

EFFECTIVENESS OF MORALE AND PRODUCTIVITY OF PUBLIC AND PRIVATE SECTOR BANKS ON THE POST PANDEMIC ECONOMY - A COMPARATIVE STUDY

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Abstract

Banking professionals have significant levels of stress in both their work and personal life, which may have a severe impact on their morale. Employee abilities and efficiency suffer as a result of an adequate balance between work and life. To perform successfully, banks, as service-oriented human organisations, require knowledgeable, efficient, and pleasant people. The current study was conducted with the primary goal of evaluating managers' performance on established measures in terms of morale and productivity.

Key words:- Employee Morale, public sector bank, private sector bank, post pandemic, productivity.

*M*orale is indeed a crucial factor in organizational success, especially in service-oriented organizations like banks. Employee morale refers to their overall satisfaction, motivation, and emotional well-being in relation to their work and

the organization. When employees have high morale, they are more likely to be engaged, motivated, and committed to providing excellent customer service. High employee morale has several positive effects on productivity within a bank. Firstly, employees with high morale tend

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to have a positive attitude towards their work, which translates into better customer interactions. They are more likely to go the extra mile to assist customers, resolve issues efficiently, and provide a superior service experience. Secondly, morale influences an employee's work ethic and dedication. When employees are happy and satisfied in their roles, they are more likely to be proactive, take ownership of their work, and exhibit high levels of commitment.

This dedication can result in increased efficiency and effectiveness in completing tasks and achieving organizational goals. Moreover, morale plays a significant role in employee well-being. High levels of stress and dissatisfaction can have adverse effects on an employee's physical and mental health, leading to reduced productivity, increased absenteeism, and higher turnover rates. On the other hand, when employees feel supported, valued, and have a positive work environment, they are more likely to have better mental health, higher job satisfaction, and greater job retention.

Measuring and assessing morale can be challenging, as it involves understanding the attitudes, behaviours, and emotions of employees. Surveys and feedback mechanisms, like the one mentioned in the excerpt, can provide valuable insights into employee morale levels. Management can use this information to identify areas of improvement, address concerns, and implement stress management measures to create a healthier and more positive work environment. In summary, high employee morale is crucial for the smooth functioning of banking organizations. It

positively influences employee attitudes, behaviours, and overall job performance, leading to better customer service and increased productivity. By recognizing the importance of morale and taking steps to improve it, banks can create a work-friendly atmosphere that fosters employee satisfaction, engagement, and organizational success.

Significance of the study

The stressful work environment, particularly in the context of meeting cross-selling targets, can significantly impact employee morale in the banking sector. When employees are constantly under pressure to achieve business targets that are closely tied to their incentives and promotions, it can create a high-stress atmosphere and potentially lead to a decrease in morale and overall performance. The switch from a spread model to a service model in many banks may also add additional challenges for bank professionals, as they need to adapt to new approaches and strategies to meet their targets within the given time frames. This transition period can be demanding and potentially affect employee morale. Recognizing the importance of boosting employee morale and productivity, banks should take proactive steps to address these issues. Management plays a critical role in creating a positive work environment and supporting employees during times of change. It's crucial for managers to be aware of the impact their actions and behaviours have on employee morale. Mistreatment or lack of support from management can further erode morale and hinder performance. Hence a research study is inevitable.

Statement of the problem

The COVID-19 pandemic has indeed had a significant impact on the banking sector, leading to a partial switch to digitalized transactions in both public and private sector banks. The post-pandemic economy has accelerated the adoption of digital banking practices, resulting in a surge in transaction volumes for banks. This increased workload has put pressure on employees, including meeting cross-selling targets, and has made morale and productivity even more critical for overall success. As commercial banks face the challenge of sustaining conventional banking practices while embracing new digital practices, it becomes crucial to revitalize and enhance the morale and productivity of managers. Managers play a vital role in guiding and leading their teams through this transitional period and ensuring that the needs of customers are met effectively.

To understand the factors influencing the morale and productivity of bank officers, especially managers, a detailed study is needed. This study should explore various factors such as the number of branches, deposit mobilization, number of employees, customer services, and loan syndication, as these factors can significantly impact the morale and productivity of bank officers. In Kerala, State Bank of India (SBI), Canara Bank, Federal Bank, and South Indian Bank are prominent players in the banking sector, catering to the needs of different sectors. These banks can serve as suitable subjects for assessing the morale and productivity of both public and private sector banks in the region. By conducting a thorough

study on these factors and their influence on morale and productivity, banks can gain valuable insights and implement strategies to improve the working environment, support managers, and enhance employee morale and productivity. This, in turn, will contribute to the banks' ability to meet the evolving needs of customers and navigate the changing landscape of the banking industry effectively.

Scope of the study

The focus of the present study is to examine the morale and productivity of the manager's cadre in selected Public and Private Sector Banks. Due to the practical constraints of covering all banks within the sector, a limited number of banks have been chosen. Specifically, State Bank of India (SBI) and Canara Bank have been selected from the public sector, while Federal Bank and South Indian Bank have been chosen from the private sector. These banks have been selected based on factors such as their strength, volume of operations, number of customers, and bank employees. It is believed that these banks hold a prominent position in the industry and can provide valuable insights into the morale and productivity of bank managers. The study is focused on the Trivandrum region, which means the research will be conducted within that specific geographical area. By narrowing down the scope to a particular region, it allows for a more concentrated analysis of the selected banks and their manager's cadre. Through this study, a comprehensive understanding of the morale and productivity levels of bank managers within these selected banks can be obtained.

Methodology

In the present study, SBI, Canara Bank is leading public sector banks in Kerala. As such from the private sector banks Federal Bank, South Indian Bank are leading old private sector Banks in Kerala. From the above distribution table, 80 samples are distributed to SBI and Canara Bank. 80 samples are distributed to Federal Bank and South Indian Bank. It is clearly mentioned that Total of 160 samples are selected for Managers and Assistant Managers at Rural, Semi Urban and Urban Region from Public and Private Sector Banks in Kerala. With the help of SPSS and several statistical methodologies, the researcher processed and analyzed data.

Data Profile

The present study morale and productivity of public and private sector banks covered rural, semi urban and urban region of SBI, Canara Bank, Federal Bank and South Indian Bank at Trivandrum region. For this purpose both primary and secondary data collected. Data were collected from the direct visit of the various branches of rural, semi urban and urban region. The managers and assistant managers were interviewed for this purpose. The present study covers a period of 2023.

Objectives of the study

The main objective of this study is to find out the relationship between morale and productivity aspects of the managers and assistant managers of Public and private sector banks with special reference to State Bank of India and Federal Bank.

1. To identify the various factors influence morale and productivity of managers of public and private sector banks on post pandemic economy.
2. To examine the role of morale and productivity of public and private sector banks.
3. To suggest measures for formulating better morale and high productivity among the bank personnel.

Results and discussion

The following parameters were chosen for the present study

1. Job satisfaction

The satisfaction of the managers and assistant managers is largely depends on the different aspects of the work situation such as opportunity for promotion, flexitime, work from home policy, quality up-gradation programme through various training etc. According to Likert five point scales indicate 3.2 in SBI, 3.6 for Canara Bank, which shows high value in terms of job satisfaction among the managers and assistant managers. Likewise, 4.6 in Federal Bank and 4.8 for South Indian Bank can be seen. It indicates that the job satisfaction of managers and assistant managers SBI and Canara Bank are high and Federal Bank and South Indian Bank are very high. According to the results of the study, Private Sector Banks made a better effort than Public Sector Banks in terms of job satisfaction.

2. Promotion policy

The Promotion policy of the managers and assistant managers influence the overall morale and productivity. The

sound promotion policy creates a better morale among the managers and assistant managers. According to Likert five point scales indicate 3.8 in State Bank of India and 3.9 for Canara Bank. It indicates promotion policy of both banks followed by high value. Likewise, 3.8 in the case of Federal Bank and 4.8 in South Indian Bank can be seen. It indicates that the promotion policy of managers and assistant managers of Federal Bank is high and in the case of South Indian Bank it is very high. According to the results of the study, private sector banks have made a better effort than public sector banks in terms of promotion policy.

3. Customer Relationship Management (CRM)

CRM plays a vibrant role for boosting up of the employees morale and productivity. Customer relationship management includes Effective communication channels between employees and customers, attractive marketing mix programme, customer friendly website and applications etc. According to Likert five point scale table indicate 3.7 in State bank of India, 3.9 for Canara Bank .It indicate both banks followed effective customer relationship management. Likewise in private sector banks 4.2 in federal banks and 4.8 South Indian Bank. It indicates that the customer relationship management of managers and assistant managers of Federal bank and South Indian Bank showed very high. According to the results of the study, Private Sector Banks made a better effort than Public Sector Banks in terms of Customer relationship management.

4. Work life balance

The relationship of an employee with his family life and work group influences his behaviour and his attitude while he is on the job. Officers' activity depends on the satisfaction with his family life. Effective work life balance involves Job security, flexi working arrangements, Employees Engagement programmes, Employees Engagement programmes such as tour programmes, celebration festivals like Onam, Christmas and so on. The present study showed 3.8 in State Bank of India, 3.3 Canara Bank. Likewise 3.5 in Federal Bank, 3.9 in South Indian Bank. According to Likert five point scale table indicate that the Work life balance of Managers and Assistant Managers of SBI and Canra Bank are high. Similarly Federal Bank and South Indian bank showed high value. According to the results of the study, Both Private Sector Banks and Public Sector Banks made a greater effort in terms of Work life balance.

5. Satisfaction with trade union

Various trade unions are actively engaged in banks to resolve the issues of bank employees such as All India Bank Employees Association, Bank Employees Federation of India, Federal bank employees union and SIBOA – The South Indian Bank Officers' Association. The present study showed 3.5 in State Bank of India, 3.9 for Canara bank. Likewise 3.8 in federal bank and 4.9 for south Indian bank. It indicates that the satisfaction with trade union of managers and assistant managers SBI and Canara bank are high. Similarly the level of satisfaction with trade union of federal

bank and south Indian Bank are very high. According to the results of the study, both private sector banks made a greater effort than public sector banks in terms of satisfaction with trade union.

6. Effectiveness of welfare and working conditions

The morale of officers depends on the congenial work conditions and welfare measures implies providing better working conditions such as proper lighting, low noise level, congenial toilet, drinking water facilities, canteen and restrooms, prayer rooms and safety measures. The present study showed 3.4 in State Bank of India, 3.7 in Canara Bank. Likewise 4.2 in Federal Bank and 4.9 in south Indian bank. It indicates that the effectiveness of welfare and working conditions of managers and assistant managers SBI and Canara Bank are high value. Meanwhile Federal Bank and South Indian Bank showed very high. According to the results of the study, private sector banks made a better effort than public sector banks in terms of effectiveness of welfare and working conditions.

Findings and suggestions

The study's findings and the analyses that came before have prompted us to provide the following recommendations for raising management morale in private sector commercial banks:

1. The level of job satisfaction of managers and assistant managers SBI and Canara Bank are found to be high. Mean while officers satisfaction towards the present job are very high in Federal Bank and South Indian Bank.
2. Both SBI and Canara Bank are moderately followed promotion policy, but in private sector banks, Federal Bank followed high promotion policy. On the other hand, South Indian Bank effectively executed fast track promotion policy based on the officers' performance.
3. According to customer relationship management both SBI and Canara Bank followed high value as per Likert scale. There are keenly followed CRM practices. Meanwhile Federal bank and south Indian bank effectively execute customer relationship management practices as their Likert five point scale indicate very high value.
4. As per the satisfaction with trade union is concerned, the officers of both SBI and Canara bank are highly satisfied with trade union. The levels of satisfaction of managers with trade union of federal bank and south Indian bank are very high.
5. Managers are highly satisfied with welfare and working conditions provided by SBI and Canara Bank. On other hand the managers of federal bank and south Indian bank are extremely satisfied with welfare and working conditions.
6. Overall morale and productivity of public and private sector banks showed as per the Likert Five Point scale, private sector banks made better effort than public sector banks to boost up the managers' morale and productivity. Remarkably South Indian bank made excellent effort to

maintain officer's morale on the post pandemic economy, their profit margin shoot-up with high degree of manager's morale and productivity. During 2022-2023 South Indian bank made high profit margin than previous year.

Suggestion

The majority of the managers and assistant managers at the federal bank in the research region reported moderate job satisfaction but a small high morale, according to the study. According to a number of studies, good morale will result in high work satisfaction, which will then improve performance. To ensure satisfaction with work along with high productivity per employee and branch, it is recommended that bank officials need to make efforts to boost positive morale on many bank-related fronts. As per as concerned to Promotion policy, Customer relationship management, Satisfaction with trade union and Effectiveness of welfare and working conditions Private Sector Banks made greater effort than Public Sector Banks . Following the post-Pandemic economy, major changes have occurred in the operation and mentality of banking institutions in general, and commercial banks in particular. As a result of these worldwide changes, banks are forced to execute initiatives such as downsizing, mergers, and the establishment of voluntary retirement plans. This has created a sense of job uncertainty in the minds of banking workers. Hence, measures are to taken and create a sense of boost up the morale and productivity ensuring their job security in the years to

come. This can, indeed, enhance the morale among the employees and there from jobsatisfaction. In the competitive world as of today, employees work in an environment of competition and comparison and perform their jobs. They expect due awards and rewards for their excellence.

Conclusion

Following the post-Pandemic economy, it can be seen, significant changes in the functioning and culture of banking organizations in commercial banks. As a result of these global developments, banks are being pushed to implement measures such as restructuring, consolidation, and service models to attract more customers. This has produced work pressure and a consequent feeling of job insecurity among banking employees. As a result, steps must be done to enhance morale and production while assuring job security in the years ahead. This can indeed enhance staff morale and, as a result, satisfaction with work. Employees in today's competitive world work in an environment of competition and comparison to execute their tasks. They anticipate receiving appropriate compensation. It was intended that the study's conclusions would be of interest to bank executives in both the public and commercial sectors. This study will also assist banks in monitoring stress levels and their influence on staff morale, as well as offer encouragement for researchers to investigate alternative correlates of these factors for minimizing the detrimental impact of organizational stress and enhancing employee morale. To address these challenges, banks should focus on

fostering a culture of trust and open communication. Employees want to feel valued and heard, so managers should be transparent and honest in their interactions. Regular feedback and recognition for employees' efforts can go a long way in boosting morale. Additionally, efforts should be made to alleviate stress by providing resources for stress management and creating a sense of belonging and support among employees.

In conclusion, it is essential for banks to recognize the negative impact of low morale on overall performance and take proactive measures to address it. By fostering a supportive and trusting environment, providing necessary resources for stress management, and ensuring open communication, banks can boost employee morale and ultimately enhance productivity and performance.

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