

CHAPTER EIGHT

Summary, Findings,

and Suggestions.

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Cooperative enterprises differ from other type of enterprises in respect of their ideology, objectives and management. Co-operative banking system includes State, district and urban co-operative banks. Urban Co-operative Banks are the banks of relatively weak urban people, i.e.; fixed incomists, salary earners, artisans, small traders and businessmen. The progress of the urban banking means progress of the urban people and hence, development of urban banking becomes the subject of prime importance. The development of urban co-operative banking depends upon the development of persons working within the organisation. However, in urban co-operative banks this aspect of management has been overlooked for all these years. Not only that, but even Government had not realised its importance in the development of co-operative banks. That is why, so far, no committee was appointed by Government to study the problems of employees in the urban co-operative banks. This subject was, therefore, thought fit and necessary to study with special reference to urban co-operative banks in Satara City.

In the present study, an attempt is made to review personnel policies and practices in the selected co-operative unit in Satara city with special reference to employees' satisfaction; and suggest lines of action for improving personnel management practices of the urban co-operative banks.

The hypothesis and methodology are outlined in Chapter 1.

8.1 Profiles of Selected Urban Co-operative Bank.

Among the non-agricultural credit societies urban cooperative banks occupy an important place. The first Urban cooperative Bank was set-up at Baroda in 1889. Co-operatives Societies Act of 1904 facilitated establishment of urban co-operative banks in India and there were 1258 urban banks in country on 30th June, 1988. It is gratifying to note that 80% of total urban co-operative banks in India, concentrated in four States namely Maharashtra, Gujarat, Karnataka and Tamil-Nadu. Out of four States, Maharashtra is the leading State in co-operative Banking industry in a whole country. Maharashtra enjoys a prominent position commanding a share of 27.6% of urban banks. In Maharashtra, Western Maharashtra is leading (i.e, 38 % share) in the development of urban co-operative banks. As far as development of urban co-operative banks is concerned, the position of Satara district is vital in Western Maharashtra. On 30th June, 1988, there are 15 urban co-operative banks in Satara district. Out of 15 urban banks, 4 urban banks selected for study are prominent urban banks in Satara district.

The urban co-operative Banks selected for study were of different sizes, though located at Satara city and were registered in between 1940 to 1985. Number of personnel employed also varied from 14 to 130. The year of their establishment, employees' strength, and operational results were also dis-similar. All banks were multi-unit banks. Urban Co-operative banks under study were controlled by Board of Directors. Banks with deposits 71 lakhs rupees to 1,118 lakhs rupees covered under the study. Thus, urban

co-operative banks of different sizes, and structures, different in age, branches, number of employees, deposits, advances, different types etc. were covered under this study.

Though, the management of personnel is a vital of concern but has not received the attention it deserves from the co-operative leadership. Personnel management has been a neglected field until recently in co-operative banking. It was observed that.

1. Urban Co-operative banks under study were organised on a commercial basis and had narrow outlook in their working.
2. Management of urban co-opertive banks under study was conventional in nature.
3. Operational area of urban banks was restricted to Satara district except the Rayat Sewak Co-operative Bank ,
4. Urban Banks had not succeeded in attracting deposits from non-members.
5. Urban banks under study were facing internal and external competition from commercial banks in the attracting deposits.
6. No urban Co-operative bank had a separate personnel department or personnel committee for dealing with personnel functions. The 'Personnel' as a function had not received the sufficient or even attention from the board of directors or management.

8.2 Personnel Strength and Profile in the Selected Urban Co-operative Banks,

Urban banks under study have been employed a very large number of personnel at various levels of their organisations. Employees strength varied from 14 to 130 employees. Karad Urban

Co-operative Banks had employed 14 employees, while Janata Sahakari Bank had 130 employees. Six urban Co-operative banks under study had 24 officers, 99 clerks and 23 subordinate staff. In all, there were 146 total employees in urban banks at satara City.

The social background of the employees is held to influence significantly their performance at the work place. Certain Social background factors such as age, sex, literacy, religion, nativity, family background, and previous experiences of the respondents in the selected banks have been studied.

The predominant age-group (44%) in the selected units was 26-30 years. 98 percent of the respondents were males, while 2 percent of total respondents were females. Majority of respondents (i.e 57%) were born in rural areas and hence had rural background. More than 95 Percent of the respondents were Hindu. Nearly 76 percent of the respondents were graduates and 98 percent of the respondents did not have previous experience in any other organisation. It was observed that.

1. Employees strength of urban banks varied from 14 to 130 employees.
2. Majority of employees were young in the age group of 26 to 30 years.
3. Majority of the respondents had rural background. However, most of them were graduates and post-graduates.

8.3 Formulation of Personnel Policy

Personnel policy provides guidelines re regarding the organisation's intentions in recruiting, selecting, promoting, developing, communicating, organising, motivating and otherwise leading and directing people in the working organisations. A written

declaration of personnel policy is expected to be of great importance in promoting uniformity and consistency of management. The coverage of personnel policy may vary from bank to bank with its management structure and the attitudes and ideals of the top management. For effective administration, personnel policy needs to be communicated. It was seen that

- 1) In Urban Co-operative Banks under study, personnel policy in its true sense was non-existent. Without sound personnel policy, there was no manpower planning and decision-making.
- 2) There was no formal written personnel policy in the selected units.
- 3) Majority of employees were not aware personnel policy of their banks either due to non-existence or non communication of policies
- 4) No employee was participated in formulation of personnel policies.
- 5) Employees' satisfaction was found to differ with different aspects of personnel policy.
- 6) Employees' unions were not satisfied with various elements of personnel policy.

8.4 Recruitment and Selection

The first stage in the hiring process is that of recruitment, which aims at attracting suitable personnel to the bank. The selection process can not be put into operation until suitable candidates are attracted. Assessing the candidates is the next important step in the hiring process. It matches candidates against the requirements of the job. The final step in the hiring process is that of placement and inducting new employees into the new surroundings and placing them on the job. It was revealed that

- 1) Manpower planning had not received due attention in the urban banks inspite of the expansion of business and diversification of economic activities.
- 2) Job analysis and job description were not considered for determining man's specification.
- 3) Internal source was pre-dominantly used for recruiting subordinate staff.
- 4) Majority of urban banks were not used prescribed application forms.
- 5) Recommendation of board of directors was main source of recruitment.
- 6) Recruitment through news-papers advertisement had not much of ground in urban banks.
- 7) Urban Co-operative Banks under study were implemented reservation policy for recruitment.
- 8) Due attention was not given for proper placement of newly appointed employees.
- 9) No induction programme was arranged for newly appointed employees by the urban banks.
- 10) Clerical Staff and Subordinate Staff were more satisfied with selection policies.

8.5 Training, Promotion and Transfer

It is observed that to meet the demands of the changing times, urban banks needed trained employees. This need is especially acute in urban banks because the tasks to be performed are still new, complex and varied. Trained employees can produce

better results and more output with less efforts. Several institutions and centres are extending training facilities to the employees of urban co-operative banks, although there is not any special centre to train urban banks employees in particular.

No organisation can rely on outside recruitment to fill all its requirements. Internal selection is also a means of promotion. A good promotion system is useful to the employees individually as well as to the administration as a whole. All urban co-operative banks under study had provided promotional opportunities to their employees. However, no urban co-operative bank had written promotion policy. Recommendation of board of directors and seniority were two main criteria of promotion.

Every organisation needs a just and impartial transfer policy. It is needed to get reasonable consistency of treatment throughout the organisation. There were two types of transfers in urban banks i.e. inter-departmental transfer, and branch transfer. However, branch transfer method was important in selected banks. It was seen that.

- 1) No urban bank under study had clear-cut policy of training.
- 2) No separate training institution was established to cater the training needs of urban banks.
- 3) Employees' selection for training were done without any specific criteria.
- 4) Institutional training method was mostly used by the urban banks under study,

- 5) Training for subordinate staff was totally neglected
- 6) Urban banks had not given due attention for the development of managerial personnel.
- 7) No single criteria was followed by urban banks for employees' promotion
- 8) Seniority and recommendations were main criteria for promotion.
- 9) Majority of officers were familiar with promotion policy of the urban banks.
- 10) Majority of officers were dissatisfied with promotion policy because promotions were given on the recommendations of the board of directors rather than seniority.
- 11) Majority of urban co-operative banks under study had no written transfer policy.
- 12) Most of the transfers were done for the needs of management and employees' requests were rarely considered.

8.6 Wage and Salary

Wage and Salary is one of the most vital area of personnel administration. Wage and salary policy is essential to control operational cost, attract and retain efficient employees and fix rational wage and salary rates. It had been observed that some of the urban co-operative banks under study were unwilling to pay fair salaries to their employees and hence their pay-scales were rather poor. The existing low pay scales of urban banks' employees were not due to their inability to pay but because of cold and negative attitude of their management. Wages and salaries of urban bank's employees are far less than that of commercial banks even

though the nature of work is more or less same. It was observed that

- 1) In urban co-operative banks pay-scales were vary from bank to bank and not even two banks pay scales were same.
- 2) The minimum and maximum basic pay scales of employees were differed considerably from banks to bank.
- 3) Methods of paying D.A. were also varied from bank to bank.
- 4) There was wide variation in annual increment rates between two categories of the employees.
- 5) In the urban co-operative banks, there were significant differences in pay, allowances and other employee benefits.
- 6) Nearly one third urban banks (2 out of 6 banks) made provision of special increments on obtaining higher academic qualifications such as G.D.C & A, D.B.M., M.B.A., L.D.C, H.D.C etc.
- 7) Most of Officers and clerks were dis-satisfied with existing wage and salary policies of urban banks.

8.7 Employee Benefits and Services

In addition to the compensation employees receive directly, a number of other benefits may accrue to them. These benefits are called as 'fringe benefits'. These benefits provide protection from unforeseen problems of life faced by them during employment or after retirement, and even after death. That is why, the employee benefits and services look like a veritable galaxy of goodies.

In urban banks, the employees were getting very few benefits and services. No welfare activity was under taken by selected urban banksexcept granting housing loans and providing uniforms to fourth class employees.

However, it was observed that :

- 1) All employees were not brought under the 'Employees' Family Pension Scheme' 1971.
- 2) The employees were entitled to 10 to 20 days casual leave and 15 to 33 days earned leave in a year
- 3) Nearly all urban banks were paying bonus at the maximum rate (i.e., 20 percent)
- 4) In all, the employee benefits were meagre and scanty in the selected urban co-operative banks.
- 5) Employees had different opinions about fringe benefits. However, most of officers and clerks were dis-satisfied with provision of fringe benefits.
- 6) Majority of employees were noted to be least satisfied with the housing facility.
- 7) Union leaders were also dis-satisfied with fringe benefits policies of urban co-operative banks.
- 8) No urban co-operative bank under study was allowed leave travel concession to its employees as available to employees of nationalised banks.

8.8 Employee Grievance Redressal

Grievances in the work place may be inevitable.

However, prompt redressal of individual grievances is essential for sustaining good labour-management relations and promoting efficiency. Absence of machinery for it leads small grievances developing into

a collective dispute. It was observed that there were two types of employees' grievances, viz; individual and collective grievances. During the course of the study, 79 percent of respondents stated that "they did not submit any complaint to the management" However, researcher observed that:

- 1) Individual grievances were not reported due to the fear of the employers and a sense of helplessness.
- 2) Most of the grievances were solved through 'Open door policy' or 'one step method'.
- 3) No bank under study had been evolved standard policy to redress the grievances of its employees.
- 4) Employees' grievances were mainly for revising pay scales and other allowances.
- 5) It was also observed that on a number of occasions the management refused to admit the grievances of the employees.
- 6) Managers played an important role in the settlement of employees' grievances
- 7) Most of employees (i.e 80 percent) did not make any comment about the manner of the grievances handling.
- 8) Management of urban banks had taken some preventive measures to redress the grievances.

8.9 Job Satisfaction

Traditionally, job satisfaction had received emphasis because of its effect on productive efficiency. Job satisfaction has an impact on both the physical and mental health of a worker.

High job satisfaction is an important element of co-operation and teamwork, so employers want to develop it among their employees.

However, researcher observed that

- 1) No special efforts were made to find out employees' job satisfaction by any urban banks under study.
- 2) Most of the officers and clerical staff were dis-satisfied with their present jobs due to lower salary and poor working conditions.
- 3) Those who were satisfied with their jobs, were satisfied due to good placement and superior's behaviour.
- 4) Majority of sub-ordinate employees were satisfied with their jobs.
- 5) In spite of dis-satisfaction with jobs, officers and clerks were found to be efficient in their works.

8.10 Employer- Employee Relations

There was no problem of employer-employee relations in the earliest co-operatives as they were managed by the members themselves. But latter developments in cooperatives created the problem of employer-employees relations. That is why, majority of urban banks employees were established their unions. However, the employees of urban co-operative banks did not seem to be attracted towards unionism. All banks had only one union except two banks, they had no employees' unions. The financial position of the employees' unions was weak. Prathamik Shikshak Sahakari Bank employees' union was strong union. This union could get most of its demands approved by the management, fully or partially, as compared to others.

There was no shortage for union membership, where it existed. Over 90 percent of the respondents reported (Where union existed) that they were members of their unions. But their involvement in union activities did not seem to be high. However, 79 percent of respondents expressed favourable (helpful) opinions about their union leaders, and nearly 50 percent of union members were participated in strike. Following facts were revealed through the investigation .

- 1) Employees' Unions were not popular and strong in the selected urban co-operative banks.
- 2) Employees' unions were financially weak.
- 3) Management attitude towards employees' union was not good.
- 4) Union leaders were working under the pressure of the management.
- 5) There were no rival unions in the selected urban co-operative banks.
- 6) Most of (i.e.75 percent) unions had affiliation with local bank employees' union (i.e, Bank Employees' Union, Kolhapur)
- 7) No union under study had separate office, where the employees can visit and discuss their common problems.
- 8) Selected urban banks' management followed the policy of victimis-ing union leaders.
- 9) Employees' participation in management was not practised by the management of urban co-operative banks.
- 10) No employees' union had even thought of bringing out any magazine which may help to educate its members.

8.11 Findings of the study

During the course of the study researcher found the following main facts related to personnel policies and practices in selected Urban Co-operative Banks in Satara City - with special reference to employees' satisfaction.

- 1) Though personnel management is very essential for efficient functioning of urban co-operative banks but it was neglected in the urban co-operative banks. It was evident from the fact that so far either Government or National Federation of Urban Co-operative Banks and Credit Societies, was not appointed a committee to consider the personnel problems in Urban Co-operative Banks.
- 2) No urban co-operative bank under study had a separate 'personnel department' or even 'personnel committee' for dealing personnel functions.
- 3) It was observed that majority of urban co-operative banks were organised on the basis of class, caste, communal, and area, and had narrow outlook in their working.
- 4) Personnel policy in its true sense was non-existent in the selected urban cooperative banks under study.
- 5) Majority of respondents were un-satisfied with various elements of personnel policy.
- 6) Employees' union leaders were also dis-satisfied with implementation of various elements of personnel policies, particularly wages and salaries, employee benefits and services, and training and development policies.

- 7) Manpower planning had not received due attention in the urban co-operative banks.
- 8) No urban bank under study had used 'job analysis', job description and job specification ' for determining job requirements.
- 9) Recommendation of Board of Directors was main source of recruitment in selected urban banks.
- 10) The latest techniques of aptitude and psychological tests had not yet found a place in the selection procedure of selected units.
- 11) In majority of the banks, the board members had the final say in the selection of the candidates.
- 12) No urban co-operative bank had a clear-cut plan to train its employees.
- 13) Institutional training method was widely used for training officers of selected banks.
- 14) Training for subordinate staff was found totally neglected in urban banks under study.
- 15) Clerical staff was more satisfied with training policy than the Officers of selected banks.
- 16) Seniority and recommendations were main criteria for promotion.
- 17) Most of officers were dis-satisfied with promotion policy, because merit and efficiency were not considered at time of giving Promotion.
- 18) There was not clear-cut transfer policy in selected urban banks except in one bank.
- 19) Most employees were transferred for management needs and employees' requests were very rarely considered.

- 20) Job evaluation and merit-rating were not used for the fixation of employees' salary.
- 21) There was great variation in pay-scales of same category of employees.
- 22) There was great variation in pay-scales and D.A. rates among the employees of selected urban banks.
- 23) Employees of urban banks were getting low pay-scales as compared to commercial banks.
- 24) Management of urban banks had conservative attitude towards providing welfare facilities to their employees.
- 25) Amount spent on welfare activities by selected urban banks was very meagre, because they were not doing anything for the benefit of their employees except providing uniforms to fourth class employees.
- 26) Most of the officers and clerks were dis-satisfied with provision of fringe benefits by urban banks.
- 27) Al-most all urban banks were handling their employees' grievances through direct approach method i.e., 'Open door policy'.
- 28) Employees' grievances were very few due to trust on bank, fear of the unemployment, a sense of helplessness and poor bargaining power of employees' union.
- 29) Most of the respondents were dissatisfied about the manner in which their grievances were handled.
- 30) Employees' participation in management was not practised in selected urban banks. It was seen that "management appears to be cordial only

outwardly while in the heart of their hearts, they would not like to sit round the same table. Management never wants to share power with the employees".

- 31) One third of urban banks had not employees' union, and union activities were constantly discouraged by management of urban co-operative banks.
- 32) Bank employees' unions were financially weak except Prathamik Shikshak Sahakari Bank Employees' union.
- 33) Respondents' involvement in union activities was very rare, however, 79 percent respondents had good opinion about union leaders.
- 34) Management of urban banks had no good opinion about unions leaders.
- 35) The union-management relations were generally cordial not necessarily because the employees were satisfied and their morale was high, but essentially because their bargaining power was limited or poor.
- 36) No special efforts were made to find out employees' job satisfaction by any urban cooperative banks under study.
- 37) Majority of employees of urban banks were dissatisfied with present jobs due to lower salary and other service conditions.
- 38) Though majority of employees' of urban banks under study were dis-satisfied with personnel policies and practices of their banks but they had no courage to bring up them before management due to critical unemployment situation prevailing in the employment market.

- 39) No urban co-operative bank had made any effort to motivate employees.
- 40) Very few urban banks were prepared and maintained personnel forms and records.

8.12 Confirmation of Hypothesis

The main findings of the study confirm, substantially, the hypothesis presented in Chapter 1. It was anticipated that

- 1) The personnel policies and practices in the urban co-operative banks are varied from bank to bank depending upon the type of activities and the nature of the jobs to be performed.

It was found true in the course of the study that personnel policies such as recruitment policy, selection criteria, wage structure, service conditions, fringe benefits etc. were varied substantially from one urban co-operative bank to other urban bank under the study.

- 2) The employees of urban co-operative banks are being appointed mainly on the recommendations of management.

This hypothesis was found correct in the investigation. In the selected urban co-operative banks, there were three main criteria of selection, viz., personal interview, merit, and recommendation. But 5 banks out of 6 urban banks were selecting candidates on the basis of personal interview and recommendations. Recommendations of Board of Directors played vital role in the selection of candidates. The Board of Directors had a final authority in the selections of candidates. Director's recommendations, casteism, regionalism, political influence, relative influence had prominent place in selection.

- 3) The employees of the urban co-operative banks are not aware with personnel management policies.

It was found partially true in the course of the study. It was revealed that 78% of respondents did not know the personnel

policies of their banks; either because of non-existence of policies or non communication of personnel policies. Further more, majority of clerical staff and subordinate staff were not aware with personnel policies. However, 80 percent of officers were familiar with various elements of personnel policies and goals of personnel management, it was due to close contact with top management, high literacy, and more awareness among the officers.

- 4) The pay structure and service conditions of the employees of urban cooperative banks do not compare within same sector as well as with those in similar banks in other sectors.

This assumption was found partially correct, though there was difference between pay scales of urban banks' employees and State Co-operative banks' (i.e. district central co-operative banks) employees. But in some cases State Co-operative Bank's employees received better salaries; in other cases, urban co-operative bank s' employees got higher salaries. But in an average, urban co-operative bank's employees pay scales were higher than Satara District Central Co-operative Bank's employees' pay scales.

It was found true that pay scales and service conditions of the employees' of urban co-operative banks were comparatively lower than commercial banks.

- 5) The union movement in urban cooperative banks being either still in its infancy or is not sufficiently organized.

It was revealed that in majority urban banks under study employees' unions activities were not existing at all, One third banks (2 out of 6 urban banks) had no employees' unions and remaining four urban banks had single union, of which two were branch -

bank's unions, One employees' union was not active, though it was registered union and only one bank employees' union was ^{to} some extent active and strong. Further, the financial position of employees' unions was poor. They were not in a position to bargain with management on members benefit issues. Urban Co-operative Bank employees' unions were in the developing stage and hence they were not sufficiently organised either due to suppression policy of bank management or non involvement of members in union activities. Not because employees were not interested in unionism but because management of urban banks were consistently discouraging organised union activities in their banks. Any efforts made to form union were destroyed.

6) Employer-employee relations are good either due to the suppression policy of management or poor bargaining power of the employees' unions

This hypothesis was found correct, union-management relations were cordial not because of urban bank's employees were satisfied with pay scales and service conditions but because of fear of the employer, a sense of helplessness and poor bargaining power of employees' unions.

Employees were aware of the dangerous unemployment situation prevailing in the country. This awareness might considerably checked presentation of grievances. Furthermore, lack of employees' union will create feeling that they were unprotected and, therefore, they tried themselves to protect their jobs by not presenting grievances. These conditions were created artificial atmosphere of good employer-employee relations in urban co-operative banks.

7) Employee-management relations are cordial because of the identity of interests. However, this is not the case always.

The urban co-operative banks under study did not seem to have recognised the importance of good dealing with employees, though they had the identity of interests, i.e; survival and growth. It was indeed a matter of concern that urban banks, which were primarily organised for and by the people themselves, had ^{been} careless about their employees' welfare and maintaining cordial relationship than their counterparts in organised industry and services sector. Urban co-operative banks were not seen functioning with much of life in their spirit of co-operation and of accomplishment of the set objectives. Thus, this assumption was found correct

8) Majority of employees of urban banks are not satisfied with the personnel practices of their banks but they are still there because they have no other alternatives.

In the course of the study, it was found that most of respondents were dissatisfied with personnel policies and practices (- - - -) such as training and development (64%), promotion and transfer (57%), wages and salaries (57%) and employees' benefits and services (59%), adopted by the urban co-operative banks. Not only that 73% of officers and 69% of clerks were dis-satisfied with their present jobs, but ^{also} they could not leave the present jobs due to the critical unemployment situation prevailing in the employment market. Despite low pay scales and poor service conditions, the respondents were in the present service because they had no other alternatives. Thus above hypothesis was found correct in the study.

9) Traditional management practices limit the scope for productivity.

Management of urban co-operative banks had cold and passive attitude towards their employees. Management's traditional approach towards their employees was evident from the facts that they were not paying fair salaries (though they can pay), not providing substantial welfare benefits, discouraging employees' participation in management. Due to prevalence of traditional features and archaic managerial practices, general morale and motivation were low and performance was also low. Accordingly, the work force was not organised efficiently by urban co-operative banks either for co-operation or for conflict. The motivational level of urban banks employees was not found to be high because of traditional management practices. Indeed, it limited the scope for productivity.



8.13 Suggestions

The following suggestions are emerged from the main findings of the study.

- 1) There should be a separate full-fledged 'Human Resource Development Department'. to look after the aspects related to personnel policies, selection, training and development, wage and salary administration, and industrial relation in each urban co-operative bank or there should be atleast ' Personnel Committee' in each urban cooperative bank, if bank has less than 20 employees.
- 2) There should be written personnel policies related to recruitment, training and development, promotion, wage and salary and these policies must be well informend to all employees of the urban banks.
- 3) Urban Co-operative banks should give due attention to the formulation of 'Manpower Planning'
- 4) Job description and job specification should be worked out for all the posts giving details of qualifications, duties, and responsibilities.
- 5) As far as possible, all vacancies should be advertised and all possible sources of recruitment should be used for getting good Personnel. Further, urban banks should not rely entirely upon the recommendations of Board of directors for recruiting the personnel .

- 6) In addition to formal interview, latest aptitude and psychological tests must be used for selecting the candidates.
- 7) A detailed induction programme should be worked out and strictly followed. The new employees should be given all necessary information about the bank,
- 8) There should be balance between internal and external sources of recruitments and the possibilities of internal recruitment (promotion) should be clearly explained to all the employees.
- 9) A separate training institution must be established at regional level to train the employees of urban co-operative banks because existing training facilities are inadequate.
- 10) Every urban bank should have a systematic programme for on - the job-training to clerical staff.
- 11) Training facilities must be provided to train subordinate staff because no urban bank under study had trained subordinate staff.
- 12) Urban co-operative banks should be launched managerial development programmes, though it was totally neglected by urban banks.
- 13) Promotions must be given on the basis of seniority-cum-merit instead of personal relations and castes or recommendations of management.
- 14) Job evaluation should be undertaken to determine appropriate wage differentials between various jobs.
- 15) Management of urban co-operative banks must rethink on wage and salary policies and should try to eliminate the existing gap in the salary of employees of different urban cooperative banks and at the same time try to create link between salary of urban banks' employees with the salary of other commercial banks' employees.

- 16) The salary structure of urban co-operative banks should be such as it would help^t retain qualified and competent people. For this it is suggested that urban co-operative banks should be divided into four categories on the basis of their area of operation, deposits, loans and profits and on these bases employees salary must be determined.
- 17) National Federation of urban co-operative Banks and Credit Societies, New Delhi, should form a 'wage board' to study wage and salary practices followed by urban co-operative banks throughout the country and to suggest uniform wage and salary pattern for each State or each region.
- 18) Management of urban co-operative banks should spend a fair percentage of wage bill for providing welfare services to employees.
- 19) In the urban area housing problem is very acute and hence urban co-operative banks must either provide suitable housing accommodation to their employees or increase H.R.A. upto 20 percent of total pay.
- 20) Urban co-operative banks should take proper care and concern to deal with employees' grievances and as far as possible 'Grievance Committees' must be formed to handle employees' grievances
- 21) Management of urban banks must change the attitude towards employees' unions and must consider the office bearers as their friends and partners rather than their enemies.

- 22) In order to maintain harmonious industrial relations, management of urban banks should not follow the policy of victimising the employees' union leaders.
- 23) Employees' union should endeavour to express their grievances in a civilised way rather than resorting to strikes and demonstrations.
- 24) Employees participation in management must be encouraged.
- 25) Urban co-operative banks must make special efforts to find out employees' job satisfaction. However, no urban co-operative bank under study had made positive efforts to assess employees' job satisfaction

8.14 Scope for further Research

During the course of the study, it was found that there is vast scope for research on human problems in Urban co-operative Banks, because personnel management is a vital area of concern but has not received the attention it deserves either from the Government or by the co-operative leadership. Personnel Management has been a neglected field until recently in co-operative sector. It has been rightly observed in one of the background papers that manpower planning has not received due attention in the co-operative sector in spite of the expansion of business and diversification of economic activities. Moreover, whatever research studies carried out on 'Personnel management' in the urban co-operative banks are of a general nature. Therefore, researcher want to suggest the following areas for further research

- 1) A study of effect of Personnel Policies on the behaviour of the employees in the Urban Co-operative Banks.
- 2) A comparative study of wage and salary administration in the Urban co-operative Banks and Commercial Banks.
- 3) A study of effect of the low salaries and fringe benefits on the efficiency and morale of the employees of Urban Co-operative Banks.
- 4) Impact of social and cultural environment on management and the union systems and their relevance to policy formulation, practices, and leadership of Urban Co-operative Banks

- 5) A comparative study of 'Performance Appraisal' in urban co-operative banks and other sectors banks.
- 6) A study of relationship between job satisfaction and performance of employees' in urban co-operative banks.

Thus, in the course of the study, it was found that majority of urban co-operative banks did not maintain required personnel records and consequently, non availability of secondary data limited the scope of inquiry in regard to certain aspects of the study. It is, therefore, suggested that urban co-operative banks must prepare and preserve necessary personnel information and made available for further research in various aspects of personnel management in Urban Co-operative Banks.

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**" A study of personnel Policies and Practices in Selected
Urban Co-operative Banks, in Satara City. "**

Questionnaire For Employees I

**Note : This information is purely for academic purpose and no
information will be disclosed anywhere.**

1) Personal data :

- 1) Name of the Bank : _____
- ii) Name of the respondent : _____
- iii) Age : _____ (iv) Sex : Male / Female
- v) Designation : Clerk / Sr. Clerk / Accountant / Cashier
Agent / Class I Officer /
- vi) Place of Birth : Rural / Urban
- vii) Religion : Hindu / Muslim / Christian / Others (specify)
- viii) Father's Occupation : (1) Same as I do (2) Farmer/
(3) Clerical, (4) Technical,
(5) Profession/Business (6) Govt.
Service (7) Others (spec'fy)
- ix) Education : Primary / Secondary / Graduation / Post-Graduate
-ion / Professional / Technical.
- x) Duration of Service in this Bank _____ years.
- xi) Did you work at any other place ?
 - (a) If yes, how long ? _____ years.
 - (b) Reasons for leaving that Organisation :
 - (1) Job Security, (2) Better working conditions
 - (3) Better promotion avenues, (4) Good incentives,
 - (5) Place of posting nearer to my native place.

2) Personnel Policy :-

I) Are you aware with the Personnel Policy of your Bank ? Yes / No.

(a) If yes, please state who is responsible for formulating Personnel Policy in your Bank ?

Board of Directors / Personnel Manager /
Personnel Policy Committee

(b) If no, please state reasons for unfamiliarity with personnel policies :

i) Non communicated, (ii) Policy is not clear,
iii) Non acceptable, (iv) Any other (including not known, not favourable etc.)

II) Are you participated in Policy formulation task ? Yes / No

III) Are you satisfied with communication of Personnel Policy ? Yes / No

Highly satisfied / Satisfied / Dis-satisfied /
Highly dissatisfied / undecided.

3) Recruitment and Selection Policy :

i) Are you aware with the recruitment policy of your Bank?; Yes / No

ii) Through what sources were you employed ? Internal sources / External sources.

iii) How could you get the job in this Bank ?

i) Through recommendation of Management,
ii) Relative's influence (iii) Applied directly
iv) Newspaper advertising, (v) Through Unions.
vi) Employment Exchange.

iv) Did you under-go any test at the time of recruitment ?

Yes / No

If yes, what sort of test was it ? Written Test /
Job Test / Interest test / Medical Test / Interview.

v) What do you think about the method of selection in your Bank?; Extremely fair / Fair / Unfair / undecided.

4) Placement Policy :

- 1) Did you undergo any special training / apprenticeship / Probation before your placement ? Yes / No.
- ii) If yes, what was the duration ?
years / months, weeks from _____ to _____

5) Training Policy :

- I) Are you known training policy of your Bank? : Yes / No
- II) Does the Bank provide training to all the employees? : Yes / No.
- III) Whether this training should be pre-employed / post-employed :
- IV) What is your opinion about the training policy? :
Good / Fair / Bad.
- V) Do you prefer which method of training? :
on - the Job / off- the Job / Job-rotation / Apprenticeship.

6) Promotion Policy :

- i) Do you know promotion policy of your Bank ? Yes / No
- ii) What is the criteria for the promotion ?
Seniority / Efficiency / Merit / Seniority-cum-efficiency.
- iii) Are you satisfied with existing promotion policy ?
Highly satisfied / Satisfied / Dis-satisfied / Undecided.

7) Transfer Policy :

- 1) Is there a transfer policy in your Bank ? Yes / No.
- (a) If yes, how many times you were transferred :
One / Two / Three /
- (b) Can you point the reasons for your transfer ?
promotion / Need of the Bank / at your own request / other reason (specify)
- ii) Does the Management take consent of employees before their transfer ? Yes / No.
- iii) What is your opinion about the transfer policy ?
Good / Fair / Bad.

8) Wage and Salary Policy :

- 1) Is there wage and salary policy in your Bank ? Yes / No.
- ii) What is your opinion about the wage & Salary ? Adequate/
Inadequate.
- iii) Do you think that your salary is in proportion
with the nature of the Job ? Yes / No.
- iv) Are you satisfied with wage and salary policies?:
Highly satisfied / Satisfied / dis-satisfied / Undecided.

9) Employee Benefits and Services :

- 1) What are the main superannuations and retirement
provisions in your Bank ?
(a) Provident Fund, (b) Family Pension, (c) Gratuity
(d) Compensation for employment injury,
(e) any other (specify)
- ii) Are you satisfied with Bonus Policy of your Bank ?
Satisfied / Dis-satisfied / undecided.
- iii) What are welfare benefits in your Bank ?
(a) Medical, (b) Educational, (c) recreational,
(d) transportation, (e) canteen facilities,
(f) Housing amenities.
- iv) Do you get paid leave ? Yes / No.
If yes, how much leave and of what type ?
(a) Casual leave, (b) earned leave, (c) Sick leave,
(d) Medical Leave, (e) Privilege leave, (f) E.S.I.Act.
- v) Do you get any leave travel concession form your Bank?
Yes / No.
If yes, what duration ?
- vi) Are you satisfied with leave provisions of your Bank ?
Satisfied / Dis-satisfied / Highly dis-satisfied / Undecided.

10) Grievance Settlement Procedure :

- 1) Do you know the grievance settlement Procedure ? Yes / No.
- ii) Did you have any grievance against management during
your service in respect of (1) Leave, (2) Weekly off
(3) Transfer, (4) Promotion, (5) Heavy work, (6) Confirmation
(7) Discipline, (8) Any other

iii) If yes, do you think that the grievance was handled in just manner ? 1) Yes, 2) No, 3) Can't say.

iv) If yes, whom do you think responsible for handling the grievance in a just manner ? 1) Management 2) Supervisor.

11) Job Satisfaction :

1) Do you get job satisfaction ? Yes / No

If yes,

2) What extent you are satisfied with job ?

- a) Highly Satisfied b) Satisfied,
c) Dis-satisfied d) indifferent.

ii) If you satisfied, what are the reasons behind it ?

- 1) Liked Job, 2) Good placement, 3) superior's behaviour
4) other reasons

iii) What is the attitude of your superior towards you ? Good/
Very Good/ Bad / Can't say.

13) Unionism :

i) Are you member of any trade Union ? Yes/No.

ii) If you are not a member of the Union, is it because :

- a) you do not like the idea b) You feel it is useless,
c) You feel that unions have not been doing anything for
its members
d) You have not completed probation yet.

iii) Did you ever come in contact with the Union Leaders? Yes
No

iv) If so, how often ?

- a) Very often b) Often c) Rarely .

v) Do you think that your Union leaders are :

- a) Helpful to you b) Not-so helpful, c) useful in no way,
d) indifferent, e) leaders for name's sake.
- vi) Would you prefer outsiders leading your Union ? Yes/No.
- vii) Do you think that your Union working better as compared to other Unions you know of ? Yes/No/Can't say
- viii) Do you think that assistance of Trade Union is useful for settlement of Disputs and other personal Problems? Yes/No.
- ix) Had you participated in any Bank Employees strike ? Yes/No.
If yes, what were causes of strike ?
- a) Wages and Allowances b) Bonus
c) Leave and Hours of Work d) Dismissal and Lay off.
e) Any other cause
- X) State your opinion about labour-management relations after the strike :- Improved/Stabilized/Deteriorated/no changes/undecided.

(Signature of Respondent)

QUESTIONNAIRE FOR MANAGEMENT II

Name of the Bank

1) Personal Data :

1) Name of the Respondent :

ii) Designation. : Manager/Managing Director
Member of Board of Director/
Chairman.

iii) Education : Graduation / Post-Graduation / Professional/

2) Personnel Policies :-

1) Is there any personnel Department in your Bank ? Yes / No.

ii) If no, what is reason behind it ? 1) Very few employees,

2) No need of such Department, 3) Management does not like it, 4) Any other reason (specify)

iii) Do you have written personnel policies ? Yes / No.

iv) Who is responsible for formulating personnel Policies ?
Board of Directors / Personal Policy Committee /

v) How do you communicate personnel policies to your employees:

a) Personnel bulletins or manuals b) Sending letters

c) Holding Meeting, D) Posting on Bulletin Board.

3) Recruitment, Selection, Promotion and Transfer Policies :

1) Is there a recruitment policy in your Bank ? Yes / No

ii) Do you prefer either internal sources or external sources of recruitment?

iii) How do you recruit most of your employees ?

- a) Through recommendation of Management,
- b) Employees relative, c) Direct application, d) Employment exchange, e) News paper advertising.

iv) Is there any selection test in your Bank ? Yes/No
Interview/Written test/Job-test/Interest test/Medical test

v) Does the Bank provide training to all the employees ?
Yes/No

vi) Which training method is generally used in your Bank ?
on the job/Job rotation/ outside special training

vii) Do you have promotion policy in your Bank ? Yes / No

viii) What are the criteria for the promotion ?

Seniority / Merit / Efficiency / Senioritycum-merit

ix) Is there any transfer policy in your Bank ? Yes / No

- x) What are the reasons of transfer ? a) Promotion,
b) Seniority, c) Need of the Bank , d) Employee's request

4) Salary policy, Employees' Benefits, and Grievances Redressal

i) Is there any wage and salary policy in your Bank ? Yes / No

ii) How do you fix salary of your employees?

- a) According to grades, b) Bye-laws of Co-op. Banks
c) Qualifications, d) Management decision.

iii) What are the main superannuations and retirement provision-s
in your Bank ?

- a) Provident fund, b) Family Pension, c) Gratuity, d) Bonus

iv) What are the leave provisions in your Bank ?

- a) Casual leave, b) Medical leave

- v) How do you settle the grievances of your employees ?
 a) Grievance settlement committee, b) Direct approach to management, c) grievance settlement procedure.
- vi) What are the major grievances according to you in the order of seriousness ? : 1) Leave 2) Transfer 3) Promotion 4) Heavy work 5) Supervisor's behaviour 6) discipline
- vii) Do you think that your employees' salary is in the proportion to the nature of the Job ? Yes / No.

5) Labour Management Relation :

- i) Is there any trade Union in your Bank ? Yes / No
- ii) If no, how do you solve the problems of your employees ?
- iii) Was there any strike in your Bank ? Yes/No
 a) If yes, what were the causes of strike ?
 1) wages, ii) Bonus, iii) working hours, iv. Any other.
- iv) How did you solve the Bank employees' strike ?
 a) Collective bargaining b) Recognition of Trade-union,
 c) implementation of agreement.
- 6) State your opinion about labour Management relations after the strike : Improved/Stablized/Deteriorated/No-changes/Undecided.
- 7) What is your opinion about union leaders ? Good/Bad/Can't say.
- 8) Do you like the idea of employees' participation in management?
 Yes/No

(Signature of Respondent)

Questionnaire for Union Leaders III

- 1) **Personnal Data :**
 - a) **Name of the Employees' Union**
 - b) **Name of the respondent**
 - c) **Designation : President/Vice president/Secretary/Member of Union.**
 - d) **Duration of service Years.**
 - e) **Registration of union Yes / No**
- 2) **Are you member of this Union? Yes/No**
- 3) **Is your union affiliated with any political party ? Yes/No**
- 4) **What is opinion of bank management towards employees' Union?**
Good/Bad/Indifferent
- 5) **Do you find management's attitude towards Union, indifferent?**
Yes/No.
- 6) **Do management victimise the office bearers ? Yes/No**
- 7) **Do you appreciate management's reluctance to recognise your union? Yes/No**
- 8) **Are you aware with the personnel policies of your bank?**
Yes/No
- 9) **Are you participated in policy formulation task ? Yes/No**
- 10) **What is your opinion about communication of personnel policies ? Good/fair/Bad/Can't say.**
- 11) **Are you satisfied with various elements of personnel policies ? Yes/No.**

If yes, state the degree of satisfaction with various policies viz.

- a) Recruitment & selection : highly satisfied/Satisfied/
dis-satisfied/highly dis-satisfied
- b) Training & Development : highly satisfied/Satisfied/
dis-satisfied/highly dis-satisfied.
- c) Promotion & transfer : highly satisfied/Satisfied/
dis-satisfied/highly dis-satisfied.
- d) Wages & Salaries : highly satisfied/satisfied/dis-satisfied/
highly dis-satisfied.
- e) Employee benefits & services : highly satisfied/satisfied/
dis-satisfied/highly dis-satisfied.
- f) Grievance handling : highly satisfied/satisfied/dis-satisfied/
highly dis-satisfied.

12) Did your union have any grievance against management in respect of

- a) wage & salary b) Promotion c) Confirmation
- d) Retrenchment.

If yes, do your union think that the grievance was handled in a just manner? Yes/No/can't say.

- 13) Did you arrange any strike during the five years ? Yes/No
If yes, what were the causes of strike ?
- 14) What is your opinion about employer-employee relations
after strike ? improved/Stabilized/No change/Deteriorated
- 15) Is Employees' participation in management necessary ?
Yes/No
If yes, what should be the mode of representation for
participation
- 16) Do you feel that unions in co-operative banks have a diffe-
rent role from those in other types of enterprise ?
Yes/No

(Signature of respondents)

8) Financial Performance : Rs. Lakhs / Crores.

Year	Deposits	Loans	Net-profit/loss
1982-83			
1983-84			
1984-85			
1985-86			
1986-87			
1987-88			

9) Employees strength from _____ to _____

Years	No. of persons at the beginning of the year	No. of persons appointed	No. of persons promoted	No. of persons retired	No. of persons at the end of year
1983-84					
1984-85					
1985-86					
1986-87					
1987-88					

Information of Employees

(1) Category of Employees : from 1985-86 to 1987-88

Year..	Officers	Clerks	Sub-Staff	Total
1985-86				
1986-87				
1987-88				

(2) Staff Strength of the Reserved Category during 1987-88

Category	Total	S/C	S/T	Ex-S.	Ph/H	N/T	Total
Officers							
Clerks							
Sub-Staff							

(3) Training of Employees :

Category	Trained Employees	Period of training	Nature of training.
Officers			
Clerks			
Sub-Staff			

(4) Wages and Salary of the Employees.

Category	Pay Scale	D.A.	Allowance	Authorised deductions	Net payment
Manager					
Br. Manager					
Asst. Manager					
Sr. Clerk					
Jr. Clerk					
Sub-Staff					

(5) Kinds of leave enjoyed by the Employees.

Category	Casual	Sick	Privilage	Medical	Maternity
Officer					
Clerks					
Sub-Staff					

(6) Wel-fare Benefits.

- (1) Medical Assistance
 - (2) Educational benefits
 - (3) Recreational benefits
 - (4) Housing Amenities
 - (5) Transportation
 - (6) Others.
-

(7) Labour Management Relations.

Union	Recognition	Strike	Causes of strike	Collective Bargaining	Participation	Agreement
:	:	:	:	:	:	:
:	:	:	:	:	:	:
:	:	:	:	:	:	:
