

**A STUDY ON JOB PERFORMANCE OF WOMEN EXECUTIVES IN PRIVATE
SECTOR AND NEW GENERATION PRIVATE SECTOR BANKS IN
PONDICHERRY**

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ABSTRACT

Women employees in India across the industry are distinct from their male counterparts in that they have to additionally shoulder familial responsibilities besides their career responsibilities. The jobs of banking sector are turning more stressful on account of intense competition, unleashed by globalisation. Despite job security, and strong welfare measures protection in private sector banks and opportunity for qualification up gradation by women employees, it is the fear of transfer on promotion in that it keeps the womenfolk to continue to languish in lower cadres but the plight of womenfolk in new generation banks is different in that they do not have job security and their pay is performance linked. Further they have greater opportunity to update their knowledge and have rich exposure to technology. In this context, there may be difference in the job performance of women executives working in two different types of banks

KEY WORDS: *Job Performance, Job Satisfaction, New Generation Private Sector Banks, Private Sector Banks, Women Executives.*

INTRODUCTION

Indian working women are well known for the judicious blend of work life and home life. The feminine character enables them to cope with the challenges in work place. The soaring cost of living forces the women folk to pursue some economic activities to meet both the ends. The growing awareness about the rights and emancipation of women from the shackles of traditional slavery through efforts of progressive organisations have led to increasing presence of women in the job market in India. Further the increasing education opportunities, the desire for economic independence, unwillingness to remain idle at home, inclination to upgrade the standard of living, etc. encourage educated Indian women folk to get engaged either in jobs in the organised sectors or in entrepreneurial activities. So far as organised sector is concerned, women willingly chose the sectors like health care, teaching, banking and other service sectors. The presence of women in the banking sector dates back to 1970s. The Banking Services Recruitment Board (BSRB) started recruiting man power on a massive scale for the public sector banks. The educated women participated in large numbers in those examinations and got through the exam and started occupying mostly the clerical slots in the banks hierarchy. Further, they have certain inborn qualities like patience, tolerance, courtesy, affability, etc. most required for banking which is essentially a service industry. These should enable them to handle with success even challenging situations and go up in the banking hierarchy. Thus, the seeds for the presence of women executives were sown some four decades back in the banking field. In view of myriad challenges, the women executives undergo in banking sector, the present article focuses on women executives.

As per the guidelines for licensing of new banks in the private sector issued in January 1993, RBI had granted licenses to 10 banks. Based on a review of experience gained on the functioning of new private sector banks, revised guidelines were issued in January 2001. As a result the new generation private sector banks have made a strong presence in the most lucrative business areas in the country because of technology upgradation. While their operating expenses have been falling as compared to the PSU banks, their efficiency ratios (employee's productivity and profitability ratios) have also improved significantly.

The new private sector banks have performed very well in the FY2000. Most of these banks have registered an increase in net profits of over 50%. They have been able to make significant inroads in the retail market of the public sector and the old private sector banks. During the year, the two leading banks in this sector had set a new trend in the Indian banking sector. HDFC Bank, as a part of its expansion plans had taken over Times Bank. ICICI Bank became the first bank in the country to list its shares on NYSE. The new generation private banks attracted the educated women through various factors discussed below. The women force is being leveraged to get optimum work performance in these banks.

Contemporary women get increasingly employed in financial service sectors. The new generation private bank attracts the educated women folk through congenial work ambience, periodical training, opportunity to update the knowledge through programmed instructions, attractive performance linked pay, incentives, flexi working hours, fast track promotion, performance linked career advancement, increasing automation, computerisation of work process, exposure to verity of work, etc. On the other hand, their counterparts in private sector banks work in a different work environment where they have job security time bound promotion, protection of their rights through strong trade unions, fixed hours of work, seniority based promotion, periodical wage revision, a number of welfare measures etc. In this context the job performance ought to be different in two different work climates. Therefore the comparison of job performance of women executives in two different types of banks assumes singular significance.

REVIEW OF LITERATURE

Gopalan (2000), in his comparative study on the performance of employees working in textile industry in Coimbatore, found that public sector executives fared poorer than their counterparts in private sector. Shanthi (1997) compared the job satisfaction between the private and public sector employees in cement industry in Tamil Nadu and concluded that the employees across the cadre perceived higher satisfaction than the employees working in cement companies. Gayathiri (2002) who compared the work-life balance among public and private sector women professors in technical colleges in Chennai district reported that the former could manage more effectively than the latter. Sivakumar (2010) who analysed the work commitment between the executives in private and public insurance companies in vellore district Tamil Nadu concluded that the work commitment of executives in private insurance companies was found to be more significant than the counterparts in public sector. Jayarathinam .M, (2008) explored the factors influencing performance effectiveness among the women executives in public sector banks and cooperative banks in Kottaiyam, Kerala and found that women executives in cooperative sector scored high on factors like work commitment, leadership, communication skills, decision making, in terms of significant t – values calculated for the ANOVA results. So it is patent from the aforesaid piece of literature that the literature dealing with comparative studies made on women subjects in the performance analysis in the corporate sector both under private and public are very limited in India and abroad. In this context present study has been undertaken to contribute to the literature comparing the women performance in two different types of organisations.

NATURE AND SCOPE OF THE STUDY.

The study is of exploratory nature. Since the work environment in private and new generation private sector banks is different in many aspects, the present paper intends to identify the factors influencing job performance in these two types of banks; to investigate the difference in contribution of each factor to job performance and to examine the impact of experience on various job performance indicators. The study is limited to banks located in Pondicherry region only. It investigates only women executives as they have to shoulder the familial responsibilities in addition to work.

STUDY AREA

Union Territory of Pondicherry region is the study area. Pondicherry State is multi-linguistic, multi-ethnic, multi-religious and multi-cultural. This diversity makes it more attractive for this research. Besides, the state, though small in geographical area, has branches of all leading commercial banks.

RESEARCH DESIGN

SAMPLE AND QUESTIONNAIRE

Data were collected using the personal contact approach. Questionnaires were distributed to a sample of 140 women executives (70 Private Sector Bank executives and 70 New Generation Private Sector Bank executives) located in Puducherry State women employees in executives cadre working in private sector and new generation private banks were surveyed. Convenient survey method was adopted for collecting data. The statements/ items for the questionnaire were formed after consulting relevant literature and some relevant research conducted in the area. Besides attitudes scale, the survey questionnaire also included a section to capture the general profile of respondents. They were asked about their demographic background including age, education level, marital status, job level, year of experience, nature of organisation and type of ownership. The present study used tools like simple percentage, Factor Analysis, T-tests and Multivariate Analysis of variance (MANOVA).

OBJECTIVES OF THE STUDY

- To identify the factors influencing job performance of women executives in the private sector and new generation private sector banks.
- To study the level of performance of women executives.
- To investigate the difference in job performance factors among women executives in the private sector and new generation private sector banks’.
- To examine the impact of experience on job performance variables.

RESULTS AND DISCUSSION**TABLE – 1 SELECTED RESPONDENTS DEMOGRAPHIC PROFILE**

Variables		Frequency(N)
Age	Below 30	24 (17.1)
	30 – 40	44 (31.4)
	41 – 50	51 (36.4)
	Above 50	21 (15.0)
Educational Status	Graduate	44 (31.4)
	Post graduate	37 (26.4)
	Doctorate	08 (05.7)
	Professionally Qualified (Ex. CAIIB)	51 (36.4)
Designation	Branch Manager	23 (14.4)
	Asst. Chief Manager	33 (23.6)
	Accountant	52 (37.4)
	Officers/Executives	24 (17.4)
	Other	08 (05.7)
Experience	Less than 10 years	36 (25.7)
	10 to 20 years	53 (37.9)
	21 to 30 years	32 (22.9)
	Above 30 years	19 (13.6)
Salary Range / Month	Less than Rs.20000	31 (22.1)
	Rs.20000 – Rs.30000	48 (34.3)
	Rs.30001 – Rs.40000	37 (26.4)
	Above Rs.40000	24 (17.1)
Sector of Employment	Private Sector Banks	70 (50.0)
	New Generation Private Sector Banks	70 (50.0)
Marital Status	Married	96 (68.6)
	Unmarried	35 (25.0)
	Single (Divorced or Widow)	09 (06.4)
Type of Family	Nuclear	107 (76.4)
	Joint	33 (23.6)

Source: Primary data.

It can be seen from the profile table 1 that the 36.4 per cent of the women respondents are aged between 41 and 50. Forty four employees 31.4 per cent of the respondent are aged between 31-40 years of age. Only 21 respondents forming 15 per cent are concentrated in the age group of above 50. Twenty four respondents are in the age group of below 30. In short it can be concluded that 65 percent of womenfolk employed in the banking sector in Pondicherry are in the age group of 30-50. As regards educational status 44 respondents (31.4 percent) are graduates while 51 women executives forming 386.4 percent are professionally qualified.

Only a miniscule minority viz, 8 are doctorates. As for designation of bank employees, 52 employees constituting 37.4 percent are accountants; 33 respondents (23.6 percent) are assistant Chief Managers; 24 (17.4 percent) are officers and 23 respondents (14.4 percent) are branch managers. As far as experience is concerned, 85 employees forming 60.8 percent are aged between 10-30 years. Thirty six employees (21.8 percent) are having experience of less than 10 years. Only 13.6 percent of employees have got experience of more than 30 years of banking service. An analysis of salary structure reveals that 85 employees (60.7 percent) are earning between 20000-40000 per month. While 31 employees (22.1 percent) are at the entry level earning less than Rs. 20,000, twenty four employees (17.1 percent) are earning above Rs. 40,000. Seventy employees (50.0 percent) are employed in private sector banks and 70 employees (50.0 percent) are engaged in new generation banks respectively. Large number respondents (68.6 per cent) are married and 25.0 per cent are unmarried and 06.4 percent are singles. As regards type of family, 107 employees (76.4 per cent) are in nuclear family while the remaining are in joint family.

TABLE – 2 JOB PERFORMANCE FACTORS FOR WOMEN BANK EMPLOYEES IN PONDICHERRY

S. No	Factors	Eigenvalue		Variance (%)	
		Private Sector	New Gen Private Sector	Private Sector	New Gen Private Sector
1	Job knowledge	4.624	4.813	17.436	18.436
2	Attitude towards work	3.113	4.011	14.362	16.148
3	Relationship with customers	3.084	3.984	10.327	12.468
4	Relationship with co-workers	2.952	3.012	9.423	10.086
5	Relationship with superiors	2.636	3.008	6.312	8.343
6	Relationship with subordinates	2.441	2.844	6.189	7.176
7	Ambition for career growth	2.056	2.932	6.084	7.013
8	Loyalty and commitment	1.867	2.009	4.012	5.428
9	Job satisfaction	1.843	1.984	4.008	5.016

The job performance indicators have been displayed in table 2. Nine different job performance variables have been identified through review of literature. Accordingly job knowledge, Attitudes towards work Coutts, J.D. (1997), Relationship with customers, Relationship with co-workers, Relationship with superiors, Relationship with subordinates Iwanicki, E. (1999), Ambition for career growth, Loyalty and commitment and Job satisfaction Look, E., & Manatt, R. (1984), have been included job performance dimension. The perception of respondents on various job performance variables have been subjected to factor analysis. The factor loadings and the respect Eigenvalue have been shown the table 2 and 3.

The comparison of Eigenvalue of nine performance variables of private sector banks respondents surface the fact that job knowledge (Eigenvalue 4.624), attitudes towards work (Eigenvalue 3.113) and relationship with customers (Eigenvalue 3.084) have been found to be contributing more to greater work performance while job knowledge (Eigenvalue 4.814) relationship with customers (Eigenvalue 4.813), relationship with co-workers (Eigenvalue 4.011) job satisfaction (Eigenvalue 4.009) are the major factors influencing satisfactory work performance in the case of women executives of new generation private sector banks. Perhaps the frequent training arranged to update the knowledge, conduct of online examination to update the knowledge, and the presence of young executives of equal age and consequent informal relationship prevailing in the work environment may be facilitating better work performance among the women executives in new generation banks. Similarly the facility to update the knowledge through refresher training, dedication to the work developed through life time employment and the opportunity to know the customer through acquaintances and familiarity might have led to good work performance among the women executives in private sector banks.

As for the factors like ambition for career growth (Eigenvalue 2.056) and relationship with superiors (Eigenvalue 2.636) are not significantly contributing to job performance in the case of private sector respondents. Similarly loyalty and commitment (Eigenvalue 1.009) is not contributing to work performance in the case of new generation private sector respondents. Perhaps time-bound promotion and strained relationship with higher ups due to prolonged relationship in the private sector banks might be the reason for the poor contribution of factors while the attrition may be the reason for poor loyalty and commitment among the respondents in new generation private sector banks.

TABLE – 3 JOB PERFORMANCE FACTORS AND THE VARIABLES CONSTITUTED THE FACTORS

S. No	Factor	Variable Name	Private Factor Loadings	New Gen Factor Loadings
1	Job knowledge	The nature, the goals to be achieved, etc. are all made clear to me. Hence I know what is expected of me.	0.846	0.857
		I have computer knowledge sufficient for work performance.	0.812	0.848
		Periodical meetings are held at which latest regulations and work-related notifications are brought to my notice.	0.726	0.813
		I am often asked to do things which are outside of my stated responsibilities.	0.692	0.746
2	Attitude towards work	I put extra efforts into my job even in difficult conditions.	0.831	0.936
		Even if workload is heavy, I complete it before I leave the office.	0.743	0.768
		I always like challenging work situation to make use of my latent talents.	0.672	0.732
		Problem-solving is more interesting than routine work.	0.618	0.712
		My feminine gender does not stand in the way of taking extra responsibility.	0.482	0.546

3	Relationship with Customers	I am always polite in dealing with customers.	0.851	0.868
		I have patience to listen to customers' queries, answer them satisfactorily and give them complete satisfaction.	0.842	0.953
		Even when the workload is heavy, handling customers gets my top priority.	0.649	0.846
		I always feel that our bank exists and functions on the satisfaction of customers.	0.536	0.714
4	Relationship with Co-workers	I volunteer to do extra work, whenever my co-worker is absent.	0.746	0.768
		I help others in their heavy workloads and share their burden.	0.631	0.816
5	Relationship with Superiors	Their supportive attitude enthruses me to show better performance.	0.681	0.712
		They never magnify the small mistakes I commit sometimes.	0.532	0.618
		They guide me on the technological front and I feel at ease in my work performance.	0.427	0.553
6	Relationship with Subordinates	I guide my subordinates whenever needed and assist them in work related matters.	0.816	0.964
		Subordinates stay even after office hours without any murmur for completing the work	0.739	0.818
		I attend to their grievances on the spot and never hesitate to take up certain issues with higher authorities on their behalf.	0.614	0.714
7	Ambition for career growth	I like challenging work.	0.891	0.913
		I have an independent spirit, decision making capability as any other male counterpart has	0.518	0.418
		I want to become what I am capable of becoming in my career.	0.513	0.524
8	Loyalty and commitment	I am proud of working in the organization.	0.614	0.324
		I will not leave the bank even if better pay is offered in competing organizations.	0.581	0.418
		I am always loyal and am committed to promote the objectives of the organization.	0.549	0.423
9	Job Satisfaction	Pay, bonus and pay related aspects, are upto my expectation.	0.742	0.812
		Retirement benefits motivate me to work hard.	0.534	0.618
		Adequate incentive is offered for increased work performance.	-0.615	0.816
		Creativity and good suggestions are encouraged, rewarded and implemented.	0.438	0.629

TABLE – 4 LEVEL OF JOB PERFORMANCE OF WOMEN EMPLOYEES

S. No	Factors	Mean				SD	
		Private Sector	Rank	New Gen Private Sector	Rank	Private Sector	New Gen Private Sector
1	Job knowledge	4.55	1	4.96	1	1.23	1.12
2	Attitude towards work	4.23	2	4.74	2	1.42	1.18
3	Relationship with customers	4.19	4	4.32	5	2.03	1.83
4	Relationship with co-workers	4.10	5	4.63	3	1.32	1.22
5	Relationship with superiors	4.22	3	4.11	6	1.18	1.42
6	Relationship with subordinates	3.83	6	4.06	7	1.24	1.14
7	Ambition for career growth	2.95	8	2.94	8	1.68	1.28
8	Loyalty and commitment	2.85	9	2.84	9	1.13	1.01
9	Job satisfaction	3.07	7	4.43	4	1.94	1.88

The level of job performance has been measured with the help of mean score of the factors. A close scrutiny of mean scores of private sector women executives highlights the fact that the respondents working in private sector banks perceived that job knowledge (4.55) attitude towards work (4.23), relationship with superior (4.2), relationship with customers (4.19) are contributing highly for job performance while ambition for career growth (2.95), loyalty and commitment (2.85) are slightly contributing to job performance. As for new generation private sector respondents, job knowledge (4.96), attitude towards work (4.74), relationship with co-workers (4.63) and job satisfaction (4.43) are contributing highly to job performance while ambition for career growth (2.94) and loyalty and commitment (2.84) are slightly contributing to job performance.

TABLE – 5 MEAN DIFFERENCE BETWEEN PRIVATE SECTOR BANKS AND NEW GENERATION PRIVATE SECTOR BANKS (T-TEST)

S. No	Factors	Private Sector N=70	New Gene Private N=70	T	Sig.
1	Job knowledge	4.325	4.956	4.421	0.006*
2	Attitude towards work	3.946	4.204	2.495	0.002*
3	Relationship with customers	4.312	4.617	1.848	0.002*
4	Relationship with co-workers	4.016	3.122	1.068	0.046
5	Relationship with superiors	3.864	3.619	0.846	0.071
6	Relationship with subordinates	3.001	3.016	0.648	0.076
7	Ambition for career growth	3.052	3.018	-0.428	0.546*
8	Loyalty and commitment	3.867	2.145	-0.671	0.498
9	Job satisfaction	4.032	3.072	-2.016	0.074*

*Significant at 5% level

T-test has been done to identify difference between the level of job performance of women executives working in private and new generation private sector banks. A close observation of the table shows that there exists a significant difference in the matter of contribution of certain factors to job performance of women executives in private and new generation private sector. In other words the contribution to job performance of the factors like job knowledge, attitude towards work, relationship with customer, ambition for career growth and job satisfaction is different in varying degrees for the respondents in both private sector and new generation private sector banks. The factors like job knowledge with the T-value of (4.421), attitude towards the work(2.495), relationship with the customers(1.848), ambition for career growth(-0.428), and job satisfaction(-2.016) are significantly varying in degrees between the respondents of private sector and new generation private sector banks in the matter of bringing about job performance. However, the absence of significant difference in the mean values in the variables like relationship with co-workers (1.068), relationship with superiors (0.846), and relationship with subordinates (0.648) indicates that these factors are viewed to be contributing to job performance in the same degree in both types of banks. In this backdrop the following hypotheses are tested.

The hypothesis that Job knowledge is contributing to same extent in the matter of work performance in both private and new generation private sector banks is rejected as a t-value 4.421 is significant at 0.006 level. It implies that job knowledge is contributing to work performance of women executives in both the types of banks.

Relationship with customers is contributing to the same extent in the matter of work performance in both private and new generation private sector banks is rejected as the t-value 1.848 is significant at 0.002 level. It implies that relationship with customers is contributing to work performance of women executives in both the types of banks.

Loyalty and commitment is contributing to the same extent in the matter of work performance in both private and new generation private sector banks is accepted as the t-value -0.671 is not significant at 0.498 level. It implies that relationship with customer is contributing to work performance of women executives in both the types of banks in the same level.

TABLE – 6 IMPACT OF EXPERIENCE ON FACTORS TOWARD JOB PERFORMANCE, MULTIVARIATE ANALYSIS OF VARIANCE (MANOVA)

Factors	Test Name	Value	Exact F	df	Error df	Sig. of F
Experience	Pillai's Trace	0.753	3.849	19.0	163	0.001
	Wilk's Lamba	0.428	3.967	18.0	154	0.001
	Hotelling's Trace	0.814	4.036	19.0	152	0.000
	Roy's Largest Root	0.238	4.697	8.0	90	0.002
	Factors	Sum of Square	df	Mean Square	F	Sig.
Experience	Job knowledge	12.981	2	7.416	8.164	0.003*
	Attitude towards work	1.435	2	4.085	4.002	0.122*
	Relationship with customers	4.643	2	3.549	3.741	0.218
	Relationship with co-workers	4.162	2	2.064	2.463	0.104
	Relationship with superiors	3.949	2	2.146	2.164	0.098
	Relationship with subordinates	3.416	2	2.897	2.132	0.613
	Ambition for career growth	12.618	2	8.359	9.872	0.849
	Loyalty and commitment	9.146	2	5.284	7.641	0.064*
Job satisfaction	11.486	2	4.309	5.138	0.078*	

*Significant at 5% level.

Previous researchers have found relationships of job performance with experience (McAdams, R., and Barilla, M. 2003). As MANOVA (Multivariate Analysis of Variance) looks at statistical significance jointly across all the dependent variables at once, the technique has been used to assess the significance of experience on the entire set of factors towards job performance of women bank employees (Hannay, L., Telford, C., & Seller, W. 2003). The analysis examines the main effect of work experience of the employees on the job performance factors (Table 8). The result reveals that experience has the most significant impact on different job performance factors. More specifically, experience leaves significant impact on the factors namely job knowledge, attitude towards work, loyalty and commitment and job satisfaction gain importance.

CONCLUSION

The study of job performance of women executives in private sector and new generation private sector banks reveals the fact that women executives in private sector banks are found to be more knowledgeable about the work, maintain a cordial relationship with customers and have a positive attitude towards the work. These factors have contributed to impressive work performance in private sector banks. As far as women executives in new generation private sector banks are concerned, job satisfaction and relationship with co-workers are influencing the performance of women executives. While loyalty and commitment is contributing to performance efficiency in women executives in private sector banks, there is no loyalty and commitment among the women executives in new generation private sector banks due to high level of attrition prevailing in private sector banks among women executives. Time bound promotion does not encourage women executives in private sector banks to improve themselves professionally and women executives working in the same branch for years together forgoing the promotion which warrants relocation to new place strains the relationship with colleagues. Therefore it can be concluded that the difference in the work climate in the private sector banks and new generation private sector banks cause differences in the performance in various parameters. Until the differences in the climate fade away, the level of performance of women executives will be different. The banks concerned have to observe the dimensions where the performance slips and take appropriate steps to turn it into positive.

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