

CHAPTER VII

INFORMATION COLLECTED FROM MANAGERS  
OF NATIONALISED BANKS.

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CHAPTER VII

INFORMATION COLLECTED FROM MANAGERS OF THE NATIONALISED  
BANK  
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1. Introduction :

By the very definition itself the scope of industrial relations is very vast since their functions are multifarious. But to take into consideration all their functions is not possible because of limitations on research work and hence only the primary function of industrial relation is to be considered and i.e. to establish cordial relations between the management and the employees. The branch manager is the part and participle of management with whom the employees establish immediate contacts. The maximum number of factors which are taken under review by the researcher can be considered mainly at the level of manager and employees. At the same time the manager being responsible for the implimentation of policies can furnish more valuable information and hence the researcher has tried to collect the information from managers.

It must be made clear with the beginning that majority of managers have expressed their view that the information of opinions they are furnishing or providing are purely of personal nature and hence



they should not be misunderstood as policies of Govt.  
and hence their limitations must be understood while  
analysing the following collected data.

II) INDUCTION OR ABSORPTION TO THE JOB AFTER APPOINTMENT :

Almost 100% managers opine their view that there arises no problem while absorbing employees or particularly women employees to their jobs just after their appointment or even after transfer. But s/till they differ in the reasons. The most possible reasons are as follows L-

1. Normally women employees are also given induction or introductory training immediately after appointment" was the opinion of 19 managers i.e. 54% "
2. While 29% managers i.e. 10 managers express their view that " Normally almost all women employees are graduates and hence they can be absorbed to all the sorts of jobs immediately and efficiently".
3. 11% managers ( i.e. 4 managers) consider that " Women employees are more sincere and generally keep interest in the work".
4. Slight problem but not in case of all the women employees but only few i.e. 6% are raised while introducing them to new jobs".

III) ABSENTEEISM AND LEAVES :

It is general criticism from all the corners of business world that the problem of absenteeism and leaves is more grave and serious. But views of managers as regards to absenteeism and leaves can be stated as follows :-

1. There arises not much problem in case of women employees as far as C.L. are concerned because they can avail the leave as per the rules.

TABLE NO.7.1

TABLE SHOWING THE ANALYSIS OF THE PROBLEM ABOUT TENDANCY OF LEAVES

No. of managers having no problem about C.L. of women employees	No. of managers having to face the problem due to increasing tendency of leaves by women employees.
16	19
45.7%	54.3%

TABLE NO.7.2

TABLE SHOWING THE ANALYSIS OF THE LEAVES EITHER PRESANCTIONED OR WITHOUT INTIMATION OR BOTH

Pre-sanctioned	Without intimation	Both
12	16	7
34.3%	45.7%	20%

TABLE NO.7.3

TABLE SHOWING THE ANALYSIS ABOUT THE ATTITUDE  
OF MANAGERS TOWARDS LEAVES OF WOMEN  
EMPLOYEES

By rules equal treatment	sympathetic attitude
12	23
34.3%	65.7%

3-4 managers i.e. 10% has frankly said that discipline or regularity was more before nationalisation but sense of responsibility is going on decreasing in case of latest recruitment in comparison with earlier employees.

MATERNITY LEAVES :

Generally the problem is created from the point of view of management as far as maternity leave is concerned. The real problem has been arisen due to increasing number of women employees and due to which the possibility of loss of more working days, and

at the same time no substitute hands are provided. So the work of the branch is got to be adjusted with the existing staff only, and such a situation creates burden on the remaining staff and because of which work is hampered to a greater extent.

Almost all i.e. 98% of managers agree with the view that generally women remain away from their jobs upto 4 to 5 months when they go on maternity leave while by rule they are eligible only upto 3 months and hence the problem of adjustment of work becomes more difficult.

IV) DISCIPLINE :

The problem of discipline particularly arises in connection with timings i.e. According to point of view of researcher, it has been taken into consideration, whether the in-discipline due to late arrivals or early departures is more in case of women employees than in case of men employees. Here again all the managers opine unanimously that there arises no special or notable events of indiscipline due to late arrivals and early departures among women employees.

The reasons and tendency is also quite as normal as men.

In almost all the banks there are no strict rules about these factors and generally sympathetic attitude is also taken. But normally the managers also agree with the view that such cases are very occasional and general tendency is strictly towards discipline.

At the same time the case of early departures are more in number than late arrivals. But in case of early departures also the employees are supposed to adjust their work within lunch hours or before they depart and then they are allowed normally upto 1/2 or 1 hour. But managers have to take precaution that such practices should not be routine & should remain as minimum as possible.



TRANSFERS :

Almost all the managers were reluctant in furnishing the information about the transfer policy. Infact as stated earlier it is the observation and reading of the researcher that there exists no uniform and standard policy about the transfer in all the banks. Of-course managers cannot exercise any control over transfer policy as such but at the most they can state about the problem-s of the transfer of women employees. Because they are in the 1st contact. But on an average it is accepted that the management generally takes sympathetic attitude towards the transfer of women employees.

1. Women employees demand request transfer on 2 major grounds.

a) Marriage in case of unmarried employees.

b) Transfer of husband in case of women employees.

And under both the circumstances their request is to be sanctioned by Govt. rules and the management has no choice or alternative.

2. Treatment given to unwilling transfers :

But generally women are not distrubed and sympathetic attitude is always there in case of women employees.

TABLE No.7.4  
TABLE SHOWING THE ANALYSIS OF PROBLEMS IN CASE OF TRANSFERS

No.of managers having to face no problems in case of transfer	No.of managers have to face in case of transfers.
21	14
60%	40%

But there exists no separate policy for transfer of women employees and cases are always considered according to Bank's convenience. Otherwise equal treatment is given. This problem is again not much acute in case of those banks having number of branches in one and the same city where local transfers are possible.

Many managers are of opinion that the transfer of a single woman does create number of problems to the management. Because women are not generally ready to go to rural area. The places where they demand transfer, it is utmost essential to create vacancy and hence male members should be transferred. It creates two fold problems.

1. Equally competent employees should be brought in otherwise the efficiency and business of the branch will be hampered.

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2. That competent employees must be given equally competent and suitable job otherwise his energy and capacity will not be utilised to the fullest possible extent and he or she may not get the job satisfaction.

TABLE NO.7.5

TABLE SHOWING THE ANALYSIS OF TREATMENT GIVEN TO WOMEN EMPLOYEES IN CASE OF TRANSFERS.

	Sympathetic attitude and not that much strict view.	By Rules on equal par-treatment	At the convenience of the Bank	Mutual transfers.
<del>88</del>	16	6	5	8
	45.7%	17.1%	14%	22.9%

But still the transfers of women employees are strictly according to rules of the management.

VI) PARTICIPATION IN PROGRAMMES OTHER THAN OFFICIAL :

Industry is said to be a social world in miniature and hence also banking industries. In any industry when various persons associate together for specific purpose in actual practice their contacts or relations do not remain limited only upto that specific official purpose. But generally relations are extended to very very personal and social level and hence the study of personnel relations will be incomplete if the researcher will fail to consider this sort of personal or social relations.

Normally, the activities like picnics, trips, dramas, and other entertainment programmes, sports, social gatherings, dinners etc. are arranged in any industrial unit and so also the researcher expect that the similar activities are arranged in almost all the banking institutions, at the branch or city or district or zonal levels, and the researcher was also expecting that the women employees in banks being highly educated and not that much burdened either by physical strain or financial strain, their participation in all these activities will be quite more.

But it can be stated with regret that the % of arranging such curricular activities is not very higher. If at all they are arranged at branch levels

only. Again the participation of women employees is also that much active or voluntary. They participate only in such activities where not much more time is required e.g. dinner, picnic.

Following table will throw the light on them :-

TABLE NO.7.6

TABLE SHOWING THE UNITS HAVING OTHER ACTIVITIES

( Refer to table No.5.17 on page 98 whereby it is stated that 13 units have no such activities and 22 units are having such activities.

TABLE NO. 7.7

TABLE SHOWING THE ANALYSIS OF MANAGERS OPINION ABOUT THE PARTICIPATION OF WOMEN EMPLOYEES IN OTHER ACTIVITIES.

(Data is related to 22 units having such activities ).

Managers of the opinion that Women employees are not participating	Managers of the opinion that men employees are participating to a limited extent	Managers of the opinion that Women employees are actively participating.
13	5	4
59.1%	22.7%	18.2%

Some of the managers told that the women employees not even attend the functions like flag hoisting.

VII) PERFORMANCE :

Generally it is stated that the women are more efficient, sincere, regular and hence their performance is satisfactory. The researcher has tried to collect the information about the general performance but of course the information is based upon just the personal opinions of managers and no scientific criterim is taken into consideration.

TABLE NO.7.8

TABLE SHOWING THE ANALYSIS OF THE OPINION OF THE MANAGERS ABOUT THE PERFORMANCE OF WOMEN EMPLOYEES.

Below satisfactory	Normally satisfactory	Most satisfactory.
2	21	12
5.8%	60%	34.3%

VIII) TURNOVER : (Tendency of seperation)

i.e. the tendency to leave the jobs once they have accepted.

Here also almost all the managers have agreed on the point that generally women do not intend to leave the jobs in the banks once they have joined i.e. outward flow from banks is almost negligible while inward flow is very increasing. The cases of outward flow are very rare. Only if the reasons are available there seems the tendency to leave the job - the reasons may be

1. Marriage
2. Desire to change in the job
3. Ill health
4. Increasing responsibility at home due to children and their education
5. Migration to foreign countries etc.

The probable reasons for which the women do not like to leave the jobs in banks are as follows :-

1. ~~xxxx~~ Job is interesting and attractive
2. Pay scale is better in comparison and suitable for women employees.

3. The job is more safe, prestigious and suitable for women employees.

The managers also opine in the same way as far as women officers are concerned. But the main difficulties arise as related to timing and arranging the duties. It is frankly opined by some managers that " women are best suitable for clerical work but cannot be tolerated as officers due to unavoidable difficulties."

But the normal tendency is towards sympathetic attitude which may be due to sincerity, regularity and efficiency of women employees at all the levels of their employment.