

A STUDY OF PERSONNEL RELATION IN
NATIONALISED BANKS IN KOLHAPUR CITY
WITH SPECIAL REFERENCE TO WOMEN EMPLOYEES.

PART II

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CHAPTER IV

METHODOLOGY

I) THE TITLE :

The part one i.e. Chapter numbers^{1st} 2nd and 3rd are specifically devoted to discuss the major terms in the title of the research work viz. personnel relations, women employees and nationalised banks. And thus after getting the clear meaning of all these terms the subject s~~e~~lected for the research work by the researcher may be explained in the following way. Before which of course it is essential to specify the importance of the subject in brief by quoting the statement of the research guide. Dr. P. Sbbha Rao, " In a developing economy like India, which is wedded to a socialistic pattern of society with large public sector, the state of industrial relations and the resultant moral effecting higher productivity and production in individual enterprises are of great importance in public sector as it has been assigned a leading role in Indian Economy".

And hence the researcher has tried to collect the information about all the factors affecting upon the problems of person to person relationship of women employees in nationalised banks i.e. one of the major financial institution in public sector.



II) SCOPE AND LIMITATIONS :

a) Scope as to levels :

While studying this problem of the relationship in person to person nature, the researcher has observed that there exists various types of relationship at various levels which are as follows :-

1. Relationship of women employees with Govt. i.e. the employer. ✓
2. Relationship of women employees with the Branch managers who are infact suppose to come into day-today work.
3. Relationship of women employees with their fellow-workers with whom they are supposed to work.
4. Relationship of women employees with subordinate staff when particularly women employees are working as officers or managers.
5. Relationship of women employees with customers.

As far as these 5 levels are concerned, 1st level is related with policy matters and to collect the information about which would have been difficult or rather impossible task.

The 5th level being too much varied or ^{un}limited it would have been again difficult though not impossible to collect the information from members of customers.

And hence the researcher has limited the scope mainly with the relation that exist at 2nd and 3rd and 4th levels.

ix)

b) Scope as to factors :

The philosophy of industrial relations has undergone through different stages of development. And in the present context it has not remain that much simple. The problem of person to person relations involves ~~involves~~ interacting of number of factors and hence in-fact it was intended to consider the research subject for the Ph.D. thesis but has been confined to M.Phil dissertation and hence only limited aspects or factors were taken into consideration. Because M.Phil. dissertation is required to be submitted within 6 months hence the time limit is very restricted. The factors on which the researcher has mainly concentrated the attention are -

- ✓ i) Recruitment, selection, appointment
- ✓ ii) Absorption or induction
- ✓ iii) Training
- ✓ iv) Transfers

- v) Promotions
- vi) Absenteeism
- vii) Other facilities
- viii) Work environments
- ix) Turnover or switching off -or seperation
- x) ~~Participation~~ in other activities
- xi) Participation in Trade Union activities
- xii) Inward flow.

c) Scope as to area :

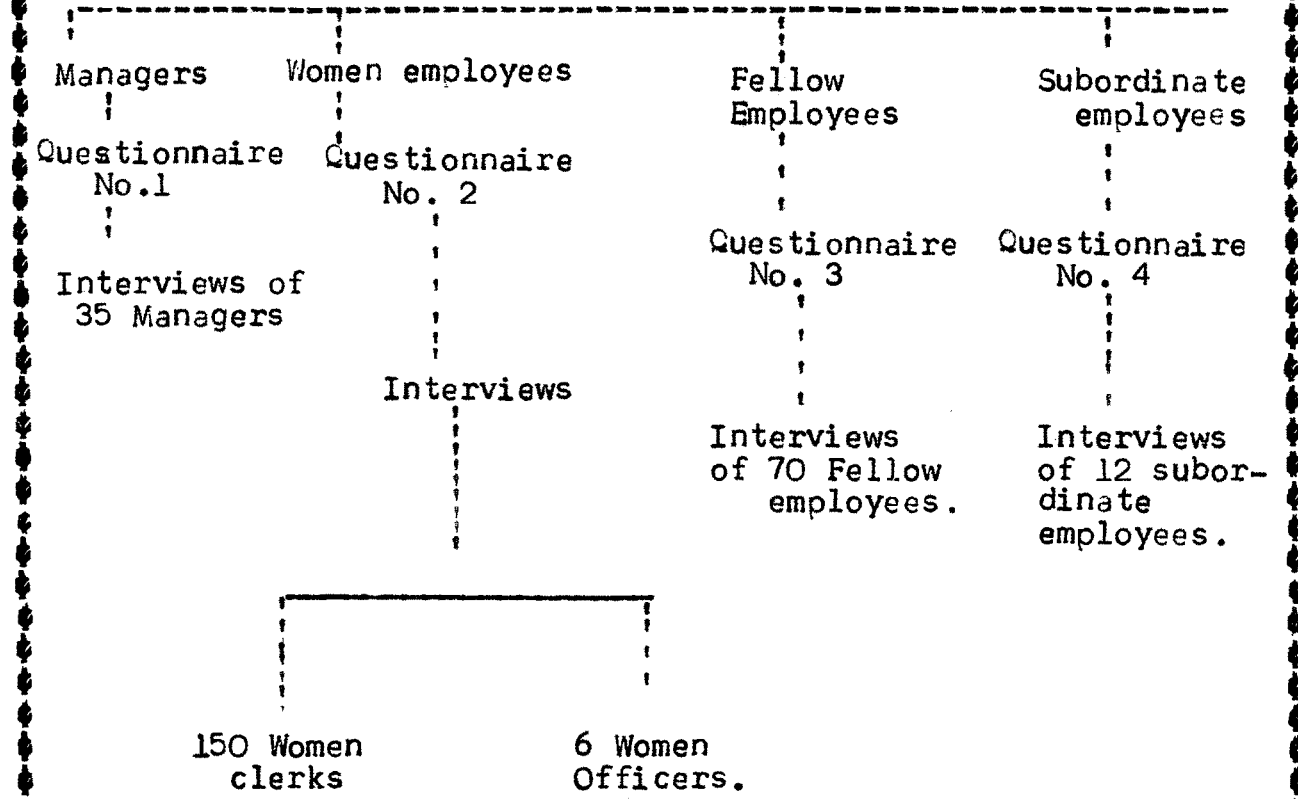
The researcher being a resident of Kolhapur city for more than 25 years and hence it is but natural that the researcher has developed specific keen interest in this city. At the same time the researcher is serving as a Teacher in a local commerce college, it was convenient to collect the information in the city only, as the researchey has very useful contacts with women employees either as friends or as students.

Kolhapur, the capital city of former princely state of Karveer is situated on the right bank of Panchaganga river in the south west part of Maharashtra. Presently it has became one of the important cities in Maharashtra State. The growth and development of banks in the city has became the notable feature due to following reasons.

1. Due to the increase in the city population phenomenally over the years, the banking services needed more in demand in various localities.
2. In the field of agriculture, the reforms were made on scientific and progressive attitude and increasing tendency was developed towards the cash crops like sugarcane, tobacco.
3. Industrial development was also in progress as far as Agro-industries, small scale industries, dairy developments and other number of projects were concerned and hence there was an urgent demand for the financing.
4. Great importance was attached in the field of education.
5. Social reforms were also undertaken in almost all the sections.

Agriculture, industrial, educational and social reforms that were set rolling out most simulteneously supported each other towards economic development and hence there had been increasing need for the banking industries and hence the researcher has limited the scope to all the branches of nationalised banks in Kolhapur city.

Statement showing the related parties and tools applied for data collection.



Contd..52.....

III) METHODOLOGY :

All the aspects being favourable, the researcher could collect sufficient and satisfactory data which was essential for the present research work.

The research is being an opinionnaire study, the information is collected from

1. Managers
2. Women employees
3. Fellow -workers
4. Subordinate workers.

The researcher has spared no pains in visiting all the branches, meeting and interviewing all the related parties. The researcher has applied 2 tools for collecting the information.

a) Questionnaires :

The researcher has drafted 4 different questionnaires to collect the information from 4 different parties.

1. Questionnaire No.1 :

To collect the information from bank managers under whom the women employees are supposed to work and hence their experiences and expectation are more valuable to stress the points like -

absorption and induction, training, transfers, absenteeism, efficiency etc.

2. Questionnaire No. 2 :

has been drafted to collect the information from women employees, themselves and in which particularly all factors have been stressed from their recruitment, selection, appointment, transfers, promotions, absenteeism, leaves and other facilities, participation in other activities, participation in trade union activities etc.

And hence the questionnaire has no doubt become rather lengthy but the answers are expected either as 'Yes or No' in brief.

3. Questionnaire No.3 :

has been made useful to collect the necessary information from fellow-workers. The main factors stressed are the efficiency of women employees, their participation in other activities and trade union activities and at the same time atmosphere in the office.

4. Questionnaire No.4 :

has been specially designed for those who are subordinates to women officers or women managers. But as the same number of women officers and managers being very very limited i.e. only 4%, this questionnaire has

not been proved much more useful to collect the information.

b) Interviews :

It is the general experience that the respondents hesitate to answer the questionnaires if the same are sent by post. And particularly the area being limited upto local boundries only and most of the branches have been situated in the middle part of the city, viz. Laxmipuri, Shahupuri, Station Road, Shivaji Chowk etc. the researcher has personally visited all the branches of all the nationalised banks in Kolhapur city.

As far as questionnaire No.1 related to managers is concerned, the researcher has personally interviewed every one of them and had written down the information asking them various questions. There are in all 41 branches of nationalised banks in Kolhapur city and hence researcher had interviewed 35 managers (refer list No. 3.3 in Chapter V) There was no problem of sampling as all the managers have been interviewed.

As far as questionnaire No.2 was concerned there are almost 167 women employees (Refer to table No. 5.1 in chapter Fifth) in nationalised banks in Kolhapur city, The researcher has tried to get the information from all the employees who were available. But any how the researcher was successful in either interviewing or getting questionnaire filled in form 150 women employees (Exclusive of 6 women officers).55....

To start with the researcher has followed the way to distribute the questionnaires on the first day and collect the same on the next day. But the response in this way being very very poor or again on the next day the researcher has to wait while they write the answers. After such visits to few branches, the procedure has been changed. The researcher tried to meet women employees during lunch hours or requested the managers to allow to enable women employees for 10-15 minutes. So that the object and the expectations can be explained and within another 10-15 minutes they can write answers. This was particularly followed where women employees are more in number. But where women employees were limited upto 2 or 3 the researcher tried to interview them personally and hence also no question of sampling was there.

In case of questionnaire No.3 it was not possible and essential to take the interview of all the fellow workers and hence the researcher has generally interviewed 2 fellow workers in each branch. This selection was purely based upon random sampling but the precaution was taken that one of the co-worker would be union leader or representative in that branch and thus 70 interviews of fellow-workers were undertaken.

Questionnaire No.4 is as stated already not been proved that much useful but still information was

collected from 2 subordinates in case of each and every women officer and manager and it was seen that one subordinate being again a women employee and thus the number of interviews in case of subordinates is 12 only.

iv) RESPONSE AND DIFFICULTIES :

The researcher has received honourable treatment from almost all the managers. None of the managers hesitated to provide any sort of information but the only difficulty arose in some of the cases about their convenient time. But as the researcher has followed the practice to visit all the branches only in between 3.30 to 5.30 i.e. after the rush counter-hours.

All most all the managers also offered their sincere co-operation to collect the information from their staff. Near about 75 % managers introduced the researcher with the women employees and requested them to offer their full co-operation. The only difficulty that arose in case of policy matter where about they were not that much ready to furnish the information.

The experience as related to women employees is somewhat of mixed nature. In some of the branches where the researcher has already developed contacts or the managers have taken initiatives the response from women employees was satisfactory. But it can be stated with regret that the response in case of some

of the women employees though very very low % was quite unsatisfactory. They hesitated to write the answers or to furnish the same even if researcher was ready to write them down. Many women employees said that they were too busy with the work and they would provide the filled questionnaires next day. But it can be said with regret that the next day almost in 90% of the cases the response was again unsatisfactory.

Another difficulty which the researcher had to face was due to higher % of leaves in case of women employees. In-fact, the researcher wished to interview ~~w~~ still more number of women employees but it had been experienced that some of the employees were either on C.L. or on long leave and hence to visit the same branch again and again was not possible due to the schedule.

But on an average the response from women employees is better if they are assured that this information is required ~~xxxx~~ only for educational and research purpose. Particularly the women officers and managers rendered their fullest possible Co-operation and valuable time also to provide the necessary information in both the capacities.

It was amazing to experience that the fellow-workers were very enthusiastic to speak ^{about} ~~about~~ their women colleagues. In fact, when the researcher tried to

give and take questionnaires and ask for information from women employees, the fellow-workers with great interest and curiosity could not remain away and hence themselves came forward. So it was very happy experience for the researcher to collect the information from fellow workers. But at the same time the information was of repeatative type and hence the conclusions drawn are near about unanimous e.g. women employees are not generally interested in promotion. They are regular, sincere, efficient, but at the same time much more time minded i.e. they want to leave the office exactly 5.30 etc.

The subordinates anyhow could not provide much more interesting information. It may be due to the fact that they were very less in number or they were not much more interested in providing information. It may be also possible that they might not have any specific, special or notable experience about women officers. The main difficulty while collecting the information which was faced by the researcher was related to the adjustment of timing. With few exceptions, the timing of almost all the banks is the same i.e. 11 A.M. to 5.30 P.M. But the researcher has to visit only after the cash or counter hours i.e. normally after 3 P.M. But uptill 3.30 P.M. employees having lunch hours and the researcher did not want to ~~ixstxrk~~ disturb them during their lunch time and hence it was possible to visit the branches and collect the information in between two hours a day59.....

i.e. 3.30 P.M. to 5.30 P.M. It was rather impossible to complete the interviews of all the concerned members of a single branch in a day. The researcher has to visit twice or thrice in case of number of units due to many reasons i.e. the managers were not available, or they were engaged in some other important work and thus the researcher was required complete 2 months i.e. December 1985, and January 1986 to collect the information. But any how the researcher has found this job of visiting and collecting the information very interesting and was very much pleased with the treatment given by all the managers, employees in the banks.

V) PRESENTATION OF THE DATA :

The collected data has been analysed and presented in the forthcoming 4 chapters. While in the last chapter it has been designed to interpret the data and draw ~~wkx~~ the conclusions.

The information is presented in them as well as the statistics is presented in tabular forms where the necessary percentages are also drawn.

Thus the forthcoming chapters can be regarded the most significant aspect of the desertation.