Research Paper   **Organisational Behaviour**

Perceived relational satisfaction of employees in Traditional banks of Kerala with their Counterparts in MNCs, New Generation Banks, IT professionals, Entrepreneurs and Persons working abroad

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ABSTRACT

Technology has drastically transformed the society and entire industrial and business communities. In India a job in a Traditional bank is not attractive as in the past due to the presence of new sectors like IT, BT etc. These changes have socio-political impact. Major objective this study is to understand the perceived relational satisfaction of employees in Traditional banks when compared to jobs in other sectors. This means the position of bank Employees as they perceived themselves when they themselves compare with other positions in MNCs, New Generation Banks etc

All traditional banks with more than hundred branches in Kerala are taken for the study and 'Stratified random sampling method' is used. The Statistical tools of Chi-Square Test, Percentage analysis, Arithmetic Mean are used for analysis of the data. Overall perceived relational satisfaction score is positive.

Keywords : Perceived relational satisfaction, Traditional Banks, New Generation Banks, Information and Communication Technology [ICT]

Introduction

Management gurus like Peter Druker, forecast that in 21st century a large portion of the workforce and many similar inputs will be replaced by technology. IT is not merely a supportive tool for existing organizational processes, but also changes the structures of an organization. These changes also have socio-political impact.

Technology has drastically transformed the society and entire industrial and business communities. As an of impact ICT revolution, the conventional career dreams and plans have skyrocketed, which situation is more relevant in the Indian context. A job in a Traditional bank or a major PSU is not attractive as in the past due to the presence of new sectors like IT, BT etc. A placement in an IT or related industry is considered a privilege in today's society.

Perceived relational satisfaction means Traditional banks employees' perception on relational satisfaction when they compare themselves to their counterparts in MNC's, New Generation Banks, IT professionals, Entrepreneurs etc on the ground of financial rewards, other incentives, job security, Social Status etc … Traditional Banks are explained as all the commercial banking companies in private and public sector, which existed in India prior to 1991.

Dr. Sumathy and Dr. K. Prabakar (2007) reveals that Income level and employment opportunities for young persons have risen in the IT, ITES and BPO where salaries are generally higher by about 20 to 30%. This made a comparison of bank employees with MNCs and new generation banks lead to low level perception in relational satisfaction

As per the Equity theory of Adams3, the perceptions of what constitutes a fair ratio of inputs and outputs by comparing our own situation with another in the market place as we see it, will influence the motivation level and job satisfaction of individual.

Adams' Equity Theory further pointed out that people see themselves crucially the way they are treated in terms of their surrounding environment, team, system, etc - not in isolation - and so they must be managed and treated accordingly.

Objectives of this study

Objective of this study is to understand the perceived relational satisfaction of employees in Traditional banks when compared to jobs in other sectors.

Methodology of the study

This paper examines how financial rewards, other incentives, job security, Social Status, Personnel contacts etc operate with the employees of Traditional banks. It also studies how they perceive themselves when compared to their counterparts in MNC's, New Generation Banks, IT professionals, Entrepreneurs etc.

The researcher collected primary data through survey questionnaire. A seven point Likert scale was used and following issues are raised in the questionnaire.

· What extent this job provides better individual outcome compared with MNC's
· What extent this job provides better individual outcome compared with New Generation Bank.
· What extent this work provides better individual outcome compared with working abroad.
· What extent this job provides a better individual outcome compared with running own business.
· Satisfaction with overall individual outcome from this job.

Universe of the study

All employees belonging to clerical and above categories in the banking sector of Kerala constitute the Universe of the study.

Sampling Design

All public and private sector banks with more than a hundred branches in Kerala are taken for the study. The researcher uses 'Stratified random sampling method' to determine the sample size for the current research .Total sampling size is 250.

Banking Statistics of Kerala
As on 31 March 2007 there were 51 Commercial Banks with 3667 Branches in the State. This is including 6 State Bank group, 19 Nationalised Banks, 24 other commercial Banks and 2 Regional Rural banks (RRBs). As on 31 March -2007, a total of 43454 employees work in commercial banks in Kerala of which 15211 belong to officer category and 19671 to the clerical cadre. The rest are subordinate staff.

· **Survey questionnaire**
Primary data was collected from 250 employees belonging to officer and clerical cadres of Traditional banks through a Survey questionnaire.

Analysis of data
The data collected is further classified on the basis of age, experience, educational qualification, gender, ownership, and area of the bank for further analysis.

The Statistical tools of Chi-Square Test, Percentage analysis, Arithmetic Mean are used for analysis of the data5.

Impact of technological changes on perceived relational satisfaction Perceived relational satisfaction means position of Traditional banks Employees, as they perceived themselves when they compare almost similar position in MNCs, New Generation Banks etc…

Table 1: Perceived relational satisfaction of employees

Perceived Relational Satisfaction	Frequency	Percent
Dissatisfied	15	6.0
Neutral	39	15.6
Satisfied	71	28.4
Highly Satisfied	125	50.0

50% of the respondents are highly satisfied with their current individual outcomes when they compared to employees of MNCs, New Generation Banks etc.

Fig.1: Perceived relational satisfaction of employees.
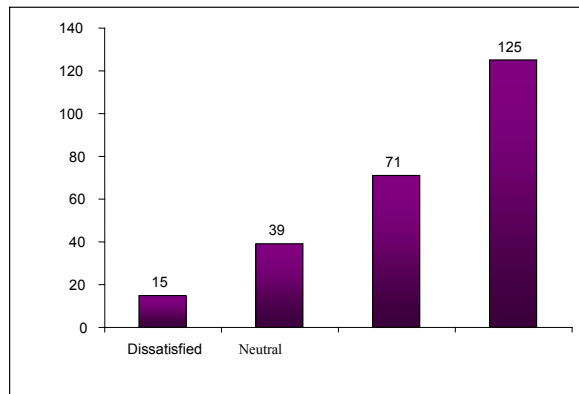
A seven point scale is used to measure the relational satisfaction of employees of the Traditional banks towards their job when they compare themselves with similar other jobs in MNC's,New Generation Banks, working abroad or running their own business.

Score 7 stands for highly satisfied and 1 represents least satisfaction. Five indicators are prepared to understand the perceived relational satisfaction of employees.

Table 2: Relational satisfaction of employees towards their job when they compare themselves with similar other jobs.

	Indicators	Total score	mean	SD
1	This job provides better individual outcome compared with MNC's etc...	1307	5.2	1.6
2	This job provides better individual outcome compared with New Generation Bank.	1247	5.0	1.7
3	This job provides better individual outcome compared with working abroad.	1165	4.7	1.8
4	This job provides a better individual outcome compared with running own business.	1228	4.9	1.8
5	Satisfaction with overall individual outcome from this job.	1383	5.6	1.5
	Average	1266	5.0	1.7

Overall perceived relational satisfaction score is 1266, indicating that perceived relational satisfaction is positive. The overall Mean and Standard deviation are 5.08, 1.68 respectively.

The indicator, 'satisfaction with overall individual outcome from this job' shows a high score of 1383 with mean of 5.6. The factor, 3 registered low score of 1165 with a mean of 5.6.A comparison of the present position of employees with new generation banks shows a total score of 1274 with mean of 5.0.

Perceived relational satisfaction and demographic variables.

Table 3: Perceived relational satisfaction of employees and Employees Designation.

n(%)	Total 250(100.0)	Dissatisfied 15(100.0)	Neutral 39(100.0)	Satisfied 71(100.0)	Highly Satisfied 125(100.0)
Employees Designation*					
Officer	133(53.2)	14(93.3)	18(46.2)	39(54.9)	62(49.6)
Clerk	117(46.8)	1(6.7)	21(53.8)	32(45.1)	63(50.4)

*p-value<0.05

Chi-square Test is used to assess the association between the perceived relational satisfaction and Employees designation among the employees of Traditional banks in Kerala. The Chi-square value is 11.22, which is significant at 0.05 levels. From this it is inferred that the Perceived relational satisfaction and Employees Designation are associated. Clerical staff enjoys more relational satisfaction than officers.

Table 4: Perceived relational satisfaction of employees and ownership pattern of bank.

n(%)	Total 250(100.0)	Dissatisfied 15(100.0)	Neutral 39(100.0)	Satisfied 71(100.0)	Highly Satisfied 125(100.0)
Ownership of BankNS					
Public Sector	132(52.8)	11(73.3)	25(64.1)	37(52.1)	59(47.2)
Private Sector	118(37.2)	4(26.7)	14(35.9)	34(47.9)	66(52.8)

NS-Not Significant

Chi square test used, to understand the relationship between the perceived relational satisfaction of employees and ownership pattern of banks. The Chi-square value is 6.123, which is not significant at 0.05 levels. Hence it is inferred that the perceived relational satisfaction of Employees and ownership pattern are not associated in Traditional banks in Kerala.

Table 5: Perceived relational satisfaction and age of the employees

n(%)	Total 250(100.0)	Dissatisfied 15(100.0)	Neutral 39(100.0)	Satisfied 71(100.0)	Highly Satisfied 125(100.0)
Age of the Employees*					
Upto 35 years	51(20.5)	6(40.0)	10(25.6)	21(29.6)	14(11.3)
36-45 years	55(22.1)	0(0.0)	8(20.5)	12(16.9)	35(28.2)
46-55 years	143(57.4)	9(60.0)	21(53.8)	38(53.5)	75(60.5)

*p-value<0.05

Chi-square test is used to analyse the relationship between the perceived relational satisfaction and Age of the Employees. The Chi-square value is 18.11, which is significant at 0.05 levels. From this it is inferred that the perceived relational satisfaction and age of the Employees are associated. Perceived relational satisfaction is very high among the employees of 46 - 55 age groups.

Table 6: Perceived relational satisfaction of employee's and education level.

N (%)	Total 250(100.0)	Dissatisfied 15(100.0)	Neutral 39(100.0)	Satisfied 71(100.0)	Highly Satisfied 125(100.0)
Level of EducationNS					
Degree	127(50.8)	12(80.0)	18(46.2)	33(46.5)	64(51.2)
Post Graduate	96(38.4)	1(6.7)	14(35.9)	29(40.8)	52(41.6)
Others	27(10.8)	2(13.3)	7(17.9)	9(12.7)	9(7.2)

NS-Not Significant

Chi-square test used to know the relationship between the perceived relational satisfaction of Employees and level of education. The chi-square value is 11.055, which is not significant at 0.05 levels. It is inferred that the perceived relational satisfaction of Employees and level of education are not associated among the employees of Traditional banks in Kerala.

Table 7: Relationship between Perceived relational satisfaction of employees and gender

n (%)	Total 250(100.0)	Dissatisfied 15(100.0)	Neutral 39(100.0)	Satisfied 71(100.0)	Highly Satisfied 125(100.0)
Gender DifferenceNS					
Male	170(68.0)	10(66.7)	28(71.8)	50(70.4)	82(65.6)
Female	80(32.0)	5(33.3)	11(28.2)	21(29.6)	43(34.4)

NS-Not Significant

Chi-square test is used to understand the relationship between the perceived relational satisfaction and Gender. The chi-square value is 0.79, which is not significant at 0.05 levels. It is seen that the Perceived relational satisfaction and Gender are not associated among the employees of Traditional banks in Kerala.

Table 8: Perceived relational satisfaction of employees and Experience

n(%)	Total 250(100.0)	Dissatisfied 15(100.0)	Neutral 39(100.0)	Satisfied 71(100.0)	Highly Satisfied 125(100.0)
Work ExperiencesNS					
<5 years	63(25.2)	5(33.3)	9(23.1)	26(36.6)	23(18.4)
5-10 years	58(23.2)	1(6.7)	9(23.1)	17(23.9)	31(24.8)
10-15 years	94(37.6)	6(40.0)	17(43.6)	18(25.4)	53(42.4)
15-20years	35(14.0)	3(20.0)	4(10.3)	10(14.1)	18(14.4)

NS-Not Significant

Chi-square test is used to assess the relationship between the perceived relational satisfaction and Work experience. The chi-square value is 13.14, which is not significant at 0.05 levels. It is inferred that the perceived relational satisfaction and Work Experience are not associated among employees of Traditional banks in Kerala.

Findings and conclusion
1. Majority of the employees are satisfied with their individual outcomes when compared to employees of MNCs, New Generation Banks etc.
2. The perceived relational satisfaction is positive.
3. The employees are satisfied with the overall outcome of the job and do not compare themselves below par with jobs abroad and similar positions in new generation banks.
4. There no association with Perceived relational satisfaction and Employee relationship.
5. Perceived relational satisfaction and Employees Designation are associated.
6. There is no difference in perceived relational satisfaction between the employees of public and private sector banks.
7. The perceived relational satisfaction and age of the Employees are positively associated. That shows that higher age groups have more relational satisfaction than lower age groups.
8. Perceived relational satisfaction and level of education are not associated.
9. There is no association between perceived relational satisfaction and Gender.
10. There is no relationship between the perceived relational satisfaction and Work Experience.

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