6.1: General Findings

1. Public as well as private sector employees both equally agreed that Senior leadership communicate desired culture and values to employees.

2. Almost both public (80%) and private (79%) sector bank employees agreed that they have clearly established career path while working with their respective banks.

3. Public (74%) and private (73%) both bank employees can freely talk about their growth with supervisor.

4. 85% public sector employees agreed that there is definite Programme which is 76% in case of private sector bank employees.

5. 82% public sector bank employees think that they have contributed to their bank’s mission where this percentage is 85% in case of private sector bank employees.

6. Only 24% public sector bank employees agreed that they get recognized for well-done jobs. This is quite high in case of private sector banks which is 34%. Both public as well as private sector bank employees are given more neutral reaction on this statement.

7. 67% public sector bank employees and 71% private sector bank employees think that there are Always cooperative efforts are taken by the members of a group to achieve a common goal of the bank.

8. Public and private both sector bank employees can complete their work within prescribed time limit.

9. Public sector bank (80%) supervisor take input while taking decision which is less than private sector bank supervisors (83%).

10. 79% private bank employees feel that their employer values their contribution in their bank which is low in case of public sector which stands at 65%.

11. 86% private sector bank employees think that the physical working conditions are good in their bank which is low in case of public sector bank employees at 78%.

12. 83% public bank employees feel that their supervisor treats them with respect whereas 89% private sector bank employees feel that their supervisor treats them with respect.

13. Private sector (78%) banks provide more on the job training than Public sector (64%) banks.

14. Problem are solved through cooperation is seen slightly more in case of public sector banks (76%) than private sector banks (73%)
15. 67% public sector bank employees agreed that they feel that they are part of team sharing towards goal of banks which is little less with compared to private sector bank employees (70%).

16. Teamwork rather than individualism is emphasized in private banks more (75%) than public sector bank (65%).

17. 30) Problem are solved through cooperation is seen slightly more in case of public sector banks (76%) than private sector banks (73%).

18. Public sector bank (80%) supervisor take input while taking decision which is less than private sector bank supervisors (83%).

19. 50) 79% private bank employees feel that their employer values their contribution in their bank which is low in case of public sector (65%).

20. Private sector bank employees (82%) think that their workload is reasonable than Public sector bank employees (76%).

6.2: Findings Based on Observations

6.2.1: For Public Sector Banks

1. Training should be segment based and customized to needs of homogeneous groups after training need analysis. There should be greater emphasis on behavioral training (soft skills).

2. Though Public sector employees are satisfied in terms of Payment and security but there should be more accurate system for Performance appraisal and definite career growth plan for employees as well as managers

3. Public sector bank employees give more priority to quality than private sector bank employees.

4. Frequent transfers should be reduced for getting more job satisfaction, Employee engagement programs can give more satisfaction

5. Public sector banks employees are more agreeable to the opinion that that individual initiative is encouraged in the bank than private sector bank employees.

6. Public sector bank managers communicate frequently enough marginally with employees more (76%) than private sector managers. (74%)
7. Public sector bank employees get information through formal communication and not through rumors (70%) than private sector bank (60%)
8. 30% public sector bank employees use banks’ intra net facility to get news about bank while 34% private sector bank employees use bank’s intra net facility to get news about bank.
9. 63% public sector bank employees agreed that their management provides extra benefits other than compensation and 59% private sector bank employees agreed that their management provides extra benefits other than compensation
10. 73% public sector bank employees gave affirmation to the statement of “Bank Grows, I Grow”
11. Public sector (74%) bank employees get more adequate payment for work done by them.
12. Public sector (78%) bank employees agreed that bank provides adequate basic salary.
13. Public sector bank employees (74%) get better increments in salary.
14. 63% public sector bank employees agreed that their management provides extra benefits other than compensation.
15. 73% of the Public sector bank employees get more enough authority to make the decisions they need to make regarding work.
16. 77% Public Sector bank employees enjoy freedom in their bank.
17. 73% public sector bank employees agreed to the performance based incentives by banks
18. 67% public sector employees think that if they do good work surely career growth is there in their bank.
19. 25.75% public sector bank employees are agreed that their salary is fair for responsibilities they are handling in the bank
20. Leave policy is more liberal in case of public banks than private banks.
21. 59% Public sector employees agreed that there is fair system for rewarding in bank
22. 68% public sector employees are agreed that their stress level is low in their bank
23. Public sector banks provide adequate social security at 88%
24. 73% of the public sector bank employees get more enough authority to make the decisions they need to make regarding work

25. 77% public sector employees get adequate materials and equipment they need to do their job well

6.2.2: For Private Sector Banks

1. Private sector employees feel less secured about their job. Though security factor is responsible for increased attrition rate in Private sector they have to arrange more employee engagement programs like Family gathering, picnic outdoor training program,

2. Awards should be given for maximum number of service in same organization. So Managers should focus more on intrinsic parts of the job such as making the work challenging and interesting.

3. 72% of employees in case of private sector bank employees feel that if “Bank Grows, I Grow”

4. 70% bank employees feel that get more adequate payment for work done by them.

5. 70% bank employees agreed that bank provides them adequate basic salary

6. 68% of the Private Sector employees feel that they get better increments in salary.

7. 59% private sector bank employees agreed that their management provides extra benefits other than compensation

8. 83% of the Private sector bank employees get more enough authority to make the decisions they need to make regarding work.

9. 85% of private sector employees get adequate materials and equipment they need to do their job well.

10. 83% private sector bank employees enjoy freedom in their bank.

11. 79% private sector bank employees agreed to the performance based incentives by banks

12. 78% private sector employees think that if they do good work surely career growth is there in their bank.
13. Teamwork rather than individualism is emphasized in private banks more at 75%

14. 62% private sector bank employees are agreed that their salary is fair for responsibilities they are handing in the bank.

15. Private sector bank employees take more leave than public sector employees for mental peace.

16. Private sector bank employees can’t take leave when they ill because of work pressure as compared to public sector banks employees.

17. Private sector banks rewarding system is more satisfactory than public sector banks.

18. Private sector bank employees have more trust in their reward system as compared to public sector banks.

19. 81% Public sector employees agreed that there is fair system for rewarding in bank

20. 70% private sector employees are agreed that their stress level is low in their bank

21. 79% of employees in the Private sector banks provide adequate social security

22. 79% private sector bank employees agreed to the performance based incentives by banks

23. Private sector bank employees (83%) get more enough authority to make the decisions they need to make regarding work

24. 85% private sector employees get adequate materials and equipment they need to do their job well

25. 84% of the private sector bank employees can give time to their family which quite high in case of private sector banks.
6.3: Findings Based on Statistical Analysis

Objective 1: To study work culture of public and private banks critically and comparatively with respect to their job satisfaction.

Hypothesis 1: H1: Public bank employees are more satisfied with work culture as compared to Private bank employees.

Findings: Public sector bank employees give more priority to quality than private sector bank employees.

Objective 2: To study the job satisfaction level of employees in the areas of pay, security, growth satisfaction.

Hypothesis 2: H2: Public bank employees are more satisfied with Pay as compared to Private sector bank employees.

Findings: In Financial motivation like Pay and other benefits Public sector employees are more satisfied than Private sector employees.

Hypothesis 3: H3. Public bank employees are more satisfied with security as compared to Private sector bank employees.

Findings: Public sector employees are more satisfied in terms of security factor than Private sector employees.

Hypothesis 4: H4. Public bank employees are less satisfied with career Advancement Opportunity as compared to Private bank employees.

Findings: Private sector employees are more satisfied in terms of career growth, training opportunities, and Performance evaluation.

6.4: Findings at Managerial Level

Public sector managers are more happy about pay than private sector managers.

- Private sector managers have opinion that they have more stress and not satisfied about working hour.
- Private sector managers give more importance to creativity and innovation than public sector.
- Both managers agree on flexible time and work.
Private sector managers gave more attention towards complaints of customer.

6.5: Findings for Employees below the level of Branch Manager

1. Overall satisfaction in Public bank is comparatively high than Private sector employees.

2. Demographic Variable:
   - Length of service of employees is maximum in Public sector but this ratio is very less in Private sector.
   - In Public sector bank Maximum numbers of employees are above 45 yr. But in Private 25-30 yr this age group is more.
   - In Private bank Unmarried employees are more in number

3. In Financial motivation like Pay and other benefits Public sector employees are more satisfied than Private sector employees.

4. Career Advancement and Opportunity: Private sector employees are more satisfied in terms of career growth, training opportunities, and Performance evaluation.

5. Security: Public sector employees are more satisfied in terms of security factor. In Private Banks lay off rate is high. Though public sector banks are safe and secure but not very demanding in terms of work output. It is difficult to fire an employee for non-performance.

6. Work life balance and stress: Maximum people from Private sector bank take leave for mental rest, working hour and targets are high in private sector so stress level of private sector employee is higher than Public sector bank. Work life balance is good enough for Public sector.

7. Training and Supervision: Private sector employees are more satisfied than Public sector employees. Public sector Banks have established a number of training institutions. However not much of coordination exists between line functions and training in as much as training units often complains that the full
capacity is not used because banks do not have well defined job roles. An on-going training need analysis for each of its business segment constrains the training function.

8. Performance: Performance of private sector bank staff is more productive than Public sector employees.

9. Rate of attrition is more in Private sector than in Public sector banks