

**CHALLENGES FACED BY PRIVATE BANK EMPLOYEES IN KOCHI
CITY**



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CHALLENGES FACED BY PRIVATE BANK EMPLOYEES IN KOCHI CITY

Thesis submitted to St. Teresa's College (Autonomous), Ernakulam in *fulfillment of the requirements for the award of the degree of Master of Arts in Sociology*

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CERTIFICATE

I certify that the thesis entitled **“CHALLENGES FACED BY PRIVATE BANK EMPLOYEES IN KOCHI CITY”** is a record of bonafide research work carried out by (name of the student), under my guidance and supervision. The thesis is worth submitting in fulfillment of the requirements for the award of the degree of Master of Arts in Sociology.

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DECLARATION

I, ARYA K R, hereby declare that the thesis entitled “CHALLENGES FACED BY PRIVATE BANK EMPLOYEES IN KOCHI CITY” is a bonafide record of independent research work carried out by me under the supervision and guidance of Dr. Sajitha J Kurup. I further declare that this thesis has not been previously submitted for the award of any degree, diploma, associateship or other similar title.

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CONTENTS

1	INTRODUCTION	
2	REVIEW OF LITERATURE	
3	METHODOLOGY	
4	DATA ANALYSIS AND INTERPRETATION	
5	CONCLUSION AND SUGGESTIONS	
6	BIBLIOGRAPHY	
7	APPENDIX	

LIST OF TABLES

Table no.	Title	Pg.no
4.1	Gender	
4.2	Age	
4.3	Type of family	
4.4	Educational qualification	
4.5	Job permanency	
4.6	Monthly income	
4.7	Marital status	
4.8	Work-home balance	
4.9	Provision of cultural/religious leave	
4.10	Sufficiency of time for the family	
4.11	Reallocation and replacement policy	
4.12	Work home balance satisfaction	
4.13	Paternity/maternity leave provided by the bank	
4.14	Paid/unpaid paternity/maternity leave	
4.15	Time management to leave the bank daily in time	
4.16	Surplus working hours of the respondents	

4.17	Pressure from customers to get their job done	
4.18	Data of the respondents whether they are contacted even after working hours	
4.19	Limit of daily target of the respondents	
4.20	Data about whether the respondent is able to achieve the targets often	
4.21	Data about whether the payment for surplus working hours by the respondents	
4.22	Data about whether surplus working hours affect the health of the respondents	
4.23	Respondents reacting on the sole motive of the bank	
4.24	Respondent's difficulty in order to solve a customer's issue	
4.25	Mental stress taken by the respondents for customer satisfaction	
4.26	Awareness of the gradual retirement benefits of the bank	
4.27	Data on influence of gender in the working environment by the respondents	

4.28	Data of the employees whether they face any barriers as a true employee	
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LIST OF FIGURES

Figure no.	Title	
4.1	Gender	
4.2	Age	
4.3	Type of family	
4.4	Educational qualification	
4.5	Job permanency	
4.6	Monthly income	
4.7	Marital status	

4.8	Work-home balance	
4.9	Provision of cultural/religious leave	
4.10	Sufficiency of time for the family	
4.11	Reallocation and replacement policy	
4.12	Work home balance satisfaction	
4.13	Paternity/maternity leave provided by the bank	
4.14	Paid/unpaid paternity/maternity leave	
4.15	Time management to leave the bank daily in time	
4.16	Surplus working hours of the respondents	
4.17	Pressure from customers to get their job done	
4.18	Data of the respondents whether they are contacted even after working hours	
4.19	Limit of daily target of the respondents	
4.20	Data about whether the respondent is able to achieve the targets often	

4.21	Data about whether the payment for surplus working hours by the respondents	
4.22	Data about whether surplus working hours affect the health of the respondents	
4.23	Respondents reacting on the sole motive of the bank	
4.24	Respondent's difficulty in order to solve a customer's issue	
4.25	Mental stress taken by the respondents for customer satisfaction	
4.26	Awareness of the gradual retirement benefits of the bank	
4.27	Data on influence of gender in the working environment by the respondents	
4.28	Data of the employees whether they face any barriers as a true employee	

INTRODUCTION

Jobs in India are typically linked to the Indian economy and the country's growth. Jobs in India are generally divided into two categories: public sector jobs, which are typically found in government ministries and departments, and private sector jobs, which are found in the corporate world. Public sector jobs include teaching, civil service, health care, and government research roles, while private sector jobs can include anything from banking, finance, telecommunications, IT, and engineering, to retail, hospitality, and tourism. The job market in India is highly competitive and there is a wide range of job opportunities available.

Workplace conditions and behaviours are significantly influenced by job satisfaction. The advantages of job satisfaction for a business include decreased employee complaints and grievances, improved absenteeism and turnover, decreased training costs and employee termination costs, as well as increased punctuality and worker morale. A key component of worker satisfaction is the working environment. Working conditions include the newest technology, enough rest, infrastructure, safety precautions, cleanliness, and air circulation, among others. As one of the factors contributing to the banking industry's poor financial performance, this study explores the connection between employees' working conditions and job satisfaction. Moreover, banks might develop plans to improve performance by gratifying their staff.

The private sector is a business sector that is made up of companies, businesses, and organizations that are owned and operated by private individuals or groups, rather than by the government. Private sector businesses are often driven by profits, and have the ability to make decisions about their own operations, products, and services. Examples of activities in the private sector include manufacturing, transportation, construction, retail, banking, healthcare, insurance, media, and technology.

In India, the banking sector is a young industry that has seen significant strategic changes as a result of the arrival of private sector and foreign banks. The risks of having an unbalanced work-life are obvious in the banking sector. Workers in the banks make arduous efforts to satisfy the many needs of its clients. The individual's jobs are loaded and added with quality product, and work deadlines are getting closer together. The strain of the workplace makes it very challenging to manage work and family obligations. The level of human resources affects the banking sector's output. The primary goal of human resource development is to enable performance improvement, which is assessed using financial metric for operational effectiveness and the standard of the final services offered.

E-banking is a new technology that banks have adopted. With e-channels, customers can access a variety of banking services thanks to e-banking. Customers will fight such changes when they are imposed since they don't grasp them and aren't familiar with e-channels. Employees face many difficulties when compared to manual banking, including frustration with electronic work completion, ignorance of e-banking services, inadequate training, outdated technology, a lack of technical advancements, rural customers' resistance to e-channels, improper customer responses, complaints about e-channel services, etc. These issues make working conditions for bank employees more difficult.

Whether the banks are public or private, the success of the industry depends on its staff and clients. The working environment has completely changed today. Paperwork is less of a burden, and database administration is improved with less work. The staff members are free to offer services through e-channels and can use the time they save on other tasks for improvement. The purpose of the current study is to determine whether or not bank workers are content with their use of e-channels and, if they have any issues, what those issues are and how to resolve them. Thus, it is necessary to examine the difficulties faced by bank personnel.

The study endeavors to identify the issues associated with managing professionals and personal life of employees in private banking industry. Now-a-days, most of the private sectors banking employees have to deal with both work pressure and pressure of maintaining family or personal life. So, they are difficult to maintain both i.e. work pressure and family. Hence, this is a major problem of employees working in Private sector banks. The working culture of private sector bank includes working long hours, having a greater and more complex work load, experiencing a lot of work pressure and creating a culture of poor work life balance resulting in their employees

becoming highly dissatisfied with their job. Lack of work flexibility, high work pressure and longer working hours may be stressing out many bank employees reducing their job performance and productivities as well as causing broken homes.

Job security is the another challenge faced by private sector employees. The capacity to keep your employment is considered job security. It is distinct from being jobless, which prevents you from finding employment.

Employees in India's governmental and private sectors equally need job security. Employees in the public sector cannot be fired by the government unless a significant crime has been committed. Workers in the remote industry are treated differently because they may be fired at any time. In India, job security is crucial since it guards against individuals losing their livelihoods due to external factors.

The following are the primary causes of reduced job security in India:

The economy is expanding quickly. India's GDP expanded by 7.2% in 2018–19, and the World Bank projects that it will expand by 7.7% this fiscal year (2019-20).

India's GDP growth rate is far higher than China's, which is evident when you compare the two nations' GDP growth rates, which were 6.6% in 2018 and 5.8% in 2019, respectively.

That implies that job searchers who want to work as employees or freelancers/contractors in their respective industries, such as IT services etc., as well as those who wish to launch their own start their own business, provided they possess the knowledge necessary to do so. They can also work as freelancers for organisations like Google Inc., Facebook Inc., Amazon Web Services Inc , Microsoft Corporation (MSFT), Oracle Corp. (ORCL), and Salesforce Software Inc., among others, to increase the profits from their investments over time (CRM).

Job satisfaction can be understood in terms of its relationship with other key factors, such as general well being, stress at work, control at work, home work interface and working conditions. The level of employees job satisfaction increases by many factors and when employees are satisfied with their work, they feel motivated and aim to fulfill family obligations and commitments. In this context, it would be more relevant to make an attempt to study the problems related to balance with work life and personal life of employees of private sector banks which may help the banking industry considerably to provide high level of job satisfaction to their employees.

Therefore, an attempt has been made to study the relationship between work-life balance and job satisfaction of employees of the bank.

A nation's economy is heavily reliant on its banking sector. A nation's economic development is reliant on the banking sector operating efficiently. It is essential to a country's economy since it serves the requirements of creditors from every societal segment. In emerging nations like India, the importance of the banking industry is constantly expanding. The banking industry is the most significant financial industry, not merely in terms of revenue, earnings, and employment, but also because of its enormous influence on all areas of the economy. The effectiveness of the workforce has an impact on the productivity of the banking sector.

Human resources are one of banks' most crucial resources today for maintaining their level of market competition. The ongoing globalisation processes elevate human capital to the status of the most significant economic factor, giving it priority over material or financial resources. Human capital consists of knowledge, skills, and capacities. Businesses are seeking to up the ante in their internal competition in an effort to increase market share, customer base, revenue, etc. These human resources must be skillfully managed for the organisation to perform as expected. Strategic human resource management and organisational strategy alignment are crucial. Banks are compelled by the market to concentrate their goals on performance.

Kochi, formerly known as Cochin, is a major port city on the south-west coast of India in the state of Kerala. It is one of the principal cities of Kerala and is the largest urban agglomeration in the state. It has a population of more than 2 million. Kochi is a major commercial and industrial center in the region and is home to many large corporate and financial institutions. It is also a popular tourist destination, with its natural harbor, beaches, and historical monuments. Kochi is known for its diverse cultural influences, including Malayalam, Tamil, and Hindi. Kochi is also considered to be a metropolitan city therefore has higher job opportunities especially private sector. Banks in Kochi work full fledged for smooth working of the banks with their abundant employees from different cities. Private banking may be busy and rewarding in metropolitan cities. There is frequently fierce rivalry for jobs and the speed of work is substantially faster than in other regions of the country. Most private banks provide competitive pay and benefits, and many also give their customers access to a wide range of financial goods and services. Although the speed of work in

a big city might be tough and quick, there can be enormous rewards. Meeting and working with individuals from other backgrounds can also be a good experience. The work environment of private employees in Kochi is greatly influenced by the sector they are employed in. Because there are so many businesses in the city that support work-life balance, the work-life balance is generally good. Numerous businesses provide their employees with advantages including flexible work schedules, maternity and paternity leaves, and others. The work environment of private employees in Kochi is greatly influenced by the sector they are employed in. Because there are so many businesses in the city that support work-life balance, the work-life balance is generally good. Several businesses provide their employees with flexible work schedules, maternity and paternity leaves, and other benefits.

Life in Kochi for Private employees

The work environment of private employees in Kochi is greatly influenced by the sector they are employed in. Because there are so many businesses in the city that support work-life balance, the work-life balance is generally good. Numerous businesses provide their employees with advantages including flexible work schedules, maternity and paternity leaves, and others.

In Kochi, the standard workday for private employees is eight hours, with one hour for lunch. Kochi is renowned for having a thriving nightlife, with many eateries, bars, and entertainment venues staying open late. This enables independent contractors to unwind with friends and family during their time off after business hours. Overall, private workers in Kochi enjoy a decent work-life balance, with considerable time for spending with friends and family as well as engaging in personal interests and hobbies.

Bank jobs include a variety of positions such as tellers, loan officers, financial analysts, accountants, auditors, and more. Bank jobs involve providing customer service, assisting customers with their financial needs, handling transactions, and helping customers achieve their financial goals. Bank jobs also involve managing and analyzing financial data, developing strategies to improve customer service, and staying up-to-date with changes in the industry.

Private sector banks employ a wide range of people, from entry-level customer service representatives to highly-skilled financial advisors and investment bankers. Bank employees may include tellers, loan officers, proof operators, customer service representatives, financial advisors,

investment bankers, and more. Bank managers, compliance officers, and IT personnel are also important roles within a private sector bank. Other private sector employers include accounting and auditing firms, insurance companies, and financial services companies. Accountants and auditors are responsible for ensuring that financial records are accurate and in compliance with applicable laws and regulations. Insurance companies employ actuaries to analyze data and assess risk, as well as customer service representatives and claims processors. Financial services companies employ a range of professionals, from advisors and analysts to portfolio managers and traders.

Employees are the backbone of any organization. They are the people who work hard to make sure the business runs smoothly and efficiently. Employees provide the labor, expertise and knowledge to make sure that the company runs effectively and meets its goals. Without them, businesses would not be able to succeed. Employees need to be valued and appreciated for their hard work and dedication. Companies should ensure that they provide a work environment that is safe and conducive to productivity, and offer competitive wages and benefits to keep employees motivated and engaged.

Private sector employers also include consulting firms, marketing and advertising firms, and law firms. Consulting firms employ consultants to provide strategic advice and guidance to their clients. Marketing and advertising firms employ creative professionals, such as graphic designers, copywriters, and media planners. Law firms employ a variety of professionals, including attorneys, paralegals, administrative staff, and legal secretaries.

Finally, private sector employers can also include start-ups and small businesses. Start-ups often require a range of professionals, including software developers, product managers, and marketers. Small businesses may employ a variety of professionals, from accountants and bookkeepers to sales representatives and customer service representatives.

Bank employment is typically a career path in the banking or financial industry. Bankers typically work in a retail branch or corporate setting and perform a variety of tasks such as customer service, loan processing, accounting, and investments. Bankers typically need to possess strong communication and organizational skills, as well as knowledge of banking products and services. Bank employees also need to be knowledgeable of compliance and regulatory requirements.

Private bank life in metropolitan cities can be hectic and rewarding. The pace of work is much faster than in other parts of the country, and there is often a great deal of competition for jobs. Most private banks offer competitive salaries and benefits, and many also offer an array of financial products and services to their clients. Working life in a metropolitan city can be demanding and fast-paced, but the rewards can be great. The opportunity to meet and work with people from a wide range of backgrounds can also be an invaluable experience.

Private job employees may feel hectic due to the added responsibilities and high expectations placed on them. This can be difficult to handle, especially if the employee has multiple commitments or if the workload is too much. Employees may feel overwhelmed and unable to keep up with their responsibilities. In order to alleviate the stress, it is important for private job employees to set boundaries, prioritize tasks, and ask for help when needed. Additionally, taking regular breaks and engaging in stress-relieving activities can help employees manage their hectic schedules.

Issues faced by youth in banking sector

1. **Limited Accessibility:** Many young people are unaware of the banking services available to them and lack the information needed to make informed financial decisions. Additionally, banking services may not be readily available in their immediate area, making it difficult for them to access.
2. **High Cost of Banking Services:** Banking fees can be high, especially for those services that are of particular interest to young people, such as student banking. This can be a barrier to entry for many young people.
3. **Lack of Financial Education:** Many young people lack the financial literacy needed to make the most of their banking services. Without proper guidance and education, they may not be aware of the potential benefits of these services or how to use them effectively.
4. **Complex Banking Processes:** Banking processes can be complex and confusing for young people. This can lead to mistakes and misunderstandings that can be costly in the long run.
5. **Low Interest Rates:** Young people often have little or no savings, making it difficult for them to take advantage of higher interest rates offered by some banks. As a result, they may not be able to maximize their return on investment.

In a private sector bank, the highest level of authority is held by the board of directors. They are responsible for setting the overall direction of the bank and ensuring that all regulations are being followed. This group is made up of members that represent the interests of shareholders, customers, and other stakeholders. The board is typically chaired by a non-executive director and is responsible for appointing a chief executive officer (CEO). The CEO is responsible for the day-to-day operations of the bank and reports to the board. Under the CEO is a team of executives and managers who are responsible for various areas of the bank, such as operations, marketing, and finance. Finally, there are the team members and individual contributors who are responsible for carrying out the daily tasks and ensuring that the bank runs smoothly.

Issues faced by private bank employees

1. **Long Working Hours:** Private bank employees often work long hours to meet customer demands and deadlines.
2. **High Pressure Working Conditions:** Private banks often require employees to meet strict deadlines and performance goals, leading to high-pressure working conditions.
3. **Low Salary:** Private bank employees are often paid less than those in other financial institutions.
4. **Limited Job Security:** Private banks often hire and fire employees on a regular basis, making job security difficult to maintain.
5. **Limited Career Advancement Opportunities:** Private banks often offer limited career advancement opportunities, which can lead to stagnation in a particular job role.
6. **Lack of Job Satisfaction:** Private bank employees often face a lack of job satisfaction due to the long hours and stressful working environment.
7. **Unfair Treatment from Management:** Private bank employees often face unfair treatment from management, such as favouritism or discrimination.
8. **Lack of Benefits:** Private bank employees often do not receive benefits such as health insurance or paid vacation.

These roles affect a person's personality, and whether they do so collectively or individually, they all have substantial effects on the person's health, temperament at home and at work, and ultimately on how well the person performs in both domains. These various roles demands can be broadly divided into two categories: roles in the workplace and roles in personal life.

These two types of responsibilities put pressure on the person since they both have requirements that need time, effort, and dedication to meet. Work-life conflict arises when the combined demands of these roles—both at work and outside of it—become irreconcilable. This indicates that a conflict between work and personal life arises when performing one role makes it more challenging to do the other.

It is crucial to remember that employees have many responsibilities. In addition to being a boss, subordinate, or subordinate at work, an employee may be a father, husband, wife, mother, brother, uncle, nephew, or son-in-law at home. He or she is a neighbour, a civic or religious leader, a participant in a social or athletic organization, and other members of his or her immediate social group.

In light of this, the work-life balance of workers of private sector banks is more crucial now than ever before since when people balance their professional and personal lives, they are content with their jobs. Hence, it is crucial to run this instance to make an effort to establish a link between work-life balance and job satisfaction among staff members of private sector banks.

Significance of the study

The present study is devoted to analyze the employees working conditions and job satisfaction of bank employees in Ernakulam city in central Kerala, India. Ernakulam is considered as the commercial capital of Kerala because the largest number industrial and business undertakings in the state are located in and around Ernakulam city. Similarly, largest number of banks and their branches are spread out in this district only. Hence this study focuses on employees of banks functioning in Ernakulam city. The findings of this study would be helpful for better understanding on the influence of working conditions on the job satisfaction of bank employees. Adjusting the working conditions suitably based on the findings of the study would help to motivate the employees thus resulting in their better productivity and help make good environmental conditions for job satisfaction. It also provides better level of job satisfaction among the employees in banking

sector. The findings of the study are helpful to the employees and the management of banks, these being valuable information on employees job satisfaction.

The goal of the current study is to evaluate the working conditions and job satisfaction of bank employees in the city of Ernakulam in central Kerala, India. Since the majority of the state's industrial and commercial enterprises are concentrated in and around Ernakulam city, Ernakulam is regarded as Kerala's commercial hub. The majority of banks and their branches are also dispersed over this district alone. So, the focus of this study is on bank workers who work in Ernakulam city. The study's findings will aid in a better understanding of how working conditions affect bank workers' job satisfaction. Employee motivation would increase when working conditions were modified appropriately based on the study's findings, leading to higher production

Changing the workplace appropriately in light of the study's findings would help to increase employee motivation, which would boost productivity and create an environment that is conducive to job satisfaction. Also, it increases job satisfaction for banking industry staff. The study's findings, which provide insightful data on employees' job happiness, are beneficial to bank staff and management.

CHAPTER TWO

REVIEW OF LITERATURE

In their study "Union Attitudes and Job Satisfaction among Indian Workers" by Sinha and Sharma (1962) [24], the authors found a negative correlation between union membership and job happiness. Nevertheless, they also found that job satisfaction was strongly correlated with age and marital status. The study connected job satisfaction with the relationships between several variables. The significance of trade unions in the company will be minimal if the resources are more content with their current working conditions and compensation plan. In their study, Blum and Naylor (1968) [6] came to the conclusion that an employee's level of job satisfaction depends on a variety of variables, including the employee's attitude towards pay, working conditions, employment stability, career advancement, social relationships on the job, employer fairness, and other factors. In his study "Work Satisfaction and its Correlates," published in 1984 [5], Arya made the observation that workers who are affiliated with trade unions are more contented and satisfied, while those who work for disturbed organizations—that is, in circumstances where there are poor industrial relations—are typically found to be more disturbed and less contented. A worker who is extremely stressed out cannot function effectively and, as a result, cannot generate the desired results.

A worker who is extremely stressed out cannot function effectively and, as a result, cannot generate the desired results. Many modern-day enterprises confront two big competitive disadvantages, including increasing staff turnover and job discontent.

In this scenario, much research has been conducted. Below, we'll discuss a few of them. 2014 study by Yadav and Dabhade highlighted the significance of work-life balance for female employees. Bowra and Nasir (2014) investigated how fairness affects people.

of performance evaluation on job satisfaction and staff motivation, as well as efforts to influence Pakistan's banking industry.

Jeet and Sayeeduzzafar (2014) looked at how human resource management methods affected the job satisfaction of employees working in private sector banks. In their published work, Panghal and Bhambu (2013) came to the conclusion that job satisfaction is directly related to the type of work, the calibre of management, employee behaviour (including supervisor and coworker behaviour), remuneration, and organisational factors.

Levesque (1996) sought to investigate the relationship between customer satisfaction and customer service, and as a result confirmed and reaffirmed the notion that poor customer service has contributed to a decline in customer satisfaction and, consequently, their willingness to recommend the service to other customers.

Higher amounts of consumer switching between businesses are the result of this. In their empirical study "Determinants of managerial job satisfaction in a private organisation," Joshi, R., and Sharma, B. (1997) examined the effects of job- and organization-related factors on the job satisfaction of 124 managers selected from various departments and levels in the private sector organisation under study. It has been discovered that management job satisfaction is positively and significantly connected to all 15 job- and organization-related variables. Only two of these 15 variables, namely (i) job content and (ii) training, have been considered as the Best Predictors of managers' job satisfaction, according to advanced statistical testing utilizing multiple regression analysis.

A research on job satisfaction among bank employees was conducted by Nazir A. Nazir in 1998 using data gathered from a sample of 245 private bank clerks in the Srinagar district of Jammu and Kashmir. This study aimed to investigate the degree to which employees felt their jobs were important, as well as to clarify and investigate their overall job satisfaction. Also, it has made an effort to pinpoint the aspects that affect people working in the banking industry's overall job satisfaction, such as the perceived value of particular positions and their personal backgrounds.

Around 76 percent of the clerks are content with their jobs, according to the results, while only 24 percent are not. It has been noted in a research on retail banking in India by Manoj P. K. (2003) "Retail Banking: Strategies for Success in the Developing Situation" in IBA Bulletin that retail loans, particularly housing loans, can foster rapid economic development of the country in times of recession. Eleven tactics, including the use of cutting-edge technology, have been proposed for promoting retail banking products (ICT). In order to satisfy customers and maintain their loyalty to banks, the author has specifically emphasised the importance of ensuring "human touch" (human factor) in services. He has also emphasised the importance of hiring staff who possess the necessary soft skills. In his study, Zaki (2003) examined the degree of job satisfaction of one non-managerial employee of Lebanese banks and found a strong correlation between the employees' level of happiness and references to compensation and supervision. It has been made clear that management's primary duty is to look after the benefits by keeping employees' job satisfaction at

a high level. The study has also found that while male employees are content with the level of monitoring, female employees are satisfied with their salary. In his study, "A Study on Perception, Aspiration and Job Characteristics of the Employees in Private Sector Banks in Sivagangai District of Tamil Nadu," Syed Hussain (2006) sought to determine the difference and to analyse how perception and aspiration of the job characteristics have affected the employees' level of job satisfaction. The study was conducted utilising information gathered from 21 officers and 79 clerks who were randomly chosen from among 31 branches of five different private sector banks.

According to the study, there is a growing desire for job stability, recognition, and a favourable work environment, and these needs are positively correlated with how people see their jobs.

In their study "Employee Perceptions of Job Satisfaction: Comparative Study on Indian Banks," Arunima Shrivastava and Pooja Purang (2009) noted that terms of compensation, growth and exposure opportunities, and job security are the important factors directly influencing the job satisfaction of the bank employees. Manoj P. K. (2010) investigated how ICT affects the operational effectiveness and risk management capacity of private sector banks in his article "Effect of Technology on the Efficiency and Risk Management of Old Private Sector Banks in India: Evidence from Banks Located in Kerala."

The author has emphasised that advancements in technology help banks' Non-Interest Margin (NOM). In order to increase the profitability of the four Kerala-based banks under review, investment in ICT for updating their technological foundation has been advised.

According to Singh and Pankan's study from 2011 , there are significant disparities in job satisfaction across sectors. Their effect on workers' levels of job satisfaction has been shown by the study. Employee opinions of their jobs and job satisfaction at Indian banks as well as other banks throughout the world are greatly influenced by certain variables, such as those in salary, social environments, and career opportunities.

In addition to the aforementioned, the current study aims to improve upon and add to the body of information already available in the field of achieving job satisfaction throughout the banking industry and to motivate bank employees to pay attention to it in both Indian and foreign banks. Employees of Canara Bank in Delhi were surveyed in 2013 [1] by Aarit Chahal, Seema Chahal, Bhawna Chowdhary, and Jyothi Chahal to determine their degree of job satisfaction. The authors looked at the elements affecting workers' levels of satisfaction and how they relate to their personal

characteristics. Employee job satisfaction has been shown to be significantly impacted by factors like as pay, workload, performance appraisals, working hours, promotion tactics, and the connection between employees and management.

In their study, "Customer Relationship Management in Banks: A Comparative Study of Public and Private Sector Banks in Kerala," William George A. J. and Manoj P. K. (2013) have highlighted the critical importance of Customer Relationship Management (CRM) for Kerala-based banks in light of the intense competition. The authors have noted that private sector banks in Kerala are significantly improving customer service with appropriate CRM systems, hence insuring long-term customer loyalty. In their study work "Relevance of E-Banking in the Rural Area - An Empirical Analysis," Neeraja James and Manoj P. K. (2014) examined the relevance of E-banking in relation to a rural area in Kerala and advised actions for increased coverage (reach) of the banking services in rural areas.

The majority of the customers of private sector banks use CRM and other ICT-based services, according to Manoj P K, Jacob Joju, and Vasantha's 2014 field study on e-CRM, "Impact of E-CRM on Commercial Banking: An Empirical Investigation with Reference to Private Sector Banks in Kerala," published in the International Journal of Applied Financial Services & Marketing Perspectives. Customers, employees, and other stakeholders prefer bank marketing initiatives over e-CRM and other ICT-based services.

The majority of users choose e-CRM, other ICT-based services, and bank marketing initiatives. A study by Vikram Jeet and Sayeeduzzafar from 2014 titled "A Study of HRM Practices and its Impact on Employees Job Satisfaction in Private Sector Banks: A Case Study of HDFC Bank" sought to examine how HRM practises affected employees' job satisfaction in private sector banks, with a particular focus on HDFC Bank, one of India's most renowned and rapidly expanding new generation private sector banks. Performance reviews, training programmes offered, compensation, and teamwork have all been found to have a substantial impact on job satisfaction in this case study. To increase the job satisfaction of bank personnel, attention must be given to the four factors listed above.

In an empirical study published in the International Journal of Recent Advances in Multidisciplinary Research, Jacob Joju, Vasantha S., and Manoj P. K. (2015) , "E-CRM: A Perspective of Urban and Rural Banks in Kerala," examined the acceptability of e-CRM across

urban and rural banks. It has been found that urban customers are more receptive to e-CRM than their rural counterparts. Customers in rural areas are known to require more "human factor" in services than those in urban areas. In their collaborative research article "Job Satisfaction in State Bank of India in Namakkal District" published in the International Journal of Research in Management & Technology in 2015 . Yoganandan and Sathya have created a case study of the job happiness of State Bank of India employees (SBI) in Namakkal district in Tamil nadu

The results of their survey have shown that, with regard to SBI employees, the following factors are among the most crucial ones that determine job satisfaction: I. Love for the job; II. Relationships with superiors and coworkers. In a paper published in the International Journal of Advance Research in Computer Science and Management Studies by Manoj P. K. (2016) [16], "Bank Marketing in India in the Current ICT Era: Strategies for Effective Promotion of Bank Products," the necessity of ICT adoption for efficient service delivery is covered. The proper use of e-CRM as part of bank marketing strategies has been recommended in order to maintain long-term client satisfaction and loyalty.

The authors of a research paper titled "Factors Determining the Job Satisfaction of Private Sector Banks Special Reference to Ernakulam District" by Somasekharan T M and K. Kumuthadevi (2017) [25] have determined the factors that affect job satisfaction among private sector banks based in Kerala with a focus on the Ernakulam district in Kerala. The relevant factors mentioned above were found using factor analysis. These factors number eight in total. There are ideas for improving job satisfaction.

In a recent study published in the International Journal of Economic Research by Jacob Joju, Vasantha S., and Manoj P. K. (2017) titled "Electronic CRM and ICT-Based Banking Services: An Empirical Study of the Attitude of Customers in Kerala, India," the authors examined customers' attitudes towards e-CRM and found that most of them were favourable. It has been noticed that employee training is necessary to provide improved customer service, more service channels, etc. In their study article, Mohammad Abdolshah et al. (2017) have concentrated on the relative importance of job satisfaction criteria and their influence on the general job satisfaction of bank employees.

The authors used two questionnaires, the first pertaining to individual characteristics and the second to proprietary features, in conjunction with cross-sectional data belonging to a population of senior executives of the Asgariyeh and MehrIran Banks in Qazvin and Alborz. The authors of

the study have come to the following conclusions: I Colleagues' Support (First), (ii) Upgrade (or Promotion Opportunities) (Second), and (iii) Remuneration can all be rated in order of their influence on job satisfaction (Third). It should be highlighted that the aforementioned three factors, in that sequence, need focused attention if job satisfaction is to be increased. Rahman et al(2017) .s research on job satisfaction among banking industry workers in Chuadanga District, Bangladesh, measures this satisfaction in relation to socio demographic factors. A semi-structured questionnaire comprising pre-coded and open-ended questions was employed in this cross-sectional study based on a sample of 56 bank workers. Job satisfaction was measured using a dimension index. Substantial differences in low levels of job satisfaction have been found for factors like age (76.04%), designation (72.31%), salary (70.77%), marital status (83.36%), service time (68.27%), and working environment (79.38 per cent).

It has been noted that these variations can be reduced by a fair and competitive remuneration system, regular raises, allowances, and promotions, a redesign of the working environment and hours, opportunities for decision-making, and a strong programme for training and development. In their study published in the International Journal of Pure and Applied Mathematics [26] titled "Job satisfaction and Quality of Work life of Employees in Private sector banks with Special reference to Ernakulam district," Somasekharan T M and R. Velmurugan sought to assess the job satisfaction of staff members of private sector banks in Kerala. The job satisfaction of bank employees has been found to be highly influenced by factors such as age, gender, educational attainment, income, banking experience, economic factors, working conditions, career advancement, work-life balance, social integration, and interpersonal relationships.

The authors have proposed solutions for enhancing employees' job satisfaction and, consequently, the overall performance of the various banks based on the study's findings.

Despite the fact that there are numerous articles on Indian banking, including a few studies in the Kerala context, research that specifically focus on bank employees' job satisfaction are extremely rare. There are relatively few studies that specifically address how working circumstances affect employees' job satisfaction. By conducting research on the aforementioned topic with regard to employees of private sector banks in Ernakulam, a city in Kerala, India, that has features with an

increasing need for job security, recognition, and work environment, this paper aims to close the aforementioned gap.

CHAPTER THREE

METHODOLOGY

Theoretical analysis of both procedures and principles linked with a discipline of knowledge is known as methodology. It's a broad - based research strategy. It is a set of approaches that are employed in a specific field of study or activity. In a research paper, the methodology section allows the reader to critically evaluate a studies overall validity and reliability. The methodology

section answers two main questions: how was the data collected or generated? how was it analyzed? This chapter explains the methodology that has been followed in this study.

Statement of the problem

Bank jobs in private sector are rapidly changing the pace now. Factors such as safe working environment, good pay, job satisfaction and job stability will definitely create more intake in private banks. Through this study, I intend to focus on the challenges faced by private bank employees in Kochi city. I am also trying to understand and analyze the work balance of the employees, problems faced by them in order to meet customer satisfaction, experiences of the employees being worked for surplus working hours and issues faced by them in order to meet the daily targets given.

General objective

The general objective of this research is to study the bitter experiences and issues faced by private bank employees in Kochi city.

Specific Objectives

- 1) To find out the socio demographic profile of the respondents
- 2) To examine the work life balance of the respondents
- 3) To examine the problems faced by the employees to meet the daily targets given to them.
- 4) To understand the experiences of the employees being worked for surplus working hours.
- 5) To find out the challenges faced by the employees in order to meet customer satisfaction.

Clarification of concepts

Private bank sector

A banking sector owned by private individuals. This study focuses on the factors that is increasing the hectic working system in private banks.

Challenges

. Challenges are the situation that tests someone's abilities. In this study challenge refers to the problems and issues faced by employees in private bank sector.

Variables

Independent variables

- Age
- Gender
- Religion
- Income

Dependent variable

- Level of satisfaction

Research design

For this research, quantitative approach is used. The research design used in this study are descriptive in nature. A descriptive research design is used to obtain information which systematically explain the phenomena or population. The descriptive research design helps to understand the challenges faced by private bank employees in Kochi city .

Universe

The universe of the study consists of bank employees in private banks in Kochi.

Sample size and method of sampling

To enable the study 100 private bank employees in Kochi were selected by means of random sampling method.

Tool of data collection

In this study questionnaire method is used as the tool of data collection

Questionnaire focused on the opinion of employees on experience of being an employee in a private bank. All the questions are based on fulfilling the objective of the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

Chapter four of the project deals with Data analysis and interpretation. This study is aimed at understanding the challenges faced by private bank employees with special reference to Kochi city. The issues faced by employees are analyzed by considering factors such as their socio-economic background, surplus working hours, daily targets and their work-home balance.

4.1 Gender of the respondent

Table 4.1

Gender	No of respondents	Percentage
Male	41	41
Female	59	59
Total	100	100

Table 4.1 represents the genders of the respondents. Most of the respondents are females that is 59% (Table 4.1) and males 41% (Table 4.1)

4.2 Age of the respondent

Figure 4.2

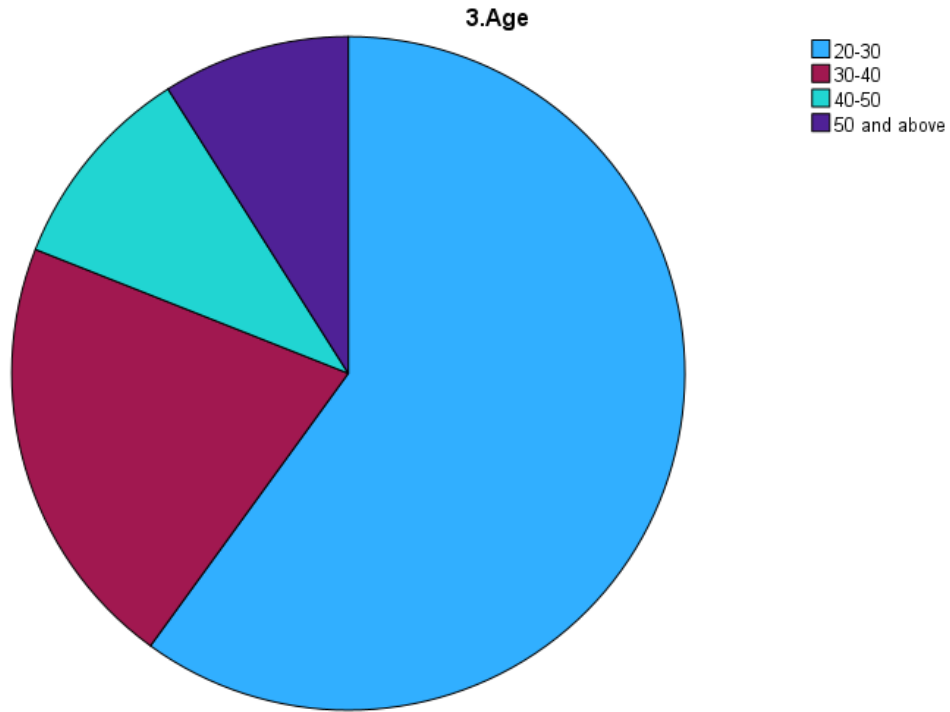


Figure 4.2 represents the ages of the respondents. Most of the participants are aged between 20-30 ages that is 60% , 30-40 ages are 21%, 40-50 ages are 10% and 50 and above ages are 9%.

4.3 Type of family of the respondent

Figure 4.3

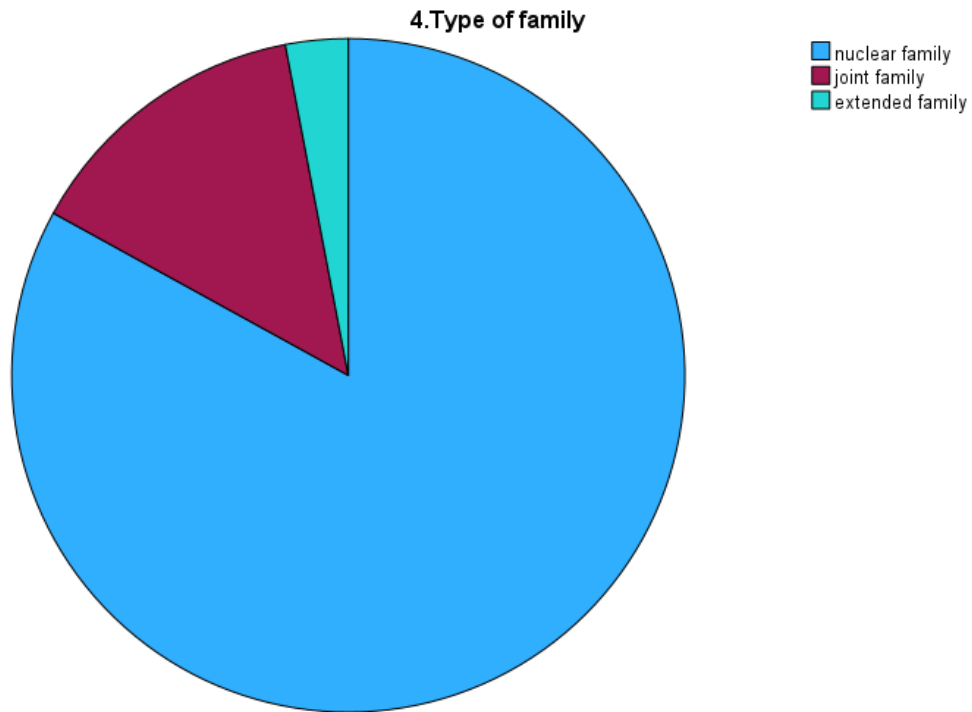


Figure 4.3 represents the type of families of the respondent. Most of the participants belong to nuclear family (83%), joint family (14%) and extended family (3%).

4.4 Educational qualifications of the respondents

Figure 4.4

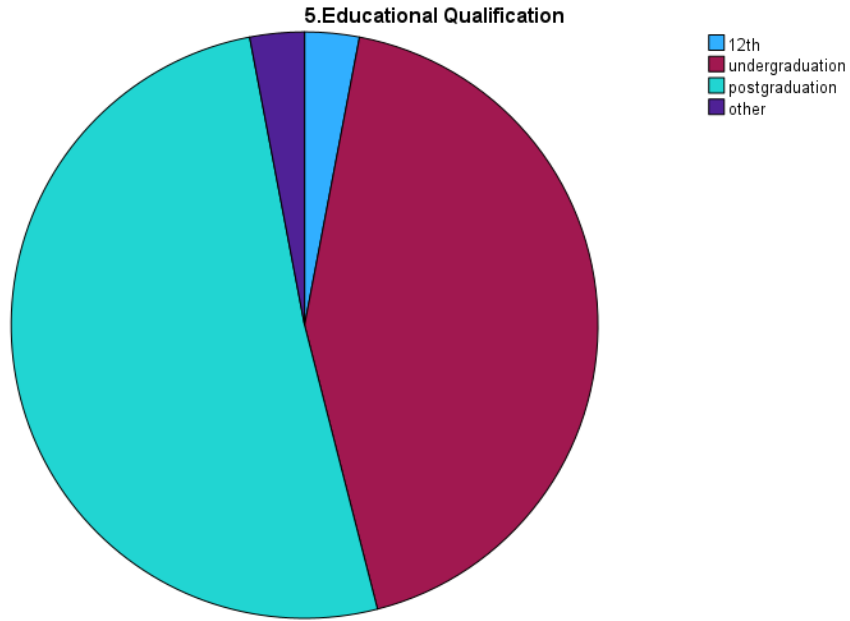


Figure 4.4 represents the educational qualifications of the respondents. Among the 100 respondents, 51% of the employees are post graduate holders, 43% are undergraduate holders, 3% are 12th standard holders and again 3% are from other educational backgrounds.

4.5 JOB PERMANANCY OF THE RESPONDENTS

Figure 4.5

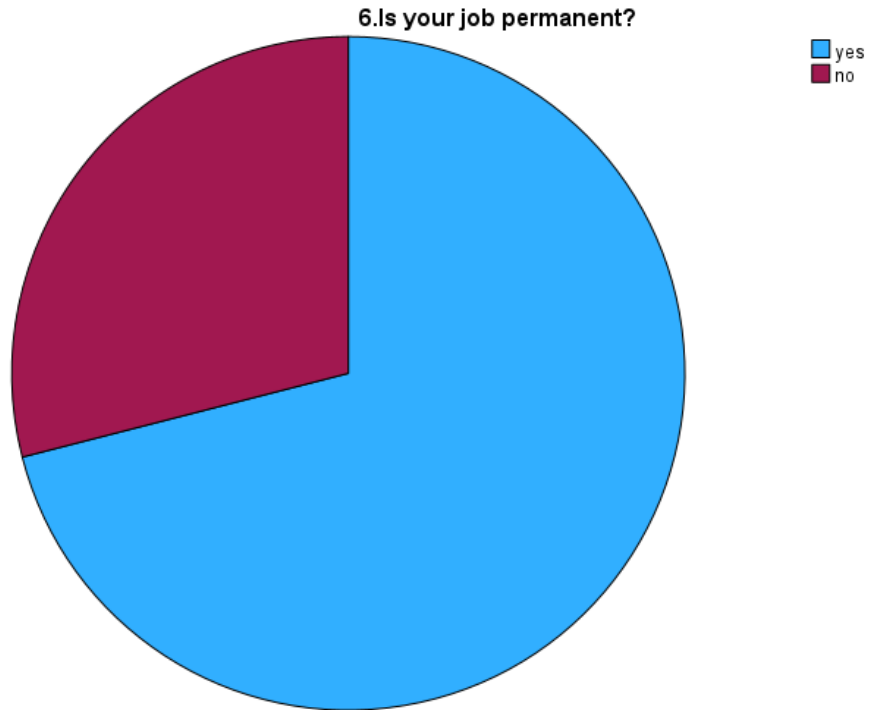


Figure 4.5 represents job permanency of the respondents. Most number of employees are permanently employed that is 71% and 29% of the employees are not permanent .

4.6 MONTHLY INCOME OF THE RESPONDENTS

Table 4.6

Monthly income	Frequency	Percentage
Below 20000	18	18
20000-50000	61	61
50000-70000	14	14
Above 70000	7	7
Total	100	100

Table 4.6 represents the monthly income of the respondents. Of 100 respondents ,18% of the them belongs to the category of below 20000, 61% belongs to the category of 20000 - 50000 ,14% belongs to the category of 50000-70000 and 7% belongs to the category of above 70000 which clearly indicates that the most number of employees have salary between 20000-50000

4.7 MARITAL STATUS OF THE RESPONDENTS

Table 4.7

Marital status	frequency	Percentage
Single	48	48
Married	38	38
Unmarried	12	12
Widowed	2	2
Total	100	100

Table 4.7 represents the marital status of the respondents. Among the respondents, most of them are single that is 48%,married are 38% ,unmarried are 12% and widowed are 2%.

4.8 FLEXIBILITY OF TIME FOR BALANCING WORK-HOME OF THE RESPONDENTS

Figure 4.8

9.Are you able to balance proper work-home with flexible time?

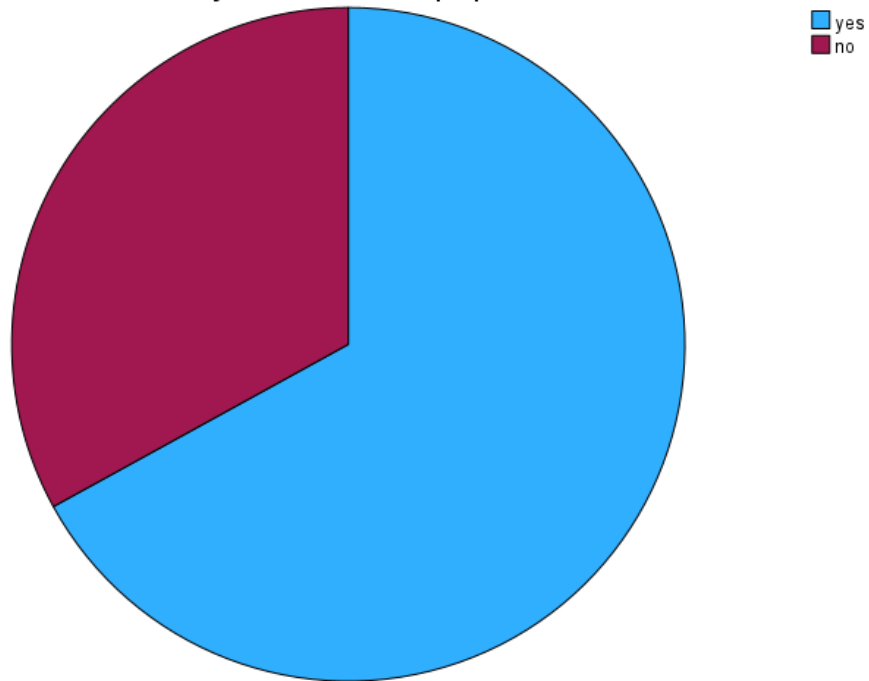


Figure 4.8 represents whether the respondents are able to balance proper work-home with flexible time. The most number of participants responded yes that is 67% and the other 33% of the employees responded No.

4.9 PROVISION OF CULTURAL/RELIGIOUS LEAVE

Figure 4.9

10.Do you get cultural/religious leave provided by your bank?

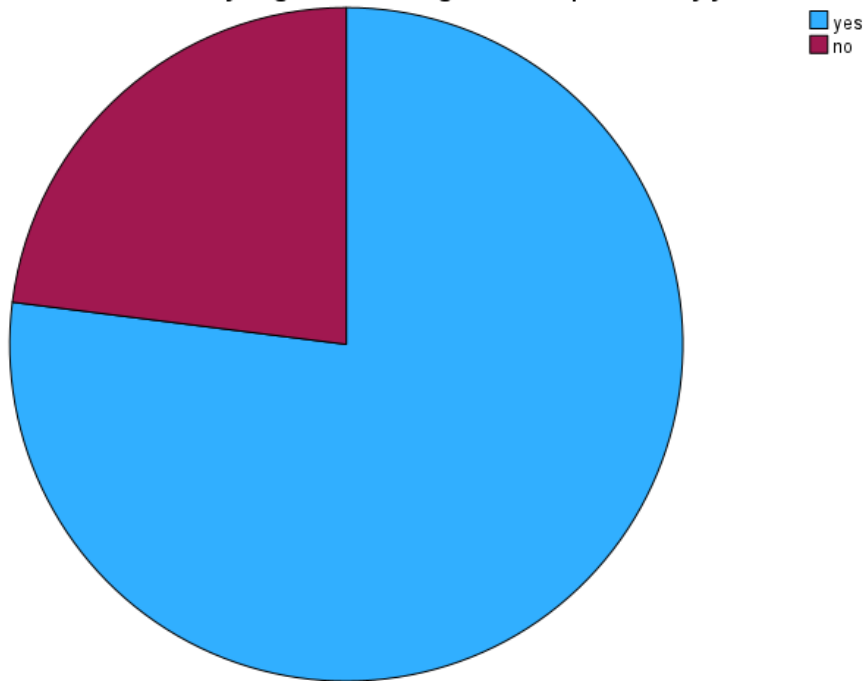


Figure 4.9 shows if the respondents get cultural religious leave provided by the bank.77% of the respondents responded yes and 23% of them responded No.

4.10 SUFFICIENCY OF TIME FOR THE FAMILY

Table 4.10

Response	Frequency	Percentage
Yes	63	63
No	37	37

Total	100	100
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Table 4.10 shows whether the respondents are able to spend sufficient time with their families.63% of the respondents are getting sufficient time therefore they have opted yes and 37 % percent are not getting sufficient time with their families so they ended up opting no

4.11 REALLOCATION AND REPLACEMENT POLICY BY THE BANK

Figure 4.11

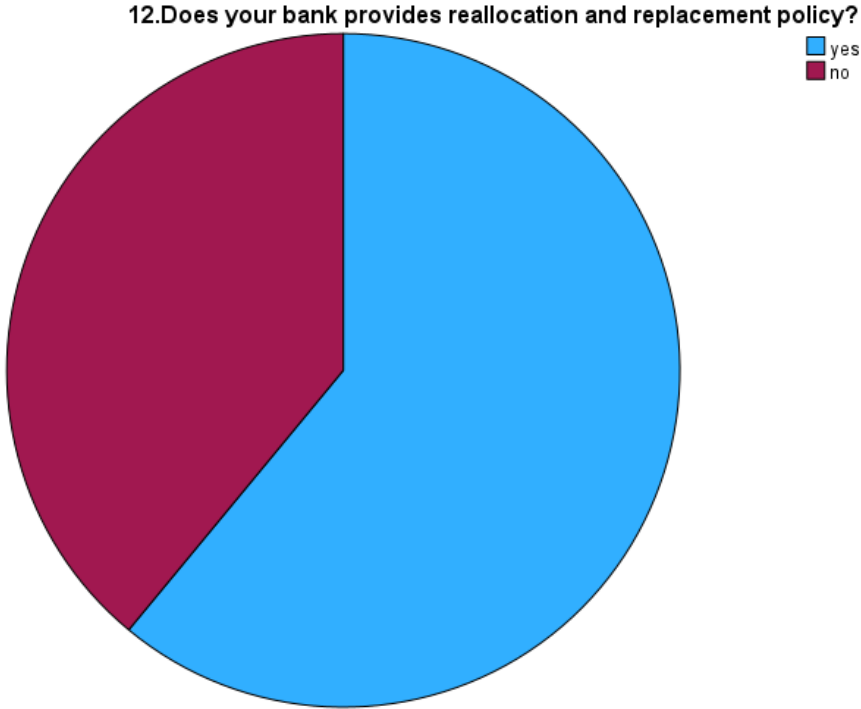


Figure 4.11 indicates whether the bank provides reallocation and replacement policy to respondent. Of 100 respondents,61% is provided with replacement and reallocation policy and remaining 39% are not provided with replacement and reallocation policy

4.12 WORK-HOME BALANCE SATISFACTION OF THE RESPONDENTS

Table 4.12

Responses	Frequency	Percentage
Yes	56	56
No	44	44
Total	100	100

Table 4.12 represents the work- home balance satisfaction of the respondents. 56% of the employees are satisfied with the work - home balance and 44% percent are not satisfied with it. This figure clearly indicates a balance of both the responses.

4.13 PATERNITY/MATERNITY LEAVE PROVIDED BY THE BANK

Table 4.13

Responses	Frequency	Percentage
No	31	31
Yes	18	18
Not applicable	51	51

Table 4.13 shows whether the bank provides paternity/ maternity leave to the employees. Most of the respondents responded not applicable that is 51 percent and the 31 percentage belongs to category of response NO and remaining 18% responded yes.

4.14 PAID/UNPAID PATERNITY/MATERNITY LEAVE OF THE RESPONDENTS

Table 4.14

Response	Frequency	Percentage
Paid	21	21
Unpaid	16	16
Not applicable	63	63
Total	100	100

Table 4.14 shows the paid/unpaid paternity/ maternity leave of the respondents.63% of the respondents are paid ,16% are unpaid and 63% of them responded not applicable.

4.15 TIME MANAGEMENT OF THE RESPONDENTS IN THE BANK

Figure 4.15

16.Are you able to leave the bank daily in time?

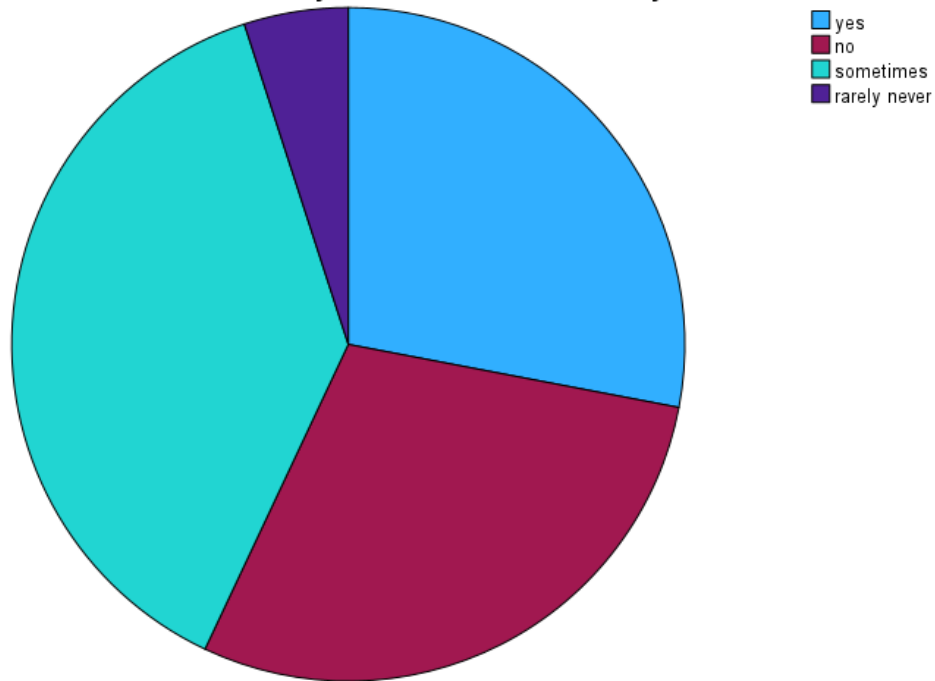


Figure 4.15 shows whether the employees are able to leave the bank daily in time. Among the 100 respondents, 28% of the respondents are able to leave the bank daily in time, 29% are not able to, 38% sometimes be able to and 5% of them are rarely never be able to leave.

4.16 SURPLUS WORKING HOURS OF THE RESPONDENTS

Table 4.16

Response	Frequency	Percentage
Yes	73	73
No	27	27
Total	100	100

Table 4.16 represents whether the respondents work for extra hours. Most of the respondents work for extra hours that is 73% and 27% of the respondents don't work for extra hours .

4.17 PRESSURE FROM CUSTOMERS TO RESPONDENTS IN ORDER TO GET THE JOB DONE

Table 4.17

Response	Frequency	Percentage
Always	35	35
Sometimes	57	57
No	8	8
Total	100	100

Table 4.17 represents whether the respondents get pressurized by the customers in order to get the job done. 35% of the respondents are always pressurized, 57% are sometimes and 8% are not pressurized in order to get the job done.

4.18 DATA OF THE RESPONDENTS WHETHER THEY ARE CONTACTED EVEN AFTER WORKING HOURS BY THE CUSTOMERS

Table 4.18

Response	Frequency	Percentage
Yes	69	69
No	31	31
Total	100	100

Table 4.18 represents the percentage of respondents who are contacted and not contacted after the working hours. Most of them are contacted after working hours that is 69% and remaining percentage is not contacted after working hours that is 31%.

4.19 LIMIT OF DAILY TARGET OF THE RESPONDENTS

Figure 4.19

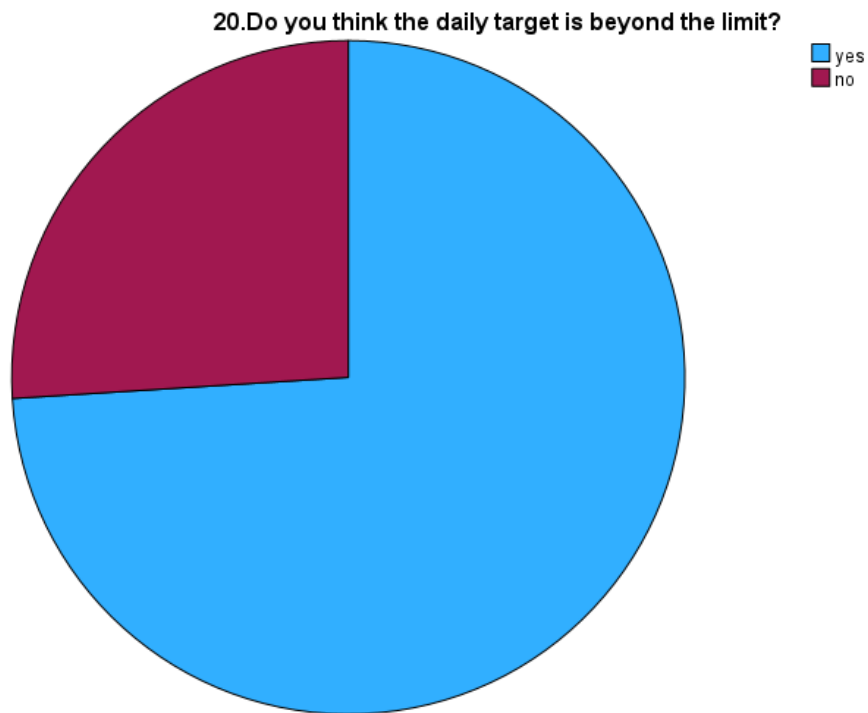


Figure 4.19 shows the percentage of daily Target set by the bank is beyond the limit. 74% of the respondents think it goes beyond the limit and the remaining 26% think that is not going beyond the limit.

4.20 DATA ABOUT WHETHER THE RESPONDENT IS ABLE TO ACHIEVE THE TARGETS OFTEN

Table 4.20

Response	Frequency	Percentage
Yes	72	72
No	28	28
Total	100	100

Table 4.20 shows the percentage of respondents who are able to achieve the targets often.72% of the respondents are able to achieve the target very often and 28% of the respondents are not able to achieve the target often.

4.21 DATA ABOUT WHETHER IT IS PAYMENT FOR SURPLUS WORKING HOURS BY THE RESPONDENTS

Table 4.21

Response	Frequency	Percentage
Yes	31	31
No	69	69
Total	100	100

Table 4.21 represents the percentage of respondents who got paid and not paid for working extra hours. Most of the respondents are paid that is 69% and the remaining 31% are not for paid for extra working hours.

4.22 DATA ABOUT WHETHER SURPLUS WORKING HOURS AFFECTS THE HEALTH OF THE RESPONDENTS

Figure 4.22

23.Does surplus working hours affect your health?

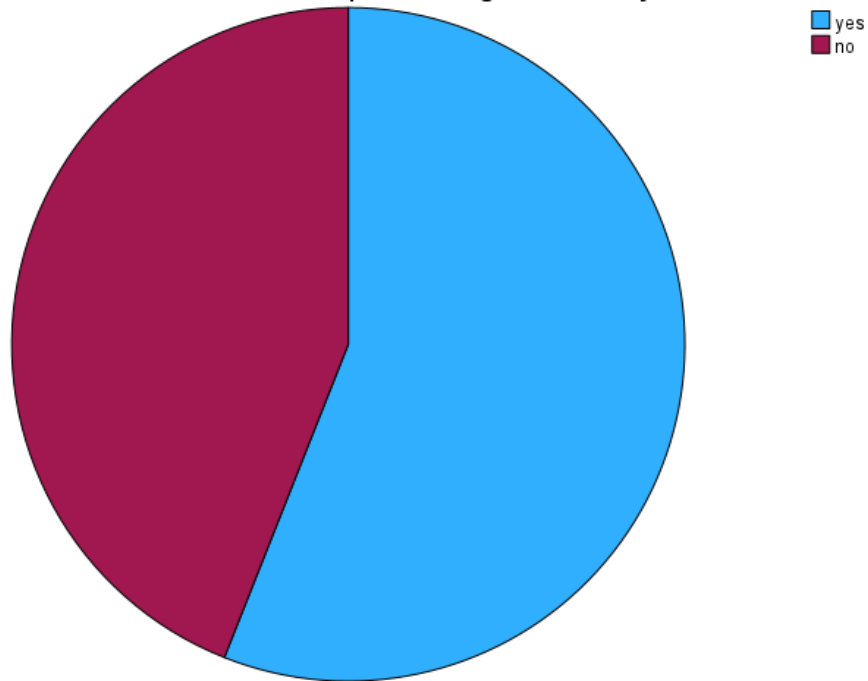


Figure 4.22 represents the percentage of respondent's health getting affected due to surplus working hours.56% of the respondent's health gets affected and remaining 44% of the respondent's health didn't get affected due to working for surplus hours.

4.23 RESPONDENTS REACTING ON THE SOLE MOTIVE OF THE BANK

Table 4.23

Response	Frequency	Percentage
Yes	69	69
No	31	31
Total	100	100

Table 4.23 represents whether the respondents think that customer's satisfaction the sole motive of the bank. Most of the respondents think that the customer satisfaction the sole motive that is 69% and remaining 31% do not think customer satisfaction the sole motive of the bank.

4.24 RESPONDENT'S DIFFICULTY IN ORDER TO SOLVE A CUSTOMER'S ISSUE

Table 4.24

Response	Frequency	Percentage
Yes	39	39
No	61	61
Total	100	100

Table 4.24 represents if the respondents get enough time to solve a customer's issue on an everyday basis. Most of the respondents do not get enough time to solve a customer's issue that is 61% and remaining 39% of the respondents get enough time to do it.

4.25 MENTAL STRESS TAKEN BY THE RESPONDENTS FOR CUSTOMER SATISFACTION

Figure 4.25

26. Do you go through mental stress in order to meet customer satisfaction?

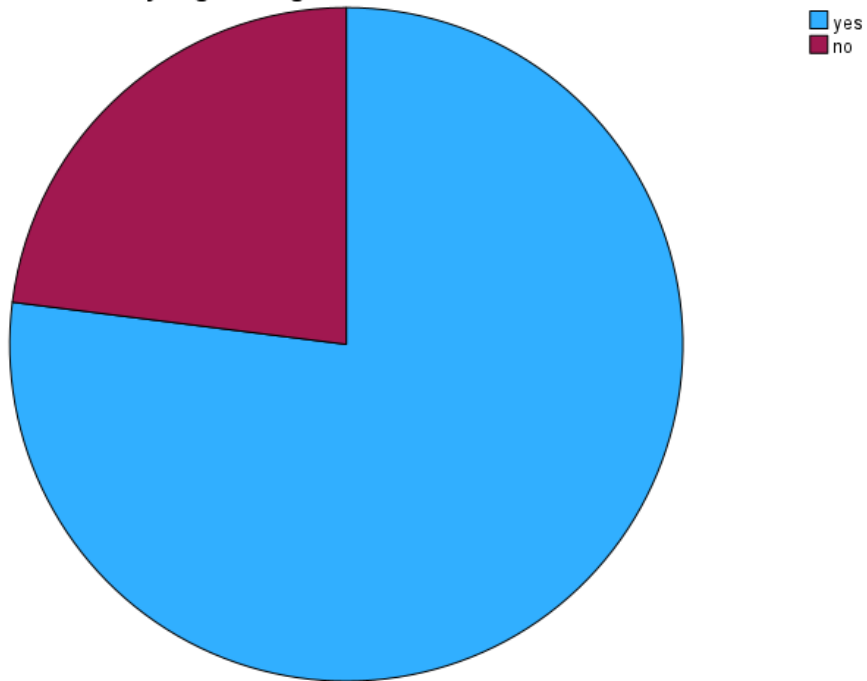


Figure 4.25 shows the percentage of mental stress taken by the respondents in order to meet customer satisfaction. Most of the respondents go through mental stress in order to meet customer satisfaction (77%) and other 23% don't go through that.

4.26 AWARENESS OF THE GRADUAL RETIREMENT BENEFITS OF THE BANK

Figure 4.26

27.Are you aware of the gradual retirement benefits of the bank?

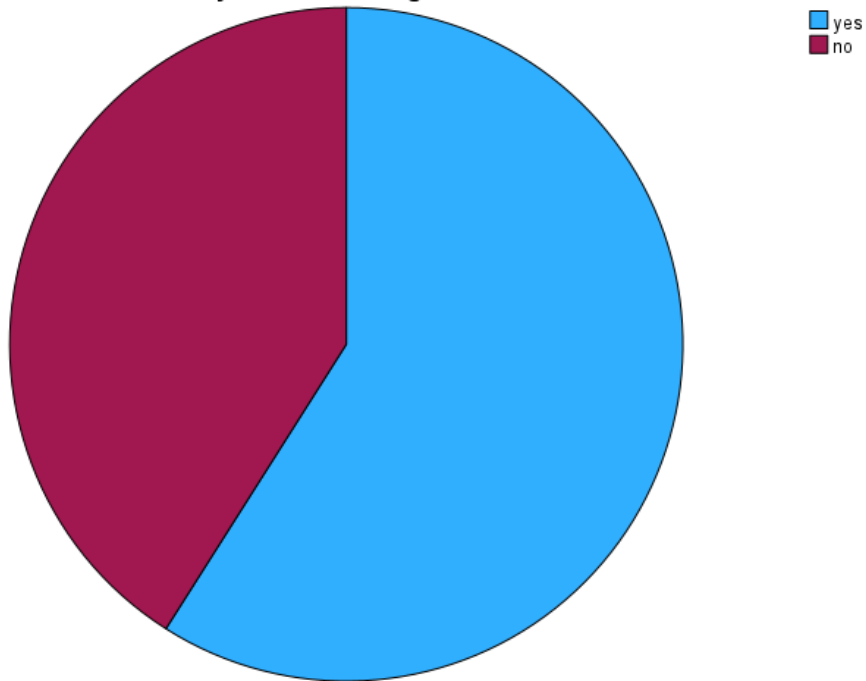


Figure 4.26 shows the percentage of respondents who are aware of the gradual retirement benefits of the bank.59% of the participants are aware of the benefits and the remaining 41% of them are not aware of it.

4.26 DATA ON INFLUENCE OF GENDER IN THE WORKING ENVIRONMENT BY RESPONDENTS

Table 4.27

Response	Frequency	Percentage
Disagree	25	25
Strongly disagree	20	20
Neutral	36	36

Strongly agree	19	19
Total	100	100

Table 4.27 shows the percentage of whether gender influences the working environment of the bank. 25% of the participants disagree, 29% of the participants strongly disagree, 36% of them goes neutral and 19% of the participants strongly agree the influence of gender in the working environment of the bank.

4.28 DATA OF THE RESPONDENTS WHETHER THEY FACE ANY BARRIERS AS A TRUE EMPLOYEE

Figure 4.28

29.Do you face any barriers as a true employee in your bank?

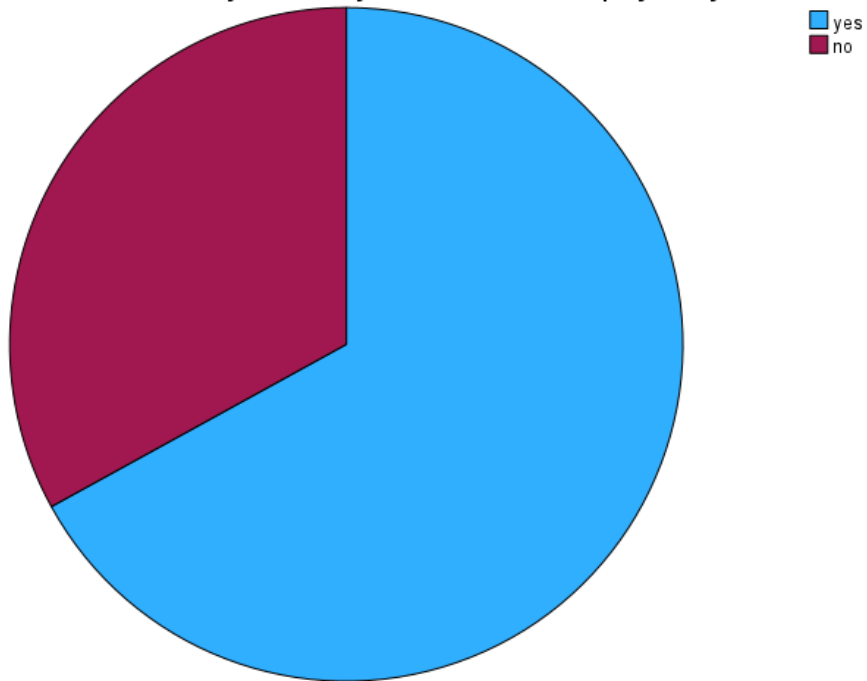


Figure 4.28 shows the percentage of the respondents who are facing barriers as a true employee of the bank.67% of the respondents face barriers as a true employee of the bank and remaining 33% of the respondents don't face any barriers as a true employee of the bank.

CHAPTER FIVE

FINDINGS AND CONCLUSION

Bank jobs in private sector are rapidly changing the pace now. Factors such as safe working environment, good pay, job satisfaction and job stability will definitely create more intake in private banks. Through this study, I intend to focus on the challenges faced by private bank employees in Kochi city. I am also trying to understand and analyze the work balance of the employees, problems faced by them in order to meet customer satisfaction, experiences of the employees being worked for surplus working hours and issues faced by them in order to meet the daily targets given.

- The first objective of the study is to find out the socio demographic profile of the respondents. Out of 100 respondents, female population is 59% and male population is 41%. Most of the respondents are aged between 20-30 that is 60%. 83% of the respondents belong to nuclear family. In this study we can see that most of the respondents belong to middle class that is 60% of the respondents belong to the category of monthly income

20000-50000. 51% of the respondents are Post graduate holders making the 71% of the respondents job permanent.

- The second objective of the study is to examine the work balance of the respondents. It is noted that 67% of the respondents were able to balance the work-home even though 73% of the respondents work for extra hours. Among the 100 respondents, 63% of the respondents are getting sufficient time for the family and 37% are not getting sufficient time for the family. 33% of the respondents are not able to balance work home with flexible time. 56% of the respondents are satisfied with the work home balance and therefore the remaining 44% are not satisfied with work home balance.
- The third objective of the study is to examine the problems faced by the employees to meet the daily targets given to them. 74% of the respondents think daily Target goes beyond the limit still 72 % of the respondents are able to achieve the targets often.
From the analysis, 74% of the respondents think daily Target goes beyond the limit may be due to 69% of respondents think that the sole motive of the bank is customer satisfaction. Most of them are able to achieve the targets often (72%) even though daily target goes beyond the limit.
- The fourth objective of the study is to understand the experiences of the employees being worked for surplus working hours. 69% of respondents think that they are contacted even after working hours as 39% of respondents don't get enough time to solve a customer's issue. Majority of the respondent's health are affected by surplus working hours as they take mental stress in order to satisfy customer and they even work for unpaid surplus hours that is 69%. Coming to the awareness of the benefits provided by the bank , most of the respondents are well aware of it as it shows 77% of the respondents get provided with cultural/religious leave , 61% of the respondents are aware of the reallocation and replacement policy by their respective banks and 59% of the respondents are aware of the gradual retirement benefits of the bank.

- The fifth objective of the study is to find out the challenges faced by the employees in order to meet customer satisfaction. The challenge faced by the employees in order to meet customer satisfaction can be evidently traced down by the pressure customers induce on the employees in order to get their job done. 57% of the respondents think that sometimes the customers pressurize them in order to get the job done therefore they take mental stress in order to meet customer satisfaction as 77% of the responded yes to it.

Another challenge faced by the employees in order to meet customer satisfaction would be the inability to leave the bank daily on time. The most number of respondents responded with sometimes as their response with 38% of the participants and other 29% directly gone with the option of not able to leave the bank daily on time. Even if the addition of 29% to this 38% shows there are barriers for the employees to leave the bank daily on time.

- Analysis of paternity/maternity provided by the bank and whether it is paid/unpaid , most of them chose not applicable as their response that is 51% and 63% respectively. This clearly indicates majority of the respondents either don't all in the parents group or they are not aware of it. 38% of the respondents are only married but that don't equate to paternity/maternity leave as marriage is not a mandatory factor for raising a child from both sociological and scientific perspective. Finally coming to the influence of gender in the working environment of the bank ,36% of the respondents had gone with the option of neutral as there might be a balance of opinions regarding it. From the analysis, it is found that 67% of the respondents are face barriers as a true employee of the bank.
- Kochi being a metropolitan city, there is a higher chance of increased employment in private banks all over the city. Understanding the challenges faced by bank employees in Kochi city has given insights to the problems faced by the employees related to their work balance and stress in order to meet customer satisfaction. This study was able to find out that safe environment of bank would lead to better mental health of the employees.

SUGGESTIONS

- 1)The job description and necessary professional skills should be made explicit during the interview process.
- 2)Ask for input from staff members frequently to learn their perspectives.
- 3)Give them opportunities to utilize their abilities.
- 4)Use open communication regarding the chances for advancement that are available.
- 5)Invest in the education, training, and professional development of your staff.
- 6)To properly recognise employee initiatives, keep up to speed on them.
- 7)Use both public and private acknowledgment.
- 8)Be clear and concise when expressing your appreciation for the work of your staff.
- 9)Stress the importance of your staff to the business.
- 10)Honor both groups and specific people.
- 11)Praise, promotions, or raises, as appropriate, are ways to express your gratitude.

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CHALLENGES FACED BY PRIVATE BANK EMPLOYEES IN KOCHI

Questionnaire

1.Name

2.Gender

- Male
- Female
- Third gender

3.Age

- 20-30
- 30-40
- 40-50
- 50 and above

4.Type of family

- Nuclear family
- Joint family
- Extended family

5.Educational Qualification

- 12th
- Undergraduation
- Post graduation
- Other

6.Is your job permanent?

- Yes
- No

7. Your monthly income

- Below 20000
- 20000-50000
- 50000-70000
- 70000 and above

8. Your marital status

- Single
- Married
- Unmarried
- Divorced
- Widowed

9. Are you able to balance proper work-home with flexible time?

- Yes
- No

10. Do you get cultural/religious leave provided by your bank?

- Yes
- No

11. Are you able to give sufficient time for your family?

- Yes
- No

12. Does your bank provides reallocation and replacement policy?

- Yes
- No

13.Are you able to balance your work-home properly?

- Yes
- No

14.Do you get paternity/maternity leave?

- No
- Yes
- Not applicable

15.if yes, Is it paid or unpaid?

- Paid
- Unpaid
- Not applicable

16.Are you able to leave the bank daily in time?

- Yes
- No
- Sometimes

17.Do you work for extra hours?

- Yes
- No

18.Does your customer pressurize you in order to get their job done?

- Always

- Sometimes
- No

19. Does your customer contact you even after working hours?

- Yes
- No

20. Do you think the daily target is beyond the limit?

- Yes
- No

21. Are you able to achieve the targets often?

- Yes
- No

22. Are you paid for surplus working hours?

- No
- Yes

23. Does surplus working hours affect your health?

- No
- Yes

24. Do you think that the customer satisfaction is the sole motive of the bank?

- Yes
- No

25. Do you get enough time to solve a customer's issue on an everyday basis?

- No
- Yes

26. Do you go through mental stress in order to meet customer satisfaction?

- Yes
- No

27. Are you aware of the gradual retirement benefits of the bank?

- Yes
- No

28. Does gender influence the working environment of the bank?

- Disagree
- Strongly disagree
- Neutral
- Strongly agree

29. Do you face any barriers as a true employee of the bank?

- Yes
- No