURE

Occupational Stress

Research has shown that the psychological demands of a job can have pervasive and profound

emotional and physical effects on the lives of workers (Kahn, 1981; Karasek and Theorell, 1990; Matteson and Ivancevich, 1982). The explosive increase in research on occupational stress, especially during the last decade (for example, Cooper and Cartwright, 1994; Quick et al., 1997; Spielberger and Reheiser, 1994; Spielberger et al., 2002), has clearly established that job-related stress has an adverse impact on productivity, absenteeism, worker turnover and employee health. In addition to these severe consequences of stress-related problems in the workplace, reduced productivity and diminished customer services are hidden costs that often result from 'exhausted or depressed employees who are not energetic, accurate, or innovative at work' (Karasek and Theorell, 1990, p. 167). According to Matteson and Ivancevich (1982), costs in the US economy relating to reduced productivity, absenteeism and worker turnover have continued to escalate as a function of measured occupational stress.

Rapid change is now a fundamental characteristic of modern working life, with greater demands to learn new skills in order to adapt to increasingly complex types of work. A study conducted by the Princeton Survey Research Associates (1997) found that 75 per cent of employees believed that they experience more on-the-job stress than workers did a generation ago. Stressors at the individual level have been studied more than any other category. Role conflicts, role ambiguity, role overload and under load, is widely examined individual stressors (Mc Grath 1976; Newton and Keenan, 1987). It is also reported

by many researchers that the low job satisfaction was associated with high stress (Hollingworth et al., Abdul Halim, 1981; Keller et al., 1975; Leigh et al, 1988).

Financial compensation of workers for stress-related problems has also increased markedly in recent years (Grippa and Durbin, 1986), as reflected most clearly in a dramatic rise in the occupational claims of employees seeking compensation for stress-induced psychological dysfunctions (Lowman, 1993). Since 1970, studies of stress in the workplace have increased more than 20 fold, whereas research on family stress has received considerably less attention. Consistent with these results, a study conducted by the St. Paul Fire and Marine Insurance Company (1992) found that problems at work were more strongly associated with health complaints than were any other life stressor events, including family problems. Growing recognition of the adverse consequences of stress in the workplace for employee health and well-being is clearly reflected in an increasing number of studies of occupational stress published in the medical and psychological literature during the past quarter-century.

Cobb (1975) has the opinion that, "The responsibility load creates severe stress among workers and managers." If the individual manager cannot cope with the increased responsibilities it may lead to several physical and psychological disorders among them. Brook (1973) reported that qualitative changes in the job create adjustmental problem among employees. The interpersonal relationships within the

department and between the departments create qualitative difficulties within the organisation to a great extent.

Occupational stress is an increasingly important occupational health problem and a significant cause of economic loss. Occupational stress may produce both overt psychological and physiologic disabilities. However it may also cause subtle manifestation of morbidity that can affect personal well-being and productivity (Quick, Murphy, Hurrell and Orman, 1992). A job stressed individual is likely to have greater job dissatisfaction, increased absenteeism, increased frequency of drinking and smoking, increase in negative psychological symptoms and reduced aspirations and self-esteem (Jick and Payne, 1980). The use of role concepts suggests that occupational stress is associated with individual, interpersonal and structural variables (Kutz and Kahn, 1978; Whetten, 1978).

It is readily apparent that increased concerns about job stress have stimulated numerous studies that have helped to identify important sources of stress in the workplace (Quick et al., 1997). It should be noted, however, that the theories that guided this research have differed from study to study, resulting in diverse goals of investigation, conceptual confusion and inconsistent and often conflicting research findings (Kasl, 1978; Schuler, 1980). Kahn and Byosiere (1992) have reviewed and evaluated the most influential models of occupational stress and summarized the empirical findings relating to

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Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working within a committed employee group.

these models. While some investigators have focused on the pressures of a particular job, others have been concerned primarily with the behavioral and health consequences of work-related stress (Schuler, 1991). Consequently, in order to clarify and interpret research findings on occupational stress, it is essential to understand the conceptual models that have guided this research.

ORGANISATIONAL COMMITMENT

While the concept of commitment has a long history within the organizational literature (Becker 1960) as frequently noted (e.g. Meyer and Allen 1991; Mowday, Porter, and Steers 1982; Reichers 1985; Stebbins 1970), commitment is inconsistently defined both within and across the various workplace commitments. This variation can be traced to several factors such as the different perspectives (e.g. economic, behavioral, psychological) from which researchers have studied commitment and the fact that several early writers defined commitment in multiple ways, as having multiple bases, or as being characterized by multiple indicators. For instance, Porter et al. (1974) defined organizational commitment as the strength of an individual's identification with and involvement in a particular organization, but further stated that commitment is characterized by three factors: a belief in and acceptance of goals and values, a willingness to exert effort, and a strong desire to maintain membership. In their review of the

workplace commitment literature, Klein, Morrow and Brinsfield (in press) defined commitment as 'an individual's perception that they are bound to a given target'. This definition depicts commitment as attachment rather than a force. They note that defining commitment as a perceived bond rather than a force more clearly distinguishes commitment from its antecedents, places commitment within the individual, and recognizes the considerable variance in how individuals make sense of their environment (James and Mazerolle 2002; Weick 1995).

There is considerable research support for works of Allen and Meyer (1990, 1991) three-component conceptualization of organizational commitment. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working within a committed employee group. Organizationally committed employees will usually have good attendance records, demonstrate a willing adherence to company policies, and have lower turnover rates. "In particular, their broader base of job knowledge often translates into loyal customers who buy more from them, make referrals resulting in new customers, and even pay a premium price", (Iver and Roy, 1994). The three drivers of employee commitment are fairness, trust and concern for employees. Employers and managers should act consistently in ways that employees perceive as fair, trusting and caring; otherwise it becomes a critical issue to secure employee commitment. Providing

right kind of physical environment (light, temperature, seating, and cleanliness), communication facilities (e-mail and telephone facility) and creating social environment (supervisory care, cooperation, team working and mentoring) can enhance employee's organizational commitment. (Bragg, 2002). Organisational Commitment can be build in the following manner through: Justice and Support, Job Security, Organizational Comprehension, Employee Involvement and by Trusting employees. Commitment to an organization, as we have been lead to believe, is not exclusively a function of the attributes of the organization or its executive constellation. It is a function of the larger culture. The larger culture will either support or negate support of the activities associated with commitment. Specifically, it is suggested- that practicing managers do not create commitment they merely support the established attitudes and values towards commitment that already exists in the larger culture and family (Czander Lee, 2001).

Vanitha,V, et al.(2006) analysed the organizational commitment and stress among the information technology (IT) professionals , concluded that there was no significant difference between the male and female IT professionals. Kassahun Tilaye (2005) found that there is a significant difference in perceptions of Indian employees towards the level of their commitment to their organization. The difference is reflected in such a way that an overwhelming majority of employees had moderately high level of

commitment, the second majority of them had a high level of commitment, while a very small number of them believed that they had only low level of commitment to their organizations goal or objectives.

OBJECTIVES OF THE STUDY

The present research work is intended:

1. *To assess the level of stress among bank employees on the 12 dimensions of Role Over-Load, Role Ambiguity, Role Conflict, Unreasonable Group and Political Pressure, Responsibility for Persons, Under Participation, Powerlessness, Poor Peer Relations, Intrinsic, Impoverishment, Low Status, Strenuous Working Conditions and Unprofitability.*
2. *To assess the level of organisational commitment of the bank employees.*
3. *To review the literature pertaining to Occupational Stress, Organisational Commitment and related concepts.*
4. *To understand the various models and theories of occupational stress.*
5. *To study the relationship between occupational stress and organisational commitment and its dynamics and magnitude.*
6. *To offer some viable and practicable suggestions, result oriented guidelines to the bank understudy to reduce the level of stress among their employees.*

HYPOTHESIS

Theoretical considerations and previous researches enabled the researcher to formulate the following hypothesis

- A. *There are no signs of presence of stress among employees of nationalised bank on the various dimensions of Occupational Stress Index.*
- B. *There is no significant relationship between occupational stress and level of organisational commitment of banking professionals*

RESEARCH METHODOLOGY

Research Design

The present study is exploratory as well as descriptive in nature in context of nationalised banks. Here the researcher on the one hand, has attempted to lay down the theoretical ground for occupational stress and tried to explore its theories, models and various studies related to it. On the other hand the researcher has tried to describe the psychological situation of bank employees through the mode of a scale called OSI (Occupational Stress Index) and also explained the level of Organisational Commitment of employees. A further attempt has been made to test the relationship of Occupational stress with Organisational Commitment of bank employees.

Sample

Managers working in the different branches of Punjab National Bank (PNB) specifically located in Northern part of India from Haryana, Punjab, and Chandigarh form as subjects. In total researcher contacted 90 managers to whom the questionnaires' was distributed, out of which 60 were received complete in all respects. Therefore, the exact sample was 60.

Tools used for Data Collection

The Occupational Stress Index (Srivastava, A.K., and Singh, A.P., 1981) was used for data collection on occupational stress. The scale consists of 46 items, each to be rated on the five point scale. Out of 46 items 28 are 'True - Keyed' and last 18 are 'False - Keyed'. The items relate to almost all relevant components of the job size which cause stress in some way or the other, such as, role over-load, role ambiguity, role conflict, unreasonable group and political pressure, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic, impoverishment, low status, strenuous working conditions and unprofitability.

Table - 2: Items of Various Sub-Scales of O.S.I.

No.	Sub Scales (Occupational Stress)	Serial No. of the Items in the Schedule
1	Role Overload	1,13,25,36,44,46
2	Role Ambiguity	2,14*,26,37
3	Role Conflict	3,15*,27,38*,45
4	Unreasonable Group and Political Pressure	4,16,28,39
5	Responsibility for persons	5,17,29
6	Under-participation	6*,18*,30*,40*
7	Powerlessness	7*,19*,31*
8	Poor-Peer Relations	8*,20*,32*,41*
9	Intrinsic Impoverishment	9,21*,33*,42*
10	Low Status	10*,22*,34
11	Strenuous Working condition	12,24,35,43*
12	Unprofitability	11,23

* *False Keyed Items*

The scale used for the purpose of measuring the Organisational Commitment of the managerial employees in the bank under study, is the one developed by Allen & Meyer (1997). Affective, Normative and Continuance Commitment measures

were developed to describe Organisational Commitment. The table below presents the groupings of statements in the questionnaire into Affective, Normative & Continuance measures of Commitment.

Sr.	Measures	Statement Number
1.	Affective Commitment	1 – 8
2.	Normative Commitment	9 – 22
3.	Continuance Commitment	23 – 30

Reliability of the Scale: The reliability index of Occupational Stress Index (Table No. 3) ascertained by Split Half (Odd Even) method and Cronbach's alpha – coefficient for the scale as a whole were found to be .935 and .90 respectively whereas the reliability of Organisational Commitment Scale ascertained by Cronbach's alpha – coefficient for the scale as a whole found to be .611. In

general, in psychology researches, a good measure should have a Cronbach's Alpha of at least .60 and preferably closer to .90. Therefore, in the present study the reliability of both the scales is considerable for research. The reliability indices of the 12 sub-scales were also computed on the Cronbach's alpha method. The table no. 2 records the obtained indices.

Table 3: Reliability Index

No.	Sub Scales (Occupational Stress)	Reliability Index
1	Role Overload	.694
2	Role Ambiguity	.614
3	Role Conflict	.632
4	Unreasonable Group and Political Pressure	.649
5	Responsibility for persons	.722
6	Under-participation	.672
7	Powerlessness	.655
8	Poor-Peer Relations	.697
9	Intrinsic Impoverishment	.645
10	Low Status	.625
11	Strenuous Working condition	.626
12	Unprofitability	.657

Note : * False Keyed Items

Data Analysis and Results

The results obtained from 60 subjects on 12 dimensions of occupational stress and 3 dimensions of Organisational Commitment were analysed using descriptive statistics and Pearson's correlation. In the present study relationship of occupational stress with organisational commitment was also investigated. The descriptive statistics i.e. Mean and S.D. is given in Table 3. For measuring the effect of various dimensions of OC and OSI on each other, Inter-item Correlation was also performed and Inter-correlation Matrix is presented through Table No. 5.

RESULTS AND DISCUSSION

Occupational Stress

The result obtained shows the presence of significant stress among the employees of the bank understudy. (See Table No.1). It is observed from the total of mean scores (Mean Score = 178.94) on the 12 sub-scales of Occupational Stress Index i.e. greater the mean scores greater the stress level of the employees understudy. Hence, the null hypothesis i.e. There are no signs of presence of stress among employees of bank understudy on the various dimensions of Occupational Stress Index stands rejected and alternate hypothesis is

established that there are observable signs of stress among employees of bank understudy on the various dimensions of Occupational Stress Index.

The mean scores on the factors of Responsibility of Persons (RP), Poor Peer Relations (PPR) Powerlessness (PL), Role Overload (RO), Strenuous Working Conditions (SWC) and Unprofitability (UF) are significantly higher than remaining factors of OSI with mean scores of 3.17, 3.07, 2.95, 2.95 and 2.92 respectively. It is interpreted from the above that employees of the bank are stressed firstly due to the thrust of responsibility of other persons, the responsibility of other employees' future, responsibility for the progress of organisation. Secondly due to poor interpersonal relationships with colleagues, colleagues lack of cooperation and team spirit in solving administrative problems. Thirdly due to less acceptance of decisions & suggestions taken by himself concerning his subordinates, lack of coordination of interest and opinion in making appointments for important posts etc. Fourthly due to excessive workload, staff insufficiency, lack of time, personal problems, sometimes job dissatisfaction etc. Fifthly due to tense circumstances in which work has to be done, risky and complicated assignments, unsatisfactory working conditions from the point of convenience etc. Sixthly due to low salary, absence of appropriate

	Mean	S.D.
Occupational Stress	178.94	10.04
Higher the Score Greater the Stress		

rewards and recognitions, lack of motivation, etc.

Organizational Commitment

Mean scores on the three dimensions of Organisational Commitment i.e. Affective Commitment, Normative Commitment and Continuance Commitment are 3.25, 3.47 and 3.34 respectively. The score of Affective Commitment dimension reflects a willingness on the part of the respondents who are a part of this sample, to spend the rest of their careers with their respective organisations. They sense a pride and enjoyment in discussing their organisation with the people outside it, also reflects their sense of association and hence, commitment with the organisation. It is gathered from the score of Affective Commitment dimension that loyalty is important for the managerial employees of the nationalised bank under study and they feel a sense of moral obligation to

remain with the organization. Also, the respondents felt that even if they got another offer for a better job elsewhere; they would not feel it was right to leave their organisation. A sense of employee association was also shown by the view point that it is desirable for people to stay with one organization for most of their careers. In fact, they said that the company deserved their loyalty, and they would feel guilty if they were to leave. Regarding the measure of Continuance Commitment, some respondents were of the opinion, that it would not be very hard for them to leave their organisations at the moment, even if they wanted to as lot of things in their life would be destructed if they decided to leave their organizations right now. They believed that staying is not only a matter of necessity but is a matter of desire as well. However, few respondents observed to be confident about getting another job even if they had few options lined up for them.

Table 4 Descriptive Statistics

Sr. No.	Variable	Dimensions	Codes	Mean	S.D.
1	OCCUPATIONAL STRESS	Role Overload	RO	2.9556	.58131
2		Role Ambiguity	RA	2.6500	.72223
3		Role Conflict	RC	2.7867	.62368
4		Unreasonable Group & Political Pressure	UGPP	2.9000	.60576
5		Responsibility for persons	RP	3.1778	.51518
6		Under-participation	UP	2.7083	.61093
7		Powerlessness	PL	2.9778	.76127
8		Poor-Peer Relations	PPR	3.0792	.59924
9		Intrinsic Impoverishment	II	2.7292	.63828
10		Low Status	LS	2.7389	.78855
11		Strenuous Working condition	SWC	2.9500	.62402
12		Unprofitability	UF	2.9250	.83273
1	ORGANISATION-AL COMMITMENT	Affective Commitment	AC	3.2542	.29108
2		Normative Commitment	NC	3.4714	.28819
3		Continuance Commitment	CC	3.3458	.44767

Source: OSI & OC Survey

Relationship of Occupational Stress with Organisational Commitment

It is observed from the Inter-Item Correlation Matrix that the measure of Affective Commitment is negatively correlated with many dimensions of OSI such as Under-participation, Powerlessness, Role Overload, Responsibility of Persons

and Poor-Peer Relations with correlations of -.199, -.172, -.095, -.076 and -.029 respectively.

The second measure of Normative Commitment is also negatively correlated with many dimensions of OSI such as Poor Peer Relations, Under-participation, Intrinsic Impoverishment, Low Status, Role Ambiguity, Strenuous Work conditions and Role Conflict with a

correlations of -.183, -.168, -.160, -.133, -.066, -.050 and -.026 respectively.

The third measure of Continuance Commitment is also negatively correlated with certain dimensions of OSI such as Role Conflict and Under-participation with a correlation of -.064 and -.061 respectively.

On the whole it is concluded from the above, that occupational stress has a

significant relationship with Organisational Commitment. Therefore the hypothesis established in the beginning that there is no significant relationship between occupational stress and level of organisational commitment of banking professionals stands rejected and alternate hypothesis is accepted that there is a significant relationship between measures of Occupational Stress and Organisational Commitment.

	AC	NC	CC	RO	RA	RC	UGPP	RP	UP	PL	PPR	II	LS	SWC	UF
AC	1														
NC	.061	1													
CC	.290*	.303*	1												
RO	-.095	.271*	.121	1											
RA	.007	-.066	.096	.208	1										
RC	.073	-.026	-.064	.274*	.390**	1									
UGPP	.144	.061	.200	.118	.492**	.344**	1								
RP	-.076	.209	.032	.319*	-.134	-.147	-.114	1							
UP	-.199	-.168	-.061	-.321*	.132	.143	-.003	-.205	1						
PL	-.172	.030	.002	-.109	.243	.149	.121	-.225	.402**	1					
PPR	-.029	-.183	.066	-.324*	-.025	.085	-.013	-.170	.197	.190	1				
II	.166	-.160	.057	-.115	.469**	.208	.219	-.251	.161	.191	.110	1			
LS	.202	-.133	.152	.009	.392**	.349**	.246	-.102	.047	.225	.227	.385**	1		
SWC	.048	-.050	.163	.042	.461**	.368**	.264*	-.271*	.150	.360**	.209	.407**	.429**	1	
UF	.132	.089	.139	.218	.163	.272*	.254	.065	.327*	.176	-.268*	.188	.223	.139	1

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

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

CONCLUSION

From the above findings it can be concluded that stress exists in the employees of the bank understudy, specifically higher on the dimensions of Responsibility of Persons, Poor Peer Relations, Powerlessness, Role Overload, Strenuous Working Conditions and Unprofitability. It is further concluded that the problem of stress is inevitable and unavoidable in the banking sector. A majority of the employees face severe stress-related ailments and a lot of psychological problems. Hence, the management must take several initiatives in helping their employees to overcome its disastrous effect. The productivity of the work force is the most decisive factor as far as the success of an organisation is concerned. The productivity in turn is dependent on the psychosocial well-being of the employees. In an age of highly dynamic and competitive world, man is exposed to all kinds of stressors that can affect him on all realms of life. The growing importance of interventional strategies is felt more at organisational level. This particular research was intended to study the impact of occupational stress as well as level of organisational commitment among Nationalized Bank employees. This study also attempted to crystallize the nature of relationship between occupational stress and Organisational commitment in context of banking sector. Although certain limitations were met with the study, every effort has been made to make it much comprehensive.

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A Multi-Variant Analysis on Choice of Social Networking Websites

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Social networking sites associated to a particular region differ; hence the reason for joining these sites varies from one person to another. These sites have been in existence for quite a while and their adoption in India has increased. Recently, the use of these networking sites has increased overtime in India with the improvement in technology and the use of mobile phone to surf the web. The paper attempts to identify the various factors that affect the choice of post graduates specially MBA Students in choosing a SNWs. Principal Factor Analysis and Multiple Regression were the analytical techniques used and the constructs were revealed from the factor analysis. For the purpose of the study primary data was collected from MBA Students who access SNWs with the help of a well drafted Questionnaire. A sample of 330 students was selected. It is clear from the research conducted that SNWs need to be versatile, convenient, complex, scrutinizing, socializing and exploring in order to attract student to access them.

Keywords: *Social networking websites, Factor analysis, Regression*

A social network service focuses on building online communities of people who share interests and/or activities.

INTRODUCTION

Social networking websites (SNWs) such as MySpace, Facebook, Cyworld, Bebo BlackPlanet, Dodgeball, and YouTube have attracted millions of users, many of whom have integrated these sites into their daily practices. A social network service focuses on building online communities of people who share interests and/or activities (Dwyer et al, 2007). The websites allow users to build on-line profiles, share information, pictures, blog entries, music clips, etc. After joining a social networking site, users are prompted to identify others in the system with which they have a

relationship. The label for these relationships differs depending on the site-popular terms include "Friends," "Contacts," and "Fans." Most SNS require bi-directional confirmation for Friendship. In only a few short years, the popularity of social networking sites (SNS) such as Facebook and MySpace has skyrocketed, with tens of millions of teenagers and twenty some things using these sites as their social communications vehicle of choice. Of late, colleges and universities have begun to experiment with these social media networks, hoping to find ways to use them as a recruitment marketing tool. But little serious or reliable research existed to indicate

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whether these networks were an appropriate or effective tool for colleges to communicate with prospective students.

The social networking sites associated to a particular region differs; hence the reason for joining these sites varies from one person to another. Although, social networking sites have been in existence for quite a while, but its adoption in India has recently increased. Social networking sites are built for users to interact for different purposes like business, general chatting, meeting with friends and colleagues, etc. It is also helpful in politics, dating, with the interest of getting numerous advantages with the people they meet. Recently, the use of network sites has increased overtime in India with the improvement in technology and the use of mobile phone to surf the web and statistics have shown that 90% of people on the internet at one point in time or the other are visiting social network sites.

Review of the Literature

Social networking websites (SNWs) have grown in popularity among all segments of society, but particularly among younger groups such as university students. Facebook is an example of the enormous amount of social interaction that occurs on these websites. Approximately 85% of all American university students at 4-year institutions use Facebook. There are 67 million active users worldwide, half of whom log in at least once each day for an average of twenty minutes. Approximately 250,000 people apply for profiles each day. Nearly 14

million photos are uploaded each day. Of course, Facebook is just one of dozens and dozens of SNWs that has millions of active users. Popular business and news magazines such as Business Week and Time run near-weekly articles about the impact of SNWs on business and society. SNWs are often pointed out as important forms of communication within the workplace and intriguing avenues for marketing, even changing the way business is done. Other articles indicate that such optimism for usefulness in the workplace is exaggerated and that there are downfalls to social networking websites in the workplace.

Since the enormous amount of social interaction facilitated by SNWs throughout the world is a fairly new phenomenon, research about cross-national differences in attitudes and usage of SNWs is particularly warranted. India and the United States are countries which engage in a great deal of online communication due to the rise in customer service, computer programming, and other service positions outsourced to India from the United States [Pal, M., & Buzzanell, P. (2008)]. An understanding of cross-national differences among university students' attitudes toward and usage of SNWs can help provide insight into how cross national virtual work will be conducted in the future. A great deal of research has been conducted about cross-cultural values and communication practices, yet scant research addresses how these findings apply to the online environment, particularly for SNWs. SNWs are a relatively new form of online communication. The first SNW was

Although, social networking sites have been in existence for quite a while, but its adoption in India has recently increased. Social networking sites are built for users to interact for different purposes like business, general chatting, meeting with friends and colleagues, etc.

SixDegrees.com, which was launched in 1997. The current popularity of SNWs, however, is an even more recent phenomenon and it wasn't until 2003 when they were considered mainstream. The top two SNWs, MySpace and Facebook, began in 2003 and 2005, respectively [Boyd, D. M., & Ellison, N. B. (2007)]. In June 2007 these two websites combined for nearly 170 million unique visitors [comScore, Inc]. While the popularity of SNWs has become a global phenomenon, various websites have become market leaders in various countries and regions around the world: Orkut in Brazil and India, Mixi in Japan, LunarStorm in Sweden, Hi5 in smaller Latin American countries, Bebo in the United Kingdom, or Cyworld in Korea, to name a few. Each website contains features that appeal to the various national cultures [Boyd, D. M., & Ellison, N. B. (2007)].

Dwyer et al, 2007 analysed an online survey of two popular social networking sites, Facebook and MySpace, compared perceptions of trust and privacy concerns, along with willingness to share information and develop new relationships. Members of both sites reported similar levels of privacy concern. Facebook members expressed significantly greater trust in both Facebook and its members, and were more willing to share identifying information. Even so, MySpace members reported significantly more experience using the site to meet new people. These results suggested that in online interaction, trust is not as necessary as the building of new relationships, as it is in face to face

encounters. They also showed that in an online site, the existence of trust and the willingness to share information do not automatically translate into new social interaction. This study demonstrated online relationships can develop in sites where perceived trust and privacy safeguards are weak.

Literature about SNWs is fairly limited and has mostly focused on impression management and security Boyd, D. M., & Ellison, N. B. (2007). One consistent finding has been that SNWs are used primarily to sustain existing offline relationships—few users use SNWs to meet people. However, no cross-cultural studies of SNWs are known to have been conducted. In a 2008 analysis of the literature on SNWs, Boyd and Ellison concluded that “scholars still have a limited understanding of who is and who is not using these websites, why, and for what purposes, especially outside of the U.S” (p. 15, Boyd D. M & Ellison N. B (2007).

comScore, Inc. (NASDAQ: SCOR), a leader in measuring the digital world, released a report on the top social networking sites in India, finding that visitation to the site category increased 51 percent from the previous year to more than 19 million visitors in December 2008. The study also found that global social networking brands continued to gain prominence in India during the year, with Orkut, Facebook, hi5, Linked In and MySpace each witnessing significant increases in visitation.

“Social networking continued to grow strongly in India this past year, with

several of the top global brands carving out a more prominent position,” said Will Hodgman, comScore executive vice president. “While there is certainly room for several players in the social networking space in India, the sites that have the right blend of having both a strong brand and cultural relevance will be best positioned for future growth.”

comScore, Inc. (NASDAQ: SCOR), a leader in measuring the digital world, released a report on traffic to Social Networking sites in India, revealing that Facebook.com grabbed the number one ranking in the category for the first time in July with 20.9 million visitors, up 179 percent versus year ago.

“The social networking phenomenon continues to gain steam worldwide, and India represents one of the fastest growing markets at the moment,” said Will Hodgman, comScore executive vice president for the Asia-Pacific region. “Though Facebook has tripled its audience in the past year to pace the growth for the category, several other social networking sites have posted their own sizeable gains.”

More than 33 million Internet users age 15 years and older in India, representing 84 percent of the total Internet audience. India now ranks as the seventh largest market worldwide for social networking, after U.S, China, Germany, Russian Federation, Brazil and the U.K. The total Indian social networking audience grew 43 percent in the past year, more than tripling the rate of growth of the total Internet audience in India.

Objectives of the study

The paper attempts to identify the various factors that affect the choice of post graduates especially MBA Students in choosing a SNW and find a model fit for choosing the SNW. Principal Factor Analysis and Regression were the analytical techniques used. The constructs were revealed from the factor analysis performed.

Methodology and Data Collection

For the purpose of the study, primary data was collected from MBA Students who access SNWs with the help of a well drafted Questionnaire. A sample of 330 students was selected by following the non-probabilistic convenience sampling, as it is appropriate for exploratory studies. In convenience sampling firstly respondents selected happened to be in the right place at the right time and secondly, convenience sampling technique is not recommended for descriptive or casual research, but they can be used in exploratory research for generating ideas (Malhotra, 2005). According to the chosen methodological research approach, the quantitative data was analyzed by using factor analysis by using SPSS Software. The survey was conducted during the period of March 2011 to April 2011.

DATA ANALYSIS AND RESULTS

Previous studies on SNWs as well as theories of consumer behaviour have

shown demographics to be a factor, influencing the adoption of technology-based services. The demographic characteristics of the students depict that the majority of the respondents (63.5%) were males and 36.5% of the respondents were females. 5.8% of the students were with less 10000 rupees income followed by 32.7% with 10001-20000 rupees, 23.1% with 20001-30000 rupees, 23.1% with 30001-40000 rupees and 15.4% of students with more than 40000 rupees per month as house hold income. Apart from that 19.2% of the students were from science background, 51.9% from commerce background, 17.3% and 11.5% of the students were from other backgrounds in their graduation.

Factor Analysis

Factor analysis is a data reduction statistical technique that allows simplifying the correlational relationship between a number of continuous variables. Exploratory factor analysis is used in order to identify constructs and investigate relationships among key interval scaled questions regarding reasons for intention of use of social networking websites. To test, the following steps were taken:

- The correlation matrices were computed. It revealed that there is enough correlation to go ahead for factor analysis.
- Kaiser-Meyer-Olkin Measure of Sampling Adequacy (MSA) for individual variance was studied. Sufficient correlation for all the variables was found. (KMO &

Bartlett's Table 1)

- To test the sampling adequacy, Kaiser-Meyer-Olkin MSA is computed which is found to be 0.579. It is indicated that that the sample is good enough for sampling.
- The over all significance of correlation matrices is tested with Barlett Test of Sphericity providing support for the validity of the factor analysis of the data set. (KMO & Bartlett's Test Table 1)

After the standards indicated that the data is suitable for factor analysis, Principal Components Analysis was employed for extracting the data, which allowed determining the factors underlying the relationship between the number of variables. The Total Variable Explained suggests that it extracts one factor accounts for 75.89% of the variance of the relationship between variables. (Total Variance Explained Table 3)

Loading on factors can be positive or negative. A negative loading indicates that this variable has an inverse relationship with the rest of the factors. The higher the loading the more important is the factor. However Comrey (1973: 1346) suggested that anything above 0.44 could be considered salient, with increased loading becoming more vital in determining the factor. All the loadings in the research are positive. (Communalities Table 2)

Rotation is necessary when extraction technique suggests that there are two or more factors. The rotation of

factors is designed to give an idea of how the factors initially extracted, differ from each other, and to provide a clear picture of which item loads on which factor.

There are only six factors, each having Eigen value exceeding 1 for SNWs choice. The Eigen values for six factors were 4.909, 2.011, 1.880, 1.614, 1.405 and 1.083 respectively. (Total Variance Explained, Table 3). The percentage of total variance is used as an index to determine how well the total factor solution accounts for what the variables together represent. The index for present solution accounts for 75.895% of the total variations for choosing a SNW. It is a pretty good extraction as it can economize on the number of factors (from 17 it has reduced to 6 factors) while we have lost 24.105% information content for factors in choosing a SNW. The percentage of variance explained by factor one to six for factors effecting in choosing a SNW are 28.875, 11.830, 11.059, 9.492, 8.266 and 6.373 respectively (Total Variance Explained, Table 3). Communalities Table 2 tells us that after six factors are extracted and retained; the communality is 0.736 for variable 1, 0.814 for variable 2 and so on. It means 75.86% of the variance of variable 1 is being captured by the six extracted factors together. The proportion of variance in any one of the original variables, which is being captured by the extracted factor, is known as communality (Nargundkar, 2002).

Large communalities indicate that a large number of variance has been accounted for by the factor solution.

Varimax rotated factor analytic results for factor influencing the choice of a SNW is shown in Rotated Component matrix Table 5.

The six factors are as follows:-

Factor	no. of items
Versatile	5 items
Convenience	2 items
Complexity	2 items
Scrutinizing	2 items
Socialising	2 items
Exploring	3 items

The data collected were analysed using Cronbach's alpha which was to determine the internal consistency and reliability of the individual and multiple scales. Cronbach's alpha was used in this study because every item in the questionnaire measured an underlying construct. The validity of the measures was verified by observing the correlations between the items on the various scales. All pre-existing constructs used in the diffusion theory met the criteria of validity and reliability except trust which is a newly introduced construct.

Table below showed the Cronbach's alpha that was computed for the items that made up each construct used in this study. A measurement scale such as the one developed during this research must be both reliable and valid. Reliability is concerned with the internal consistency of the scale, that is, "does the scale behave similarly when administered by different people?" The most widely used reliability coefficient is Cronbach's alpha which can range from 0 to 1 with higher figures indicating better reliability. From the table above, it is

clear that the recorded overall reliability score of 0.95, 0.74, 0.695, 0.92, 0.698 and 0.766 is exceeding the usual recommendation of alpha = 0.70. The alpha values for the 5 constructs (from 0.487 and 0.863) indicated that the items that formed them have reasonable internal consistency reliability. The scores used for the constructs in this study were standardized using SPSS package for the regression analysis.

The tables (ANOVA and Coefficients) below presents the result from the multiple regression carried out using the six constructs: Versatile, Socialising, Convenient, Complex, Scrutinizing, Complexity and exploring as the independent variables and Attitude to create a new account as the dependent variable. This is done to determine the best linear combination of the constructs for predicting attitude.

Construct	Cronbach alpha
Versatile	0.863
Convenience	0.487
Complexity	0.711
Scrutinizing	0.741
Socialising	0.729
Exploring	0.623

The ANOVA table reports on the general significance of the model. As p is less than 0.05, the model is significant. Thus the combination of the variables significantly predicts the dependent variable. Coefficient table shows the beta coefficients for

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	292.071	6	48.679	3.874	.000 ^b
Residual	284.787	203	1.403		
Total	576.858	209			

- a. R Squared = .506 (Adjusted R Squared = .493).
 b. Dependent Variable: you will consider an account on a new site when you get time to read interesting sites

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta	Partial		
1	(Constant)	2.887	.428			6.747	.000
	Versatile	.711	.095	.695		7.485	.000
	Convenience	-.045	.020	-.241		-2.176	.033
	Complexity	.081	.029	.274		2.807	.006
	Scrutinizing	.083	.029	.288		2.881	.005
	Socialising	.027	.028	.094		1.002	.317
	Exploring	.211	.029	.717		7.000	.000

- a. Dependent Variable: you will consider an account on a new site when you get time to read interesting sites

each variable. The t and p values present the significance of each variable and their impact on the dependent variable (attitude).

From table 4 only Versatile and Exploring had significant impact on respondent's attitude, with both having the same impact on attitude. The multiple regression equation for this analysis is given as:-

$$\text{Attitude} = 3.061 + 0.211 (\text{Versatile}) + 0.37(\text{Socialising}) - 0.45 (\text{Convenient}) + 0.63(\text{Complex}) + 0.81 + (\text{Scrutinizing}) + 0.211 (\text{Exploring})$$

CONCLUSION AND IMPLICATIONS

To attract students, SNWs had to set up many types of marketing tools like fan clubs, SMS etc. and SNWs have to understand the customer's needs so as to take care of their satisfaction.

It was also found that the students want convenience in using these websites and all college students use SNWs on a regular basis, and Facebook is, by far, the social networking site of choice among this population. In the research it was found that the student want complexity and this is because the students are increasingly concerned about the privacy of the information they post about themselves on a social networking site. Students indicated that they are careful about what they put on their profile or page on a social networking site because they are concerned that their parents or other adults might see it. Those that do are using these sites to look at student pages, blogs, photos, and other

information that will help them determine the social "fit" of the campus.

Versatile ($\beta = 0.211$, p is less than 0.05) does have significant positive effect on the attitude towards using social networking sites. From the responses, the advantages of using these sites make them prefer social network sites use to the previous one used. Some of these advantages include speed, efficiency, availability, ease of use, faith in the security of their personal information. The contribution of the Exploring construct ($\beta = 0.211$, p less than 0.05) was also significant to the model and exploring the technology affects how well that technology diffuses in a social network system because if the technology is easy to use, more people are likely to adopt its use. Findings from this study suggested that social networking sites were quite easy to use and are more likely to be more widely adopted. The Convenience construct ($\beta = -0.45$, p is more than 0.05) was found not to positively contribute to the model. This suggested that the convenience of usage social networking sites to the lifestyle of the respondents was unimportant. The Scrutinizing construct ($\beta = 0.528$, p is more than 0.05) does not have impact on the attitude towards the use of these sites. The Scrutinizing construct was simply about watching others using the technology. Of the five constructs, Socializing ($\beta = 0.37$, p is more than 0.05) had no impact on the attitude towards using social networking sites. The results implied that the respondents have been well versed with SNW before adopting its use.

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APPENDIX

Table 1

Table 1

Table 1		
Table 1	Table 1	Table 1
Table 1	Table 1	Table 1
Table 1	Table 1	Table 1

Table 2

Communalities

	Initial	Extraction
Send me news about my situation	1.000	.176
My social network helps me manage my health	1.000	.014
My social network helps me understand my situation	1.000	.731
It is not so difficult to use social networking sites	1.000	.001
Social networks are compatible with health systems	1.000	.180
One fits well with how I communicate	1.000	.717
Social networks are completely compatible with my current situation	1.000	.573
One allows me to request my communication	1.000	.020
Social networks are like an information filter	1.000	.717
Social networks are like a network with people of common interests and interests	1.000	.007
One allows me to communicate my needs quickly	1.000	.042
I have seen my network quickly social networking	1.000	.000
It is easy to share with others social networking	1.000	.000
There is plenty of opportunity to see others social networking	1.000	.078
I have seen others social networking	1.000	.000
It is easy to try social networking	1.000	.731
I had little difficulty using social networking	1.000	.000

Extraction Method: Principal Component Analysis.

Leadership Styles Prevalent in the Indian ITES-BPO Industry

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Several attempts have been made by social scientists from time to time to study leadership and to discover the nature of traits, ability, behavioural patterns, and sources of power or situational aspects in order to influence the followers to accomplish group aims and objectives. Similarly 'Outsourcing' has also become a Universal phenomenon swaying the whole world. 'ITES-BPO' as an industry has emerged as one of the key drivers of growth for the Indian economy. This industry is barely 10 years old but the place of India is commendable with optimistic future growth prospects both in exports as well as domestic markets. The present research paper focuses on the 'Leadership Styles Prevalent in the Indian ITES-BPO Industry particularly in Delhi-NCR region which is predominantly Voice based. It discusses the present status of leadership in different levels of management in the various types of ITES-BPO industries. The industries chosen for the study include Customer interaction services, Health care, Human Resource, Banking, Accounting & Finance, Data Entry/ Conversion, Telecom & Software, and Medical Transcription & Translation. It provides a clear understanding of the type of leadership followed and the manner in which the managers of ITES-BPO interact with their subordinates. It has more relevance in the present scenario with new and previously untouched emerging areas such as investment research support, medical transcription, GIS, data mining, remote education, market research, content development, data analytics etc. A new type of leadership dimensions particularly the 'soft skills' to be learnt by the managers while leading the subordinates, peer interaction and client interaction. The proper understanding of the psyche of subordinates with adoption of different styles and roles in different situations to become successful has become a new 'moolmantra'. It is thereby an ongoing and perpetual process of self improvement so as to produce more effective leaders.

Keywords: Traits, Outsourcing, ITES-BPO, GIS, Data Mining, Data Analytics, Soft.

INTRODUCTION

Worldwide ITES-BPO Scenario

The worldwide Business Process Outsourcing (ITES-BPO) industry (Nasscom, IDC estimates, 2009) has undergone rapid transformation over the last few years. The offshore outsourcing has become a strategic alternative for companies suffering from

intense pressure due to competition. The gains that have been realized by the companies include access to the global talent, economies of scale, process engineering and enhancement, wage arbitrage, increased profit margins, and improvements in quality. The growth of this industry has been catalyzed due to maturity of the market place, rapid developments in telecommunications and infrastructure, and new off

'ITES-BPO' as an industry has emerged as one of the key drivers of growth for the Indian economy. This industry is barely 10 years old but the place of India is commendable with optimistic future growth prospects both in exports as well as domestic markets.

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shoring destinations. Outsourcing to low-cost countries continues to gain momentum, despite voices of opposition in the home country of MNCs, in the current business environment not only for reasons of cost and quality but also as a strategic business driver; for instance, currently, companies measure the advantages of outsourcing with parameters such as reliability, speed to market, new market opportunities, lesser working capital, reduction in defects, higher customer satisfaction, and most importantly, by emphasizing on core competencies, which help them to improve quality and productivity. According to IDC, the global spending in ITES-BPO grew by 11.7% in 2008 to US\$ 115.1 billion and it is expected to grow at a CAGR of 11.9% and reach US\$180.7 billion during 2008-2012.

The Indian ITES-BPO Industry

IT Enabled Services - Business Process Outsourcing (ITES-BPO) Industry is one of the fastest growing industries in India registering a double digit growth and its contribution to the national economic output has become 1.0347% per cent in FY 2010. The sector's share in overall services exports has gone up remarkably over the past few years from 5.5% in FY01 to 12.8% in FY09. The Indian ITES-BPO exports alone provide direct employment to around 0.8 million people, not including the indirect employment. The sector has massively developed the overall economic and social landscape of the country. availability of English speaking talented manpower in

abundance. There are several favourable factors contributing to India's achieving this position such as:

- a) the latest technology availability inclusive of statistical techniques and mathematical notations
- b) product specific expertise
- c) service costs reduction
- d) comprehensive geographical coverage
- e) appropriate hours and days of coverage, and
- f) availability of key human resources for handling the outsourced programmes.

Importance of Leadership in the ITES- BPO Sector

The people working in the organisation usually need individuals as leaders who could be instrumental in guiding their efforts or efforts of a group of workers in order to achieve the goals and objectives of both the individuals and the organisation. These leaders guide the action of others to accomplish the task. A good leader in order to be effective motivates his subordinates, creates confidence and increases the morale of workers. As rightly said by Peter F. Drucker, "Good Leadership is a must for the success of a business but the business leaders are the scarcest resources of the enterprises."

The term leadership has gained thereby a special status in the ITES industry. The industry composition as

of now is mainly geared towards the customer interaction services, finance and accounting, human resource administration with cumulative contribution of around 89% while the rest 11% is taken care of by the others which are both high end and knowledge sensitive. This scenario is completely going to change as new and previously untouched areas are emerging such as investment research support, medical transcription, GIS, data mining, remote education, market research, content development, data analytics etc. with their future revenue contribution expected to reach about 40% and the traditional services as discussed above going down to 60%. These new service lines can be substantial contributors to the total revenue but they require new types of leadership dimensions to be inculcated in the mindset of the practicing managers particularly the soft skills to be learnt while leading the subordinates, peer interaction and client interaction. The proper understanding of the psyche of subordinates particularly in this robust and constantly changing business scenario is going to become the order of the day. The predominance of the aspects such as intangibility, inseparability, heterogeneity, perishability and lack of ownership makes the task of the leaders much more challenging. A leader has to adopt different styles and roles in different situations to become successful. It is thereby an ongoing and perpetual process of self improvement.

In order to understand the type of leadership and the manner in which the managers of ITES-BPO interact with their subordinates, a study was

carried out by the authors in which information was collected from different levels of Management of the ITES-BPO Industry by interviewing 119 executives from Delhi & NCR, out of which 47 were drawn from lower management, 46 from middle management, and 26 from upper management. The services provided by the firms selected in each of the various types of ITES-BPO Industries are Customer Interaction Services, Banking, Human Resource, Finance & Accounting, Data Entry/Conversion, Telecom & Software, and Medical Transcription & Translation.

METHODOLOGY USED

Information was collected using an indigenously designed structured questionnaire along with interview format and Five point Likert Scale (5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree and 1-Strongly Disagree). The Questionnaire consisted of 30 Items to measure and compare the leadership styles at various levels and in different types of ITES-BPO Industries. Item wise mean scores were calculated to know the percentage on that item. The percentage calculated on scores on each item was helpful in understanding the Leadership style, more particularly how it is practiced at different levels of management in different Industries.

Finally the Chi-Square Analysis was carried out to test the Null Hypothesis i.e. H₀: There is no difference in Leadership style in different types of ITES-BPO Industries against Alternate Hypothesis i.e. H₁: There is difference in leadership style in

different types of ITES-BPO Industries. Questionnaires that were incomplete, unrealistic, full of biasedness were rejected at a glance so that error could not occur in the sample collected and it might not affect the findings of the study.

The nature of questions asked through the detailed Questionnaire was as follows:

- What is the level of participation of subordinates followed in providing new ideas regarding decision making?
- What is the frequency of holding meeting to discuss the problems of the organization?
- What is the vision level of the various ITES Industries regarding delegation of Authority to subordinates?
- What is the level of work supervision, as followed in the various Indian ITES- industries?
- What is the level of trust towards subordinates displayed in the

Indian ITES- industries?

- What is the transparency level followed by the Indian ITES industries in communicating & sharing information with subordinates?
- Role/expectations in resolving disputes.
- Appraisal of subordinates for promotion.
- What is the level followed in the Indian ITES industries in promoting ingenuity & creativity in subordinates?
- Devising solutions for organizational problems.

Data analysis and Interpretation

The details regarding the number of Managers selected from various levels of Management from various ITES-BPO Industries are given below in the Table (1)

Table 1: (Response from Total Surveyed)

Total No. of Managers	CIS	Banking	Telecom & Software	HR	Acct & Finance	Data Entry/Data Conversion	Medical Transcription & Translation
Top	4	3	4	4	3	4	4
Middle	6	7	6	7	7	7	6
Lower	7	6	7	7	7	7	6
Total	17	16	17	18	17	18	16

(Based on Primary Research: Questionnaire) Grand Total: 119

The number of respondents from various ITES-BPO Industries exhibiting different Styles of Leadership is given below in Table 2:

A stands for Autocratic Managers - the ones who have all the power in their hands and do not believe much in delegation of authority and subordinates participation in the activities and decision making in the organization.

D stands for Democratic Managers - the ones who do not believe in having all the power in their hands and believe in delegation of authority and

subordinates participation in the activities and decision making in the organization

L stands for Laissez Faire Managers - the ones who believe in giving unlimited powers (Free Reign or Free Hand) to their subordinates in decision making with out any accountability and interference from their side.

The basis for classifying them as Autocratic, Democratic and Laissez Faire is according to their response to the questionnaire and the scores they have attained in that. The mean scores calculated regarding the same are given in Table 3 below:

Table 2: Response (From Total Surveyed)

Total No. of Managers ADL	CIS ADL	Banking ADL	Telecom & Software ADL	HR ADL	Acct & Finance ADL	Data Entry/Data Conversion ADL	Medical Transcription & Translation ADL
Top	310	310	310	310	310	310	310
Middle	240	160	150	160	250	160	150
Lower	160	240	250	250	250	250	150
Total	6110	5110	6110	6120	6110	6120	5110
%	35650	31690	35650	33670	35650	33670	31690

(Based on Primary Research: Questionnaire)

Table 3: Response Pattern

Mean Scores (out of 50)	CIS ADL	Banking ADL	Telecom & Software ADL	HR ADL	Acct & Finance ADL	Data Entry/Data Conversion ADL	Medical Transcription & Translation ADL
Top	424416	414216	414215	444518	454616	454317	444618
Middle	444318	424217	424118	434117	424618	434216	464416
Lower	424415	414016	444218	424516	434216	424417	424015

(Based on Primary Research: Questionnaire)

It is evident from the table that the managers in these ITES-BPO Industries are high scorers greater than equal to forty (≥ 40) in Autocratic or Democratic Leader column while the scores are less than twenty (< 20) in case of Laissez Faire type column (indicating the fact that they normally do not operate out of this mode. This reflects that in this world of intense competition nobody wants to lose control over the subordinates or become over-dependent on them for every decision).

leading as an autocratic leader in ITES-BPO Industries, are also giving a score ranging from 23-28 in items meant for democratic character in the same questionnaire and less than 20 (14-19) for Laissez Faire type of Leadership style. It strongly indicates that although their normal style of working is Autocratic but they do have certain characteristics of Democratic leadership and according to the situation or circumstances they mould themselves to a democratic leader so as to motivate the subordinates and get the job done.

Moreover it has been found that the respondents fairing a score of 40 and above in the questionnaire, while

The response pattern as obtained above in Table 2 is given in percentage terms below in Table 4.

Table 4: Response in Percentage)

Manager Response	CIS ADL	Banking ADL	Telecom & Software ADL	HR ADL	Acct & Finance ADL	Data Entry/Data Conversion ADL	Medical Transcription & Translation ADL
Top	75250	67330	75250	75250	67330	75250	75250
Middle	33670	14860	17830	14860	29710	14860	17830
Lower	14860	33670	29710	29710	29710	29710	17830
Total	35650	31690	35650	33670	35650	33670	31690

(Based on Primary Research: Questionnaire)

The content analysis shows that according to the parameters used for assessment of Leadership style, the following facts are evident:

- In the CIS (Customer Interaction Services) firms the overall percentage of Autocratic Managers is 35%, Democratic Managers is 65% while that of Laissez Faire Managers is 0%.
- In the Banking Services based Call-centers/BPO firms the overall percentage of Autocratic Managers is 31%, Democratic Managers is 69% while that of Laissez Faire Managers is 0%.
- In the Telecom & Software Services based Call-centers/BPO firms the overall percentage of Autocratic Managers is 35%, Democratic Managers is 65% while that of Laissez Faire Managers is 0%.
- In the Human Resource Services based Call-centers/BPO firms the overall percentage of Autocratic Managers is 33%, Democratic Managers is 67% while that of Laissez Faire Managers is 0%.
- In the Accounting & Finance based Services based Call-centers/BPO firms the overall percentage of Autocratic Managers is 35%, Democratic Managers is 65% while that of Laissez Faire Managers is 0%.
- In the Data Entry/Data Conversion based Call-centers/BPO firms the overall percentage of Autocratic Managers is 33%, Democratic Managers is

67% while that of Laissez Faire Managers is 0%.

- In the Medical Transcription & Translation services based Call-centers/BPO firms the overall percentage of Autocratic Managers is 31%, Democratic Managers is 69% while that of Laissez Faire Managers is 0%.

Further the table reveals that though the overall percentage of autocratic managers in ITES-BPO Industries hovers around 30 plus percent and that of democratic around 60 plus percent, but level wise percentage indicates that the percentage of autocratic managers at the top level is 70 plus percent. Additionally table also shows that, in general, the percentage of democratic managers is highest at the middle level.

Level of Subordinate Participation

The respondents as analyzed on the basis of response to parameters pertaining to subordinate participation provided the following data in terms of percentage as given below in Table 5.

The data on Comparative Analysis of different types of ITES Industries (Firms) indicate that:

- In CIS firms, overall 30% of managers are autocratic in nature while practicing participation of the subordinates in providing new ideas in decision making i.e. 30%; don't encourage subordinate participation while 70% of managers do practice the

Table 5: Response Pattern in percentage (Level of Subordinate Participation)

Manager Response	CIS ADL	Banking ADL	Telecom & Software ADL	HR ADL	Acct & Finance ADL	Data Entry/Data Conversion ADL	Medical Transcription & Translation ADL
Top	75250	67330	75250	75250	67330	75250	75250
Middle	17830	14860	17830	14860	14860	14860	17830
Lower	14860	33670	14860	29710	29710	14860	17830
Total	30700	31690	30700	33670	30700	28720	31690

(Based on Primary Research: Questionnaire)

- democratic behavior.
- In the Banking Services based Call-centers/BPO firms, overall 31% of managers are autocratic in nature while practicing participation of the subordinates in providing new ideas in decision making i.e. 31%; don't encourage subordinate participation while 69% of managers do practice the democratic behavior.
 - In the Telecom & Software Services based Call-centers/BPO firms, overall 30% of managers are autocratic in nature while practicing participation of the subordinates in providing new ideas in decision making i.e. 30%; don't encourage subordinate participation while 70% of managers do practice the democratic behavior.
 - In the Human Resource Services based Call-centers/BPO firms, overall 33% of managers are autocratic in nature while practicing participation of the subordinates in providing new ideas in decision making i.e. 33% don't encourage subordinate participation while 67% of managers do practice the democratic behavior.
 - In the Accounting & Finance based Services based Call-centers/BPO firms, overall 30% of managers are autocratic in nature while practicing participation of the subordinates in providing new ideas in decision making i.e. 30% don't encourage subordinate participation while 70% of managers do practice the democratic behavior.
 - In the Data Entry/Conversion based Call-centers/BPO firms, overall 28% of managers are autocratic in nature while practicing participation of the subordinates in providing new ideas in decision making i.e. 28% don't encourage subordinate participation while 72% of managers do practice the democratic behavior.
 - In the Medical Transcription & Translation services based Call-centers/BPO firms; overall 31% of managers are autocratic in nature while practicing participation of

the subordinates in providing new ideas in decision making i.e. 31%, don't encourage subordinate participation while 69% of managers do practice democratic behavior.

Further the table reveals that the overall percentage of autocratic managers is 70 plus percent at the top level i.e. the top level management discourages subordinate participation much more than the middle and lower level management.

Holding meetings to discuss the problems of the organization

The respondents as analyzed on the basis of response to parameters pertaining to holding meetings to discuss the problems of the organization with subordinates provided the following data in terms of percentage as given below in Table 6.

The data on Comparative Analysis of different types of ITES Industries (Firms) indicate that:

- In CIS firms, overall 35% of managers are autocratic in nature regarding holding of meetings with the subordinates to discuss problems of the organisation i.e. 35% don't involve subordinates in solving organizational problems while 65% of managers do practice the democratic behavior.
- In the Banking Services based Call-centers/BPO firms, overall 31% of managers are autocratic in nature regarding holding of meetings with the subordinates to discuss problems of the organisation i.e. 31% don't involve subordinates in solving organizational problems while 69% of managers do practice the democratic behavior.
- In the Telecom & Software Services based Call-centers/BPO firms, overall 35% of managers are autocratic in nature regarding holding of meetings with the subordinates to discuss problems of the organisation i.e. 35% don't involve subordinates in solving organizational problems while 65% of managers do practice the

Table 6: Response Pattern in percentage (Holding of meetings with subordinates)

Manager Response	CIS ADL	Banking ADL	Telecom & Software ADL	HR ADL	Acct & Finance ADL	Data Entry/Data Conversion ADL	Medical Transcription & Translation ADL
Top	75250	67330	75250	75250	67330	75250	75250
Middle	33670	14860	17830	14860	29710	14860	17830
Lower	14860	33670	29710	29710	29710	29710	17830
Total	35650	31690	35650	33670	35650	33670	31690

(Based on Primary Research: Questionnaire)

democratic behavior.

- In the Human Resource Services based Call-centers/BPO firms, overall 33% of managers are autocratic in nature regarding holding of meetings with the subordinates to discuss problems of the organisation i.e. 33% don't involve subordinates in solving organizational problems while 67% of managers do practice the democratic behavior.
- In the Accounting & Finance Services based Call-centers/BPO firms, overall 35% of managers are autocratic in nature regarding holding of meetings with the subordinates to discuss problems of the organisation i.e. 35% don't involve subordinates in solving organizational problems while 65% of managers do practice the democratic behavior.
- In the Data Entry/Conversion based Call-centers/BPO firms, overall 33% of managers are autocratic in nature regarding holding of meetings with the subordinates to discuss problems of the organisation i.e. 33% don't involve subordinates in solving organizational problems while 67% of managers do practice the democratic behavior.
- In the Medical Transcription & Translation services based Call-centers/BPO firms, overall 31% of managers are autocratic in nature regarding holding of meetings with the subordinates to discuss problems of the organisation i.e. 31% don't involve subordinates in solving organizational problems

while 69% of managers do practice the democratic behavior.

There is none in the Laissez-Faire Category which signifies that at no level of management, in any of the firms in ITES-BPO industry, managers follow the practice of leaving the responsibility of finding the solution of the organizational problems totally in the hands of subordinates.

Further the table reveals that the overall percentage of autocratic managers is 70 plus percent at the top level i.e. the top level management generally doesn't involve in subordinates in solving organizational problems.

Delegation of Authority to Subordinates

The respondents as analyzed on the basis of response to parameters pertaining to delegation of authority to subordinates provided the following data in terms of percentage as given below in Table 7.

The data on Comparative Analysis of different types of ITES Industries (Firms) indicate that:

- In CIS firms, overall 35% of managers are autocratic in nature regarding delegation of authority to subordinates i.e. 35% don't believe in delegation of authority to subordinates while 65% of managers do practice the democratic behavior.
- In the Banking Services based Call-centers/BPO firms, overall

Table 7: Response Pattern in percentage (Delegation of Authority to Subordinates)

Manager Response	CIS ADL	Banking ADL	Telecom & Software ADL	HR ADL	Acct & Finance ADL	Data Entry/Data Conversion ADL	Medical Transcription & Translation ADL
Top	75250	67330	75250	75250	67330	75250	75250
Middle	33670	14860	17830	14860	29710	14860	17830
Lower	14860	33670	29710	29710	29710	29710	17830
Total	35650	31690	35650	33670	35650	33670	31690

(Based on Primary Research: Questionnaire)

31% of managers are autocratic in nature regarding delegation of authority to subordinates i.e. 31% don't believe in delegation of authority to subordinates while 69% of managers do practice the democratic behavior.

- In the Telecom & Software Services based Call-centers/BPO firms, overall 35% of managers are autocratic in nature regarding delegation of authority to subordinates i.e. 35% don't believe in delegation of authority to subordinates while 65% of managers do practice the democratic behavior.
- In the Human Resource Services based Call-centers/BPO firms, overall 33% of managers are autocratic in nature regarding delegation of authority to subordinates i.e. 33% don't believe in delegation of authority to subordinates while 67% of managers do practice the democratic behavior.
- In the Accounting & Finance based Services based Call-

centers/BPO firms, overall 35% of managers are autocratic in nature regarding delegation of authority to subordinates i.e. 35% don't believe in delegation of authority to subordinates while 65% of managers do practice the democratic behavior.

- In the Data Entry/Conversion Services based Call-centers/BPO firms, overall 33% of managers are autocratic in nature regarding delegation of authority to subordinates i.e. 33% don't believe in delegation of authority to subordinates while 67% of managers do practice the democratic behavior.
- In the Medical Transcription & Translation services based Call-centers/BPO firms, overall 31% of managers are autocratic in nature regarding delegation of authority to subordinates i.e. 31% don't believe in delegation of authority to subordinates while 69% of managers do practice the democratic behavior.

There is none in the Laissez-Faire

Category which signifies that at no level of management in any of the firms in ITES-BPO industry managers follow the practice of delegating total authority in the hands of subordinates.

Further the table reveals that the overall percentage of autocratic managers is 75 percent at the top level, except Banking where it is 67 percent, i.e. the top level management generally doesn't want to delegate authority to subordinates.

Work Supervision of Subordinates

The respondents as analyzed on the basis of response to parameters pertaining to work supervision of subordinates provided the following data in terms of percentage as given below in Table 8.

The data on Comparative Analysis of different types of ITES Industries (Firms) indicate that:

- In CIS firms, overall 41% of managers are autocratic in nature regarding supervision of

subordinates work i.e. 41% believe in close supervision of subordinates work while 59% of managers practice democratic behavior.

- In the Banking Services based Call-centers/BPO firms, overall 31% of managers are autocratic in nature regarding supervision of subordinates work i.e. 31% believe in close supervision of subordinates work while 69% of managers do practice the democratic behavior.

- In the Telecom & Software Services based Call-centers/BPO firms, overall 41% of managers are autocratic in nature regarding supervision of subordinates work i.e. 41% believe in close supervision of subordinates work while 59% of managers do practice the democratic behavior.

- In the Human Resource Services based Call-centers/BPO firms, overall 33% of managers are autocratic in nature regarding supervision of subordinates work i.e. 33% believe in close supervision of subordinates work

Table 8: Response Pattern in percentage (Work Supervision of Subordinates)

Manager Response	CIS ADL	Banking ADL	Telecom & Software ADL	HR ADL	Acct & Finance ADL	Data Entry/Data Conversion ADL	Medical Transcription & Translation ADL
Top	75250	67330	75250	75250	67330	75250	75250
Middle	33670	14860	17830	14860	29710	28720	17830
Lower	28720	33670	29710	29710	29710	29710	17830
Total	41590	31690	41590	33670	41590	39610	37630

(Based on Primary Research: Questionnaire)

while 67% of managers do practice the democratic behavior.

managers do practice the democratic behavior.

- In the Accounting & Finance Services based Call-centers/BPO firms, overall 41% of managers are autocratic in nature regarding supervision of subordinates work i.e. 41% believe in close supervision of subordinates work while 59% of managers do practice the democratic behavior.
- Data Entry/Conversion Services based Call-centers/BPO firms, overall 39% of managers are autocratic in nature regarding supervision of subordinates' work i.e. 39% believe in close supervision of subordinates work while 61% of managers do practice the democratic behavior.
- In the Medical Transcription & Translation services based Call-centers/BPO firms, overall 37% of managers are autocratic in nature regarding supervision of subordinates work i.e. 37% believe in close supervision of subordinates work while 63% of

There is none in the Laissez-Faire Category which signifies that at no level of management, in any of the firms in ITES-BPO industry, managers believe in the fact that subordinates will carry out their work efficiently & effectively without their work being supervised by the higher authorities.

Further the table reveals that the overall percentage of autocratic managers is 70 plus percent at the top level i.e. the top level management generally believes more in close supervision of subordinates work.

Level of Trust towards Subordinates

The respondents as analyzed on the basis of response to parameters regarding level of trust towards subordinates provided the following data in terms of percentage as given below in Table 9.

Table 9: Response Pattern in percentage (Level of Trust towards Subordinates)

Manager Response	CIS ADL	Banking ADL	Telecom & Software ADL	HR ADL	Acct & Finance ADL	Data Entry/Data Conversion ADL	Medical Transcription & Translation ADL
Top	75250	67330	75250	75250	75250	67330	75250
Middle	33670	14860	17830	14860	14860	29710	17830
Lower	14860	33670	29710	29710	29710	29710	17830
Total	35650	31690	35650	33670	33670	35650	31690

(Based on Primary Research: Questionnaire)

The data on Comparative Analysis of different types of ITES Industries (Firms) indicate that:

- In CIS firms, overall 35% of managers are autocratic in nature regarding level of trust towards subordinates i.e. 35% don't trust their subordinates while 65% of managers do practice the democratic behavior.
- In the Banking Services based Call-centers/BPO firms, overall 31% of managers are autocratic in nature regarding level of trust towards subordinates i.e. 31% don't trust their subordinates while 69% of managers do practice the democratic behavior.
- In the Telecom & Software Services based Call-centers/BPO firms, overall 35% of managers are autocratic in nature regarding level of trust towards subordinates i.e. 35% don't trust their subordinates while 65% of managers do practice the democratic behavior.
- In the Human Resource Services based Call-centers/BPO firms, overall 33% of managers are autocratic in nature regarding level of trust towards subordinates i.e. 33% don't trust their subordinates while 67% of managers do practice the democratic behavior.
- In the Accounting & Finance based Services based Call-centers/BPO firms, overall 35% of

managers are autocratic in nature regarding level of trust towards subordinates i.e. 35% don't trust their subordinates while 65% of managers do practice the democratic behavior.

- In the Data Entry/Conversion Services based Call-centers/BPO firms, overall 33% of managers are autocratic in nature regarding level of trust towards subordinates i.e. 33% don't trust their subordinates while 67% of managers do practice the democratic behavior.
- In the Medical Transcription & Translation services based Call-centers/BPO firms, overall 31% of managers are autocratic in nature regarding level of trust towards subordinates i.e. 31% don't trust their subordinates while 69% of managers do practice the democratic behavior.

There is none in the Laissez-Faire Category which signifies that at no level of management, in any of the firms in ITES-BPO industry, managers have cent percent trust in all the affairs in their subordinates.

Further the table reveals that the overall percentage of autocratic managers is 70 plus percent at the top level i.e. the top level management generally is suspicious about their subordinates. Additionally the lower level of management has less faith in subordinates in comparison to managers at middle level management.

Hypothesis Testing

Chi-Square Analysis

Independent Variable Type of BPO Industry	Autocratic	Democratic	Laissez-Faire	Total
CIS	6 (5.71)	11 (11.2)	Cell value less than 5	17
Banking	5 (5.37)	11 (10.62)	Cell value less than 5	16
Telecom & Software	6 (5.71)	11 (11.28)	Cell value less than 5	17
Human Resource	6 (6.05)	12 (11.94)	Cell value less than 5	18
Data Entry/Conversion	6 (6.05)	12 (11.94)	Cell value less than 5	18
Accounting & Finance	6 (5.71)	11 (11.28)	Cell value less than 5	17
Medical Transcription & Translation	5 (5.37)	11 (10.62)	Cell value less than 5	16
Total	40	79		119

The calculated value of Chi-square for the data of the above table comes out to be:

$$\chi^2 = 22.1338$$

The tabulated value of Chi-Square at 5% level of significance and six degrees of freedom is 12.36. Since the calculated value of the Chi-square (χ^2) is 22.1338 which is greater than the tabulated value of 12.36 hence the null hypothesis H_0 is rejected. Thus the alternate hypothesis H_1 is accepted that there is difference in the Leadership style in different types of ITES-BPO Industries.

CONCLUSION

In the ITES-BPO industry which employs educated people, the general public perception is that the managers at different levels will be adopting more democratic leadership style and will be abstaining from autocratic style of leadership. Additionally the style of leadership will be the same in all types of firms falling in ITES-BPO industry. On the contrary analysis reveals that overall 30 plus percent of managers are autocratic in nature while the remaining is democratic in nature. Further 70 plus percent of managers at top management level

...if the Indian ITES-BPO industry is to continue with its growth and success story then it has to overcome certain challenges like high attrition level, rising cost, competition posed by other low cost nations and most importantly it requires visionary leaders who can foresee future opportunities and threats.

are autocratic in nature which could be the cause and effect of high attrition rate and rising cost in the industry. Also it is observed that the middle level management is more democratic in comparison to the lower level management officials signifying the fact that officials at the lower level are much younger and immature (generally fresh graduates) who require closer supervision and more instructions. But if the Indian ITES-BPO industry is to continue with its growth and success story then it has to overcome certain challenges like high attrition level, rising cost, competition posed by other low cost nations and most importantly it requires visionary leaders who can foresee future opportunities and threats. This requires development of leaders who have more trust and faith in their subordinates so that they constantly get an idea and a feel of the environment within the organization, outside the organization and the environment in general. Apart from this more faith in subordinates will lead to innovative ideas and ways of doing things plus greater loyalty towards the organization which can have a cascading affect on the attrition level and the cost of carrying out operations i.e. it will positively affect the efficiency and effectiveness of the organization. Thus the need of the hour is more emphasized on democratic style of leadership and this is particularly more applicable on the managers at the top management level.

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An Empirical Study on Supply Chain Competence and Firm Performance of Manufacturing Industry in Union Territory of Pondicherry

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The key purpose of this research work is to explore the relationship between the dimensions of supply chain competence and firm performance in a sample of manufacturing industry in the union territory of Pondicherry by following a research methodology adopted through an empirical survey of a representative sample of 60 manufacturing industries in the union territory of Pondicherry. Data were collected by conducting personal interviews to the manufacturing executives by using a structured questionnaire. Descriptive Statistics and Spearman correlation coefficients were used to analyze the relationship between the different supply chain competence dimensions and firm performance dimension. The findings of this research work has found that positive relationship between the dimensions of supply chain competence and firm performance, although all supply chain competence dimensions are not equally important for firm performance dimension. The limitations of this research work is that there are other factors which are not included in this work which could be of great impact to the relationship between the supply chain competence and firm performance and in this research we have not used any secondary data (like financial report) for the substantiation of firm performance and the practical implications of this research work are to contribute a better understanding of the forces and constrains which companies face with supply chain competence. Finally, this research work findings may be used as a test base for future research.

Keywords: Firm performance, Manufacturing industry, Supply chain competence

1. INTRODUCTION

Globalization and intensive world-wide competition along with the technological advancements create an entirely new business environment for the manufacturing organizations. Initially, manufacturing companies have accomplished massive productivity gains through the implementation of lean production in response to

this intensifying competition. The “waste” has eliminated from many different local operations for the sake of better productivity. Currently such type of massive productivity improvements for many manufacturing organizations is very limited. Instead, there is a huge improvement potential to reduce the inefficiencies caused by the poor performance of the suppliers, unpredictable customer

Globalization and intensive world-wide competition along with the technological advancements create an entirely new business environment for the manufacturing organizations.

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In the 1980s, intense global competition forced business organizations to offer high quality products at low cost while simultaneously increasing design flexibility.

demands, and uncertain business environment.

An integrated supply chain has a clear advantage on the competitiveness of the individual companies. As a result, the chain-chain competition has started to take over the enterprise-enterprise competition, although many enterprise-enterprise competitions do exist particularly in the less developed economies (Koh et al., 2006). The forward-looking enterprises today are dynamic; they collaborate with suppliers, customers and even with competitors; share information and knowledge aiming to create a collaborative supply chain that is capable of competing if not leading the particular industry. Hence, gaining competitive edge under such a cut-throat environment becomes increasingly difficult, if not impossible.

Supply chain management (SCM) includes a set of approaches and practices to effectively integrate suppliers, manufacturers, distributors and customers for improving the long-term performance of the individual firms and the supply chain as a whole in a cohesive and high-performing business model (Chopra and Meindl, 2001). As defined by the Council of Supply Chain Management Professionals (CSCMP), SCM encompasses the planning and management of all activities involved in sourcing and procurement, conversion and all logistics management activities as well as coordination and collaboration with channel partners.

In the 1980s, intense global competition forced business organizations to offer high quality products at low cost while simultaneously increasing design flexibility. Producers embraced the principles of just-in-time and total quality management (TQM) as they sought to enhance competitiveness. Companies implemented practices including benchmarking, process control techniques, and training and involvement programs as they recognized the importance of building quality into products (Ebrahimpour, 1985; Modarress and Ansari, 1989; Schroeder et al., 1992). Senior management leadership on quality related matters, strategic quality planning, and evaluation of information on quality also became part of the management agenda (Benson et al., 1991; Saraph et al., 1989).

As competition in the 1990s intensified further, so did the challenges associated with getting a product or service to the right place at the right time at the lowest delivered total cost. Manufacturing organizations began to realize the potential benefits and importance of strategic and cooperative buyer supplier relationships. Organizations began to involve strategic suppliers in resource management decisions (Morgan and Monczka, 1996). Instead of relying on tools such as acceptance sampling to establish the quality of incoming materials and component parts, manufacturers purchased from a more limited number of qualified or certified suppliers (Inman and Hubler, 1992). Many producers embraced the concept of supply base

management, hoping to reduce costs by cutting inventory and improving efficiency throughout the supply chain (Watts and Hahn, 1993, Krause, 1997). In addition, organizations placed more emphasis on customer driven corporate policies that sought to simultaneously pursue objectives of customer satisfaction, quality and productivity improvement, and cost reduction.

Supply chain management has received in recent years a great deal of attention by practitioners and academics alike. The benefits that accrue to firms that effectively manage their supply chain partners range from lower costs to higher Return on Investment (ROI), to higher returns to stockholders. Yet, effective management of one's supply chain is not easily accomplished.

Supply chain management was initially seen as a tactical mechanism for coordinating logistics, work flows and related information, but it now encompasses a competitive reality. Although many managers still only equate SCM with cost reduction, it should actually be seen as a core skill that will ultimately separate the winners from the losers. A key strategic issue in SCM is the ability to recognize a partner's capabilities beyond tangible assets and to take into account employee know-how, reputation and firm culture.

The goal of supply chain management is improving or maximizing an organizations effectiveness, timeliness, cycle-time and quality. These overarching measures when managed correctly contribute to a corporation's competitive advantage

(Bay, et al., 2004; Drake & Schleicher, 2007). Each corporation's supply chain must be responsive and efficient as indicated by these measure (Hugos, 2006).The supply chain typically includes the functions or organizations of: planning, supplier management, operations, logistics and material control.

2. RELEVANT REVIEW OF LITERATURE

The SCM organization was the subject of the study. Supply Chain Management organizations are historically comprised of five functions; planning, supplier management, production, inventory control, and logistics. In the firm, of these five areas, only the Supplier Management function has previously defined governing best practices.

Supplier management and other departments and organizations which has adopted best practices have seen performance improve and in some cases the improvements, as seen is an increase in competitive advantage, can be directly linked to the implementation of specific best practices (Bay, Tang, & Bennett, 2004; Butter & Linse, 2008; Drake & Schlachter, 2007).

SCM is such a broad notion that it can be approached from many different perspectives: purchasing and supply, logistics and transportation, industrial organization, marketing, strategic management, and many others (Croom et al., 2000).

Jones and Riley (1985), Houlihan (1985), and Novack and Simco (1991).

A key strategic issue in SCM is the ability to recognize a partner's capabilities beyond tangible assets and to take into account employee know-how, reputation and firm culture.

These authors recognize that there is a continuous chain of functional areas through which materials flow and extends from suppliers to final distributors.

The key characteristics of SCM highlighted by these authors – who gave rise to the “supply chain awareness” – are as follows:

- Most of the definitions agree that the supply chain covers the materials flow from suppliers to end users.
- The emphasis is on including all channel members, from the beginning to the end
- The definitions highlight the flow of materials rather than that of information.

Authors belonging to the “traditional logistics” (notably, Scott and Westbrook, 1991) began to investigate how to smooth the fluctuations in material flows at the interface between channel actors, mainly in the areas of logistics and transportation. Later on, logistics became a pervasive and unitary framework for SCM. The “modern logistics” (Lee and Billington, 1992, 1993; Christopher, 1992b) emphasizes the importance of system-wide co-ordination of both physical and information flows: information is considered as a vital means to provide all the actors with the appropriate feedback and to drive their behavior. The focus of the studies shifts from mere cost reduction to include also service and quality improvement.

Economists disagree about the use of accounting data to measure firm performance because it ignores opportunity costs and the time value of money (Chen and Lee, 1995). Business performance, the argument goes, should be measured by financial data, such as the internal rate of return (IRR). Financial data provides a measurement of a firm’s performance via the market’s valuation of the firm’s securities. However, since future cash flows of the business entity cannot be observed, measures of business performance are typically based on accounting data such as return on investment (ROI) or return on assets (ROA).

Jahera and Lloyd (1992) observed that ROI was a valid performance measure for midsize firms. However, the validity of ROI as a performance measure has been challenged (Tobin and Brainard, 1968). A firm’s financial leverage can affect its ROI to such a degree that it renders comparisons between firms meaningless. ROI also ignores opportunity costs and the time value of investments. An alternate measure of performance, Tobin’s q ratio, evaluates the ratio of the market value of a firm to the replacement cost of its assets (Tobin, 1969). However, the prospect of obtaining accurate measures of each firm’s market value and the replacement cost of its assets to calculate Tobin’s q was deemed impractical for this research.

Given the lack of consensus regarding a valid cross-industry measure of corporate performance, performance in this study was operationalized by

senior management's perceptions of a firm's performance in comparison to that of major competitors (Tan et al., 1998). Four dimensions of performance were considered including market share, return on assets (ROA), Sales growth and overall competitive position. Performance measures were validated by comparing performance for a subset of firms to actual financial performance obtained from the Dun and Bradstreet database. Correlations were all statistically significant, providing support for the use of managers' perceptual measures as a proxy for actual performance.

The firm has several mature organizations that has been successfully defined, deployed and continually monitored organizational specific best practices. Best practices were seen by the industry and recognized by the firm as a proof of positive approach to ensuring programmatic success.

3. RESEARCH METHODOLOGY

The paper analyses shows the results of a data collected through questionnaire from the executives of manufacturing industries in the union

territory of Pondicherry. A sample of 60 firms were collected which involves various manufacturers working in different industrial sectors and developing multiple activities. The questionnaire asked the respondents to rate the company's performance of each supply chain competence variables using a five-point Likert scale, then the variable used in the empirical study to explore the research question. Similarly, respondents were asked to rate overall performance using the following measures: market share, sales growth, return on assets, overall competitive position, the firm's performance related to its major competitors was assessed with a five-point Likert scale. This study is exploratory, the statistical analysis carried out was basically descriptive and correlation analysis were used to validate the hypotheses(H1: there is positive correlation between supply chain competence and firm performance).The research hypotheses of the paper is to analyze the supply chain performance in manufacturing industries and its relationship to the company's business performance, The emphasis on various dimension of supply chain performance may be directly linked to overall firm performance.

Table 1: A Description of the Respondent Firms

Business Description	%	Number of Employees	%
Automobile	26.7	< 100	22
Chemical	6.7	100-200	12
Textile	3.3	200-500	12
Food	6.7	500-1000	10
Building material	3.3	> 1000	4
Furniture	3.3		
Metal	3.3		
Electronics	16.7		
Others	30.0		

Annual Sales (lakhs)	%	Employees	%
10 - 50	2	< 100	22
50 - 100	6	100-200	12
100 - 500	20	200-500	12
> 500	32	500-1000	10

Product Characteristics	%	Process Characteristics	%
Make to stock	6	Job order	10
Assemble to order	8	Batch	14
Make to order	38	Continuous	32
Engineer to order	8	Others	4

Note: This percentage represents the 60 respondents of firm

4. RESULTS AND DISCUSSIONS

Table 2: Descriptive statistics of supply chain competence

Sl.No	Variables	Mean	Stand. Deviation
1	Information sharing with the supplier	3.20	0.917
2	Supplier capability auditing	3.40	1.123
3	Reduction in the supplier base	3.07	0.972
4	Outsourcing	3.17	1.011
5	Purchasing as a strategic activity	3.60	0.887
6	Early supplier involvement	3.20	0.988
7	Vendor managed inventory	2.83	1.304
8	Extending supply chain beyond first tier suppliers	2.83	0.977
9	Manufacturing flexibility	3.60	1.092
10	Manufacturing cost reduction	3.53	1.214
11	Production standardization	3.97	0.843
12	Production quality	4.37	0.712
13	Product development cycle time	3.83	1.011
14	Reduction of inventory	3.67	1.084
15	Increase of capacity utilization	3.90	0.915
16	Delivery speed	5.63	9.115
17	Third party logistics	2.93	1.191
18	Customer service	4.03	0.956
19	Electronic data exchange	3.43	0.963
20	Use of SCM application software	2.77	1.370
21	E-commerce	2.80	1.260
22	Research and development	3.47	1.096
23	Team work	4.17	1.044

The mean performance ratings as well as the standard deviation of the 23 supply chain competence are given in the table I. The results showed that the most rated competence was the delivery speed (5.63) followed by production quality (4.37) and employee training (4.17), the least

important dimensions are Advertisement (2.57) and Vendor managed inventory (2.83)

The main objective of this research paper is to point out whether 23 dimensions of supply chain competence affected the firm's

Table 3: The relationship (correlation) between supply chain competence and firm performance

Variables	Market share	Sales growth	Return on assets	Overall competitive position
Information sharing with the supplier	0.064	0.233	0.223	0.278*
Supplier capability auditing	0.231	0.378**	0.143	0.210
Reduction in the supplier base	0.208	0.227	0.231	0.387**
Outsourcing	0.391**	0.214	0.179	0.256*
Purchasing as a strategic activity	0.403**	0.228	0.104	0.343**
Early supplier involvement	0.234	0.298*	0.346**	0.474**
Vendor managed inventory	0.398**	0.556**	0.525**	0.533**
Extending supply chain beyond first tier suppliers	0.454**	0.706**	0.714**	0.348**
Manufacturing flexibility	0.226	0.479**	0.393**	0.564**
Manufacturing cost reduction	0.185	0.356**	0.308*	0.362**
Production standardization	0.317*	0.131	0.221	0.532**
Production quality	0.290*	0.107	0.254	0.288*
Product development cycle time	0.327*	0.466**	0.408**	0.595**
Reduction of inventory	0.482**	0.487**	0.475**	0.332**
Increase of capacity utilization	0.276*	0.286*	0.398**	0.402**
Delivery speed	0.387**	0.557**	0.493**	0.335**
Third party logistics	0.239	0.291*	0.395**	0.412**
Customer service	0.308*	0.437**	0.649**	0.403**
Electronic data exchange	0.337**	0.457**	0.626**	0.395**
Use of SCM application software	0.592**	0.607**	0.575**	0.482**
E-commerce	0.405**	0.527**	0.614**	0.551**
Research and development	0.320*	0.368**	0.499**	0.528**
Team work	0.206	0.090	0.215	0.327*

Notes: **p<0.01;*p<0.05-spearman correlation coefficient

performance overall. To answer this question table II shows the correlation of supply chain competence and firm's performance. The result shows that dimension like vendor managed inventory, Extending supply chain beyond first tier suppliers ,Product development, cycle time, Research and development, Increase of capacity utilization, Delivery speed, Customer service, Electronic data exchange, Use of SCM application software, E-commerce, and Reduction of inventory is each one significantly correlated with every dimensions of firm performance like Market share, Sales growth, Return on assets, and Overall competitive position.

The supply chain competency dimension like early supplier involvement, Third party logistics, manufacturing cost reduction, and manufacturing flexibility is each one significantly correlated with sales growth, return on assets, and overall competitive position of firm performance.

The supply chain competency dimension like purchasing as a strategic activity, production quality, production standardization, and early supplier involvement is each one significantly correlated with market share and overall competitive position of firm performance.

Information sharing with the supplier, supplier capability auditing and team work significantly correlated with overall competitive position of firm performance. Finally, supplier capability auditing alone is significantly correlated with sales growth of firm performance. The research hypothesis addressed

whether high emphasis on supply chain competence improves firm performance. Our results also indicate that not every supply chain competence is equally related to every firm performance measure

5. CONCLUSION

The research objective was to quantitatively analyze the relationship between supply chain competence and firm performance. The research has found a positive relations exist between supply chain competency dimension like vendor managed inventory, extending supply chain beyond first tier suppliers , product development, cycle time, research and development, increase of capacity utilization, delivery speed, customer service, electronic data exchange, use of SCM application software, E-commerce, and reduction of inventory with all four dimension of firm performance like market share, sales growth, return on assets, and overall competitive position compare to other supply chain competent with respect to firm performance,The results contribute to a better understanding of a factor related to supply chain competences which are crucial to firm's overall performance.

There are other factors which are not included in this research which could otherwise be of great impact in the relationship between supply chain competence and firm performance. On the other hand, the research has used cross sectional data, which are limited in order to explain causal relationship. A longitudinal study would be more suitable to confirm the exploratory result obtained in the paper. Another

limitation of this research work is that we did not use any secondary data (such as financial report) to cross check firm's performance.

In spite of this limitation in the study, it provides a framework of supply chain competence dimension which may be used as a test base for further research. For example, it would be useful to analyze which supply chain competence dimensions are the more critical response to other performance measure of firm. Future research might also develop objective measures of supply chain competence since a possible limitation of the current study is its reliance on perceptual data.

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