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A STUDY OF SELECTED PUBLIC AND PRIVATE SECTOR BANKS WITH RESPECT TO ATTITUDINAL VARIABLES

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ABSTRACT

Attitude is probably the most distinctive and indispensable concept in social psychology and organisational behaviour. The study is focused on attitude of the employees of the selected public and private sector banks in India. Three banks from public sector and three banks from private sector have been considered for the study. The main objective of the study is to investigate the predictors of job attitude of entire banking system. The other objectives are to study the effect of demographic variables like, types of organisation, gender, age, qualification, work experience, employee status, and salary on attitude and to examine the relationship of independent variables (i.e. job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture) with dependent variable (i.e. job attitude). To meet the various objectives and to test the various hypotheses considered for this study, the various measuring instruments and statistical tools like descriptive statistics (mean and SD), inferential statistics (F test and t test), correlation analysis, and stepwise regression analysis, have been used.

Key Words: Job Attitude, Job Satisfaction, Job Involvement, Organisational Commitment, Organisational Effectiveness, and Organisational Culture

INTRODUCTION

The concept of attitude is probably the most distinctive and indispensable concept in social psychology and organisational behaviour. Over the years attitudes have been studied with differing methods and the emphasis has also been different. Attitudes are evaluative statements and are frequently used in describing people, objects and events and explaining the people's behaviour. Having reviewed the literature on the topic, the various definitions covered by different authors may be summarized as follows:

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One of the earliest definitions of attitudes, by Thomas & Znaniecki (1918), simply characterised them as 'a state of mind of the individual toward an object'. Perhaps the most famous definition of attitudes is that of Allport (1954), who proposed that an attitude as 'A learned predisposition to think, feel and behave toward a person (or object) in a particular way'.

Rockeach (1968) also considers attitude in terms of three components: cognitive, affective and behavioural. So it is very difficult to define attitude because the variety of published definitions and descriptions. There are numerous theories of attitude formation and **attitude change**. These includes consistency theories, **self-perception theory**, **meta programs**, **persuasion**, **elaboration likelihood model**, heuristic systematic model, **social judgment theory**, **balance theory**, **abundance theory**, and **intellect** theory. In addition to the main four theories on attitudinal change there are several other theories like congruity theory, cognitive dissonance, heider's balance theory, structural balance theory, cognitive balancing theory, nonconsistency theory, learning theory, incentive theory, self-persuasion theory, task-experience theory, motivational constructs theory, functional analysis, and conflict theory, etc.

REVIEW OF LITERATURE

In the present study, an attempt has been made to include comprehensive presentations of those studies which have made a significant contribution to the understanding of the relationship between the variables under study. This chapter has been presented under all possible permutations and combinations of the mentioned variables taken for the review of literature. The studies are listed under captions namely: the literature related to attitude, job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, organisational culture, and the other related aspects.

Based on a literature review of job attitude research, Herzberg (1966) developed a model of job satisfaction, which assumed that job satisfaction and dissatisfaction are not on opposite ends of a continuum, but are separate attitudes. Gregory & all (2008) investigated the relationship between job attitudes (i.e., job satisfaction and organisational commitment) and counterproductive work behaviours. Many researchers agree that job attitude has a positive impact on performance (Wright et al. 1998) have shows positive relationship between job involvement and performance; and job involvement may be a potential predictor of performance and related behaviours.

In defining the concept of job satisfaction, Ghiselli & Brawn (1955) report that this has many different points of reference and few employees indeed are satisfied with all aspects of their

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jobs. According to Blum (1956) job satisfaction is the result of various attitudes the employee holds towards his job, towards related factors and towards life in general. Dubinsky & Skinner (1984) examined relationships among perceived job characteristics, job satisfaction, motivation, organisational commitment, role perception and job performance of retail sales people.

Vroom (1962) emphasized job involvement as personal characteristics and also as response or organisational conditions. Weissenberg & Leopold (1968) investigated the relationship between job satisfaction and job involvement. The results of the study were that motivator but not hygiene. Satisfaction variables correlated with job involvement In addition total motivator satisfaction scores accounted for more variance in overall job satisfaction than did hygiene variables. A number of other attitudes and behaviours have also been linked to job involvement.

Organisational commitment is defined as an employee's level of identification and involvement in the organisation. Many authors associate the development of organisational commitment with variables such as the personal characteristics of the employee, organisational characteristics and work characteristics (Mowday et al., 1979). The influence of personal characteristics on organisational commitment has been extensively studied with the focus on demographic variables such as age, gender, tenure and educational level and dispositional attributes (Nijhof et al., 1998). Demographic factors such as age, gender, marital status, education level and work experience have been found to be significantly related to organisational commitment (Morrow, 1993). However, Wiedmer (2006) found that education level and age were not significant predictors of job satisfaction and organisational involvement. Sharma (1990) concluded that age, tenure family responsibility and marital status had positive correlation with organisational commitment while education had negative correlation.

A variety of approaches of organisational effectiveness have been proposed by authors and argued to encompass the total meaning of effectiveness. Pestonjee (1991) posited that both job-satisfaction and performance were positively associated with organisational effectiveness. Sayed & Varishvanathen (1983) examined the relationship between job factors and dimensions of organisational effectiveness namely, productivity flexibility and adaptability. Khanna (1985) used following criteria of effectiveness - Consensus legitimatization, need for independence, job involvement, job satisfaction, organisational commitment and innovation.

Definitions of culture vary in their use of a central concept. It may be used to include ideology, a coherent set of beliefs or basic assumption, a set of shared core values. There is little agreement and, there are virtually as many definitions of organisations culture, yet a

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widely accepted definition has not been evolved (Kilmann et al., 1983). Otts (1989) reviewed all the existing definitions of organisational culture and offered that there are as many definitions as there are researchers. Consequently Barbara (1992), concluded that 'organisational culture' serves also as an umbrella concept, where almost all studies can find a place if their authors so wish. Ticy (1982) suggests that to manage the change, managers will have to confront basic questions about the organisation's technical, political and cultural foundations.

A review of available literature on the subject matter reveals that though some attempt to study empirically the relationship between attitude and other related variables of organisational behaviour has been done, still the work done has been of limited in nature. Especially the scenario about the Indian banking sector vis-a-vis the subject matter has not been done. Thus all the relationship of different variables like job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture pertain to job attitudes have to be established for the employees on public and private sector banks in India. These studies have totally ignored the effect of demographic variables like age group, gender, qualification, work experience and reward system provided by the banking system on different variables like job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture. In addition to these a review of available research also fails to enlighten a researcher on difference in attitude that exists between workmen cadre and officer cadre of the bank.

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METHODOLOGY AND DESIGN

STATEMENT OF THE PROBLEM

The present investigation is an attempt to study the attitude of an employee of private and public sector bank with the related variables like job satisfaction, job involvement, organisational effectiveness, organisational commitment, and organisation culture.

RATIONALE OF THE PROBLEM

Employee's attitudes are very important to the management because of their influence on job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture. Bringing about the desirable change in human values, the attitudes and personality is the biggest challenge before the management expert of today.

MAIN OBJECTIVES OF THE STUDY

Total fourteen objectives were taken into consideration related to the independent, dependent, and background variables. All the objectives were tested by checking the acceptance and rejection criteria of the hypothesis. The main objectives were as follows:

1. To study the correlation of job attitude with job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture of bank employees.
2. To find out the difference between public and private sector bank's employees on job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture.
3. To study difference among different education levels of bank employees on job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture.
4. To find out the predictors of job attitude of the employees of private sector bank.
5. To find out the predictors of job attitude of the employees of public sector bank.

HYPOTHESES OF THE STUDY

The entire hypotheses developed for this study are in line with the objectives considered for the present study. The following null hypotheses were formulated to conduct the present study:

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Hypothesis No 1: H₁

Job attitude of the bank employees is not significantly correlated with job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture.

Hypothesis No 2: H₂

There is no significant difference between the employees of public and private sector bank on job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture.

Hypothesis No 3: H₃

There is no significant difference among education levels of the employees of bank on job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture.

Hypothesis No 4: H₄

The following variables i. e. job satisfaction, job involvement, organisation commitment, organisational effectiveness, organisational culture, managerial level, experience, and age of employees are not significant in predicting the attitude of private sector bank employees.

Hypothesis No 5: H₅

The following variables i. e. job satisfaction, job involvement, organisation commitment, organisational effectiveness, organisational culture, managerial level, experience, and age of employees are not significant in predicting the attitude of public sector bank employees.

THE MEASURING INSTRUMENTS

Information Schedule: To get demographic information of each subject an information schedule was devised to get the following information: Types of Organisation, Gender, Age, Qualification, Work Experience, Employee Status, and Monthly Salary (In Rs.).

The following measuring instrument was adopted for the present study:

- Job Satisfaction Index developed by Brayfield & Rothe (1951).
- Job Involvement Scale constructed by Lodahal & Kejner (1965).
- Organisational Commitment Scale developed by Porter et al. (1974).
- Organisational Culture Profile developed by Pareek (1997).
- Job Attitude Inventory developed by the researchers for the present study and the statements of job attitude scale were adopted from the work of Joseph (1970).

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The reliability and validity of all the scales have been checked and mentioned in the chapter III.

PROCEDURE AND PRECAUTIONS FOR DATA COLLECTION

A proper rapport was established with the respondents and they were also assured that their responses will be kept strictly confidential and used only for research purpose. The due care was taken to ensure that all the questions are answered without any omission. In the process of data collection the researcher faced some difficulties and all the due care was taken of and removed genuinely.

STATISTICAL ANALYSIS OF DATA

After scoring the questionnaires and scales the raw data was analyzed on the basis of the statistical treatments like descriptive statistics, inferential statistics, correlation analysis, and multiple regression analysis.

VARIABLES UNDER STUDY

For the study job attitude was considered as dependent variable and job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture were considered as independent variables. The other background variables considered were types of organisation, gender, age, qualification, work experience, employee status, and monthly salary.

For the study, the banks were categorized into public and private sector banks only, the employees were categorized into male and female, in the age group of below 30 years, between 30 to 45 years and above 45 years. The employees were also categorized under three groups of education as having lower qualification as graduation, post graduation, and above post graduation. On the basis of work experience in banking sector, the employees were categorized under three groups as having work experience less than 10 years, having work experience between 10 to 20 years, and having work experience more than 20 years. The employees were also categorized under two groups as it was difficult to compare the status in banking sector. Those categories were officer cadre and workmen cadre and finally the employees were categorized under three groups of salary structure as follows: getting less than Rs 15000/- per month, getting between Rs 15000/- to Rs 30000/- per month and getting more than Rs 30000/- per month.

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SAMPLE OF THE STUDY

The total sample of the study included 240 employees of Public and Private Sector banks who were serving in various banks of Delhi and outskirts area. The sample consists of 120 employees of State Bank of India, Punjab National Bank, Central Bank and 120 employees of ICICI, AXIS and HDFC Bank. The sample constitutes of workman and officer cadre of male and female category having different work experience in different salary structure. The sample was selected on the basis of non-probability incidental sampling technique, (i.e. collecting data from the first available individual of the population from the officer as well as workmen cadre,) as it was quite difficult to collect data during the working hours of banks due to excess public and work pressure on employees of banks.

ORGANISATIONS UNDER STUDY

The present study was based on the three public sector banks (i.e. State Bank of India, Central Bank of India and Punjab National Bank) and three private sectors banks (i.e. ICICI Bank, AXIS Bank, HDFC Bank) from the field of financial sector.

DESCRIPTION OF THE SAMPLE

Table 1: Descriptions of Public Sector Banks-Bank Wise Detail

Type of Bank	Total	Gender		Age			Qualification			Work Experience			Employee Status		Monthly Salary		
		1	2	1	2	3	1	2	3	1	2	3	1	2	1	2	3
Central Bank	30	18	12	3	15	13	13	16	1	1	15	14	13	17	3	20	7
Punjab National Bank	35	23	10	3	17	14	21	9	7	5	11	19	19	16	4	24	7
State Bank of India	55	37	20	2	19	34	26	21	6	3	17	35	23	32	3	37	15
TOTAL	120	78	42	8	51	61	60	46	14	9	43	68	55	65	10	81	29

Table 2: Descriptions of Private Sector Banks-Bank Wise Detail

Type of Bank	Total	Gender		Age			Qualification			Work Experience			Employee Status		Monthly Salary		
		1	2	1	2	3	1	2	3	1	2	3	1	2	1	2	3
AXIS Bank	25	14	11	24	1	0	5	21	0	21	4	0	3	22	0	11	14
ICICI Bank	60	36	24	47	11	2	17	38	4	52	5	3	9	51	14	32	12
HDFC Bank	35	22	13	32	3	0	15	20	0	30	3	2	2	33	6	24	7
TOTAL	120	72	48	103	15	2	37	79	4	103	12	5	14	106	20	67	33

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RESULTS AND INTERPRETATION

In this section the results obtained as a consequence of statistical analysis of the data have been interpreted in the light of proposed objectives and hypotheses as depicted in various tables.

The given table shows the inter correlation among job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture for total sample of banking employees (N=240).

Table 3: Inter correlation among dependent and independent variables for total sample

Variables	Job Attitude	Job Satisfaction	Job Involvement	Organisational Commitment	Organisational Effectiveness	Autocratic (Culture)	Bureaucratic (Culture)	Technocratic (Culture)
Job Satisfaction	.361(**)							
Job Involvement	.175(**)	.177(**)						
Organisational Commitment	.279(**)	.000	.182(**)					
Organisational Effectiveness	.398(**)	.152(*)	.127(*)	.451(**)				
Autocratic (Culture)	.044	.184(**)	.092	.010	.087			
Bureaucratic (Culture)	.032	-.075	.165(*)	-.025	.036	-.166(*)		
Technocratic (Culture)	-.087	-.101	-.025	.119	-.053	-.405(**)	-.261(**)	
Entrepreneurial (Culture)	.269(**)	.145(*)	.245(**)	.089	.135(*)	-.334(**)	-.385(**)	-.101

** p<.01 * p<.05

Table 3 shows that for overall sample of 240 employees of Public and Private sector Banks, job attitude is positively and significantly correlated with job satisfaction, job involvement, organisational commitment, organisational effectiveness, and entrepreneurial organisational culture (p<0.01). It also indicates that job satisfaction is positively and significantly correlated with job involvement (p<0.01), autocratic organisation culture (p<0.01), and organisational effectiveness (p<0.05). Job involvement is significantly correlated with organisational commitment (p<0.01), organisational effectiveness (p<0.05), and entrepreneurial organisational culture (p<0.01). Organisational commitment is positively and significantly correlated to organisational effectiveness (p<0.01). Organisational effectiveness is positively and significantly correlated to entrepreneurial organisational culture (p<0.05). Autocratic organisation culture are negatively and significantly correlated

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to technocratic organisational culture ($p < 0.01$), entrepreneurial organisational culture ($p < 0.01$), and to bureaucratic organisational culture ($p < 0.05$) and lastly bureaucratic organisational culture is negatively and significantly correlated to technocratic organisational culture ($p < 0.01$), and entrepreneurial organisational culture ($p < 0.01$).

The given below table shows the inter correlation among job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture for the employees of public sector banks (N=120).

Table 4: Comparison between public and private sector bank's employees w.r.t. dependent and independent variables

Variables	Type of Organisations (1=Public, 2=Private)	N	Mean	Std. Deviation	t Values
Job Attitude	1.00	120	65.0083	7.27664	1.855
	2.00	120	63.2500	7.40571	
Job Satisfaction	1.00	120	54.5500	5.81342	1.987*
	2.00	120	56.0000	5.48949	
Job Involvement	1.00	120	46.7167	4.72110	2.743**
	2.00	120	48.4667	5.15301	
Organisational Commitment	1.00	120	49.6667	5.47774	1.262
	2.00	120	50.6833	6.92333	
Organisational Effectiveness	1.00	120	54.5083	7.53367	1.175
	2.00	120	53.4083	6.95181	
Autocratic (Culture)	1.00	120	19.9167	3.06123	4.483**
	2.00	120	21.6250	2.83751	
Bureaucratic (Culture)	1.00	120	19.2833	3.13876	.979
	2.00	120	19.6750	3.05733	
Technocratic (Culture)	1.00	120	21.0250	2.52870	2.165**
	2.00	120	20.3333	2.41957	
Entrepreneurial (Culture)	1.00	120	19.7667	3.48763	2.256**
	2.00	120	18.7417	3.55153	

** $p < .01$ * $p < .05$

Table 4 shows the significant difference between public and private sector bank employees on job satisfaction ($p < .05$), job involvement ($p < .01$), organisational autocratic culture ($p < .01$), technocratic culture ($p < .01$), and entrepreneurial culture ($p < .01$).

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The mean score shoes that job attitude of the employees of public sector is higher than private sector but they are less satisfied than the private sector bank employees. It also reveals that job involvement and organisational commitment are relatively higher among private sector bank's employees but organisational effectiveness is lesser than public sector bank's employees.

Table 5: Comparison among the different education level of employees w.r.t. dependent and independent variables (ANOVA)

Variables	Group Relations	Sum of Squares	df	Mean Square	F	Sig.
Job Attitude	Between Groups	77.103	2	38.552	.706	.494
	Within Groups	12935.893	237	54.582		
	Total	13012.996	239			
Job Satisfaction	Between Groups	238.012	2	119.006	3.763*	.025
	Within Groups	7495.838	237	31.628		
	Total	7733.850	239			
Job Involvement	Between Groups	20.226	2	10.113	.401	.670
	Within Groups	5975.757	237	25.214		
	Total	5995.983	239			
Organisational Commitment	Between Groups	62.050	2	31.025	.793	.454
	Within Groups	9274.600	237	39.133		
	Total	9336.650	239			
Organisational Effectiveness	Between Groups	35.788	2	17.894	.338	.713
	Within Groups	12541.796	237	52.919		
	Total	12577.583	239			
Autocratic (Culture)	Between Groups	26.019	2	13.009	1.387	.252
	Within Groups	2222.377	237	9.377		
	Total	2248.396	239			
Bureaucratic (Culture)	Between Groups	4.219	2	2.110	.218	.804
	Within Groups	2289.676	237	9.661		
	Total	2293.896	239			
Technocratic (Culture)	Between Groups	8.236	2	4.118	.660	.518
	Within Groups	1478.059	237	6.237		
	Total	1486.296	239			
Entrepreneurial (Culture)	Between Groups	8.678	2	4.339	.342	.710
	Within Groups	3002.818	237	12.670		
	Total	3011.496	239			

** p<.01 * p<.05

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Table 5 shows the significant difference in three levels of education of the employees of the banks on job Satisfaction ($p < .05$).

The table given below shows the multiple comparisons between the different education level of the employees of banking sector on job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture.

Table 6: Multiple Comparisons among different education levels of employees w.r.t. dependent and independent variables (Multiple Comparisons: Tukey HSD)

Variables	(I) Qualification (1= Graduate, 2= Post graduate, 3= Higher than post graduate)	(J) Qualification (1= Graduate, 2= Post graduate, 3= Higher than post graduate)	Mean Difference (I-J)	Std. Error	Sig.
Job Attitude	1.00	2.00	-1.1795	.99968	.466
		3.00	-.4044	1.89605	.975
	2.00	1.00	1.1795	.99968	.466
		3.00	.7751	1.86252	.909
	3.00	1.00	.4044	1.89605	.975
		2.00	-.7751	1.86252	.909
Job Satisfaction	1.00	2.00	.0150	.76098	1.000
		3.00	3.7892(*)	1.44332	.025
	2.00	1.00	-.0150	.76098	1.000
		3.00	3.7742(*)	1.41779	.023
	3.00	1.00	3.7892(*)	1.44332	.025
		2.00	3.7742(*)	1.41779	.023
Job Involvement	1.00	2.00	-.0068	.67945	1.000
		3.00	-1.1060	1.28869	.667
	2.00	1.00	.0068	.67945	1.000
		3.00	-1.0991	1.26590	.661
	3.00	1.00	1.1060	1.28869	.667
		2.00	1.0991	1.26590	.661
Organisational Commitment	1.00	2.00	-.9770	.84647	.482
		3.00	-1.3219	1.60546	.689
	2.00	1.00	.9770	.84647	.482
		3.00	-.3449	1.57707	.974
	3.00	1.00	1.3219	1.60546	.689
		2.00	.3449	1.57707	.974
Organisational	1.00	2.00	.3984	.98433	.914

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Effectiveness					
		3.00	1.5006	1.86695	.701
	2.00	1.00	-.3984	.98433	.914
		3.00	1.1022	1.83393	.820
	3.00	1.00	-1.5006	1.86695	.701
		2.00	-1.1022	1.83393	.820
Autocratic (Culture)	1.00	2.00	-.5668	.41435	.359
		3.00	.3940	.78589	.871
	2.00	1.00	.5668	.41435	.359
		3.00	.9609	.77199	.428
	3.00	1.00	-.3940	.78589	.871
		2.00	-.9609	.77199	.428
Bureaucratic (Culture)	1.00	2.00	.2666	.42058	.802
		3.00	.0074	.79770	1.000
	2.00	1.00	-.2666	.42058	.802
		3.00	-.2591	.78359	.942
	3.00	1.00	-.0074	.79770	1.000
		2.00	.2591	.78359	.942
Technocratic (Culture)	1.00	2.00	-.2572	.33791	.727
		3.00	-.6718	.64091	.547
	2.00	1.00	.2572	.33791	.727
		3.00	-.4147	.62958	.788
	3.00	1.00	.6718	.64091	.547
		2.00	.4147	.62958	.788
Entrepreneurial (Culture)	1.00	2.00	.2410	.48164	.871
		3.00	.7108	.91352	.717
	2.00	1.00	-.2410	.48164	.871
		3.00	.4698	.89736	.860
	3.00	1.00	-.7108	.91352	.717
		2.00	-.4698	.89736	.860

The mean difference is significant at the .05 level.

** p <.01, * p <.05

Table 6 shows the significant difference between graduate and post graduate level of education as well as post graduate level and higher than post graduation level of education of bank employees on job satisfaction (p<.05). The mean score shows that for the significant variable job satisfaction was higher among the graduation and post graduation level of education than the higher than post graduation level of education.

The table given below shows the predictors of job attitude for public sector employees based on independent and background variables.

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Table 7: Predictors of job attitude for employees of public sector (Stepwise RA)

Predictors	R	R Square	ΔR^2	Adjusted R Square	Beta coefficients
Entrepreneurial (Culture)	.532	.283	.00	.277	.53
Organisational Effectiveness	.665	.442	.159	.432	.41
Bureaucratic (Culture)	.686	.471	.029	.457	.18
Job Satisfaction	.704	.495	.024	.478	.16

The above results (Table 7) for public sector banks show that when the independent variables were entered in the regression model with job attitude as a criterion for public sector employee entrepreneurial (culture) itself explains 28.3% of the variance. A significant increase of 15.9% was obtained in adjusted R square when organisational effectiveness was included in the regression equation; these two variables explained 44.2% of the variance. When bureaucratic culture was entered in the regression equation, a significant increase of 2.9% was obtained in the adjusted R square accounting for 47.1% of the variance. An increase of 2.4% was noted when these variables were entered in the regression equation along with Job Satisfaction accounting for 49.5% variance.

The table given below shows the predictors of job attitude for private sector employees based on independent and background variables.

Table 8: Predictors of job attitude for employees of private sector (Stepwise RA)

Predictors	R	R Square	ΔR^2	Adjusted R Square	Beta coefficients
Job Satisfaction	.376	.141	.00	.134	.37
Job Involvement	.503	.253	.112	.240	.33
Autocratic (Culture)	.559	.313	.060	.295	.25
Bureaucratic (Culture)	.606	.367	.053	.345	.24
Organisational Commitment	.637	.406	.039	.380	.20

The above results (Table 8) for private sector banks show that when the independent variables were entered in the regression model with job attitude as a criterion for private sector employee job satisfaction itself explains 14.1% of the variance. A significant increase of 11.2% was obtained in adjusted R square when job involvement was included in the regression equation; these two variables explained 25.3% of the variance. When autocratic culture was entered in the regression equation, a significant increase of 6.0% was obtained in the adjusted R square accounting for 31.3% of the variance. An increase of 5.3% was noted when these variables were entered in the regression equation along with bureaucratic culture

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accounting for 36.7% variance. When organisational commitment was entered in the regression equation, a significant increase of 3.9% was obtained in the adjusted R square accounting for 40.6% of the variance.

DISCUSSION

The discussion and synthesis of the results related to all the main objectives and hypotheses considered for this study has been discussed in the following sections:

The correlation of job attitude with job satisfaction, job involvement, organisational commitment, organisational effectiveness and organisational culture of bank employees

The result indicates (Table 3) that job attitude of the bank employees is positively and significantly correlated with the job satisfaction (0.361), job involvement (0.175), organisational commitment (0.279), organisational effectiveness (0.398), and entrepreneurial culture (0.269). But this is not significantly correlated with autocratic culture, bureaucratic culture, and technocratic culture.

The reasons behind the positive and significant correlation of job attitude of the bank employees with the job satisfaction, job involvement, organisational commitment, organisational effectiveness, and entrepreneurial culture can be summarised as follows:

The job satisfaction of bank employees is highly governed by the external and internal factors. Whether it is a private or public sector bank, good infrastructure, and reward system in the banks lead to higher job satisfaction. The higher job satisfaction among the bank employees have resulted into positive attitude of the bank employees.

These findings support the findings of Herzberg et al. (1993) who described motivation as being dependent on the presence or absence of internal and external factors. Based on research conducted in manufacturing, Herzberg et al. (1993) described job satisfaction in terms of intrinsic motivators and extrinsic hygienic factors, which formed the basis for the motivation-hygiene theory of employee motivation. The motivation hygiene theory suggested that most job satisfaction comes from the presence of intrinsic motivating factors, such as a sense of responsibility and the ability to grow in the job, and most job dissatisfaction comes from the absence of extrinsic motivating factors such as organisational policies and remuneration.

However, the job satisfaction can be further improved by careful selection of employees by the management, by setting appropriate objectives, by planning about the development of

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employees, by keeping employees informed and by giving due recognition to the employees.

The job involvement is also positively and significantly correlated (0.175) with job attitude of the bank employees because most of the bank employees are attached to their banks. The reason is that in both the private and public sector banks participatory management process is applied. These banks utilise the entire potential of workers. This is designed to encourage job commitment to achieve the organisational success. Moreover, these banks also use variety of techniques and incentive systems to achieve the objectives of the banks. These factors really help in developing their positive attitudes towards the bank.

The results are in line with the findings of Blau, (1985) who found that job involvement frequently includes identifying with the job, actively participating in the job, and perceiving job performance to be important to self-worth.

Similarly the job attitude is positively and significantly correlated (0.279) with organisational commitment. Attitudes of most of the employees are likely to be higher as a result of perceiving more support, opportunities and reward from one's organisation. The positive attitude of the bank employees really contribute in achieving the banks targets and strategy. Organisational commitments of these employees are positively related to effort, because individuals who are more committed to their organisation should by nature of this commitment exert more effort.

This finding reinforces past theory and research of Clercq (2007) who examined the role of individuals' commitment in small and medium-sized firms. More specifically, they examine how individuals commitment affect the actual effort they exert vis-a-vis their firm. They found that individuals' position and tenure in the firm, their perception of psychological safety and meaningfulness, and the firm's entrepreneurial orientation all are positively related to organisational commitment. They also found a positive relationship between organisational commitment, and effort. Finally, they concluded that organisational commitment mediates the relationship between many of the predictor variables and effort.

The job attitude of bank employees is also positively and significantly correlated (0.398) with organisational effectiveness because the positive attitude of employees helps banks in achieving the planned destinations and goals. These goals of the banks include improved efficiency, work quality, customer satisfaction, stronger innovations, and increased employee's satisfaction. This effectiveness is actually related to long term happiness. It is not advisable to narrow down the effectiveness in terms of work related performance. However these employees have achieved their target well within the time, which shows the higher effectiveness of the banks.

This result supports the findings of Malcolm Baldrige Quality Award (1999), who found one

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of the most widely used tools for assessing organisational effectiveness. The seven Baldrige performance criteria (leadership, strategic planning, customer, market focus, information and analysis, human resource focus, process focus, and business results) capture the critical organisation/management functions identified in the early literature, albeit in slightly different groupings.

The positive attitude of the bank employees has also shown positive and significant correlation (0.269) with the entrepreneurial culture of the bank. It is because of their creativity and innovative ideas. The very sense that if the bank grows they also grow with the bank, imbibes in them entrepreneurial culture. The results are in line with the findings of Kraemer (1993) who describes the development of a sense of ownership among partners in a collaborative management. Ownership develops when partners play a key role in formulating and implementing a project and understand the benefits of participation.

So the null hypothesis number one (H_1) was rejected for the variable like job satisfaction, job involvement, organisational commitment, organisational effectiveness, and entrepreneurial culture but the hypothesis was accepted for the variable autocratic culture, bureaucratic culture, and technocratic culture to determine the correlation between the independent and dependent variable of all the employees of banking sector.

The difference between public and private sector bank's employees with regard to job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness and organisational culture

The result (Table 4) concludes that when a comparison between public and private sector bank employees was done regarding job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture for the employees of both the banks. It was found that:

- i) Job Involvement level, was significantly ($t=2.743$) different between public and private sector banks,
- ii) autocratic culture ($t=4.483$), technocratic culture ($t=2.165$), and entrepreneurial culture ($t=2.256$) are also scientifically different between public and private sector banks, and
- iii) level of job satisfaction was also little different ($t=1.987$) between public and private sector banks.

The findings are in line with the findings of Emmert & Taher (1992) who examined the job characteristics of public sector professionals and the impact of these characteristics on motivation, job satisfaction, and work involvement. The findings were: 1) though public

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sector professionals job characteristics are consistent with the normative data from the job diagnostic survey, job satisfaction, and work involvement are lower than those of blue-collar workers, and work motivation is no higher than that of blue-collar workers; 2) job characteristics do not explain variations in professionals' satisfaction, motivation, and involvement, rather they are explained by social satisfaction, fulfilment of employees intrinsic needs (especially growth needs), and information from others on job performance.

But the job attitude ($t=1.855$), organisational commitment ($t=1.262$), and organisational effectiveness ($t=1.175$) were not significantly different between public and private sector banks.

Job involvement was having significant difference ($t=2.743$) because of the different factors i.e. infrastructure within these two sectors. The public sector bank employees have system of time bond promotion whereas private sector bank employees get performance based promotion. Most of the employees of private sector are encouraged to attend as much seminars, conferences and workshops related to their job aspects as they wish. These employees have also involved themselves in the diversified activities of the bank whereas public sector bank employees are not enthusiastic enough to involve in the diversified, banking activities. The private sector bank employees also have relatively high degree of career growth opportunity. Time to time the work performance of private sector bank employees are duly recognised as well as well appreciated. These factors finally contribute to higher job involvement of private sector bank employees in comparison to employee of public sector employees.

The autocratic culture ($t=2.483$), technocratic culture ($t=2.165$), and entrepreneurial culture ($t=2.256$) are also significantly different because employees of private sector are freedom loving as compared to public sector. Their targets are achieved with flexibility. The private sector banks are having relatively younger people, energetic, creative, innovating and ambitious. So they develop good working ethos in the organisation.

The job satisfaction level ($t=1.987$) is also little different in the public and private sector employees. The job satisfaction of private sector bank employees are higher because of work freedom, better infrastructure, challenges to do the work with less bureaucratic style to be followed and higher number of female employees. These factors result into higher job satisfaction in the employees of private sector banks.

So, finally the table concludes that there is significant difference between public and private sector's bank employees with regard to job involvement, autocratic, technocratic, and entrepreneur culture at 0.1 level and job satisfaction at 0.5 level but there was no significant difference found on job attitude, organisational commitment, organisational effectiveness, and bureaucratic culture.

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Hence for the above variables the said hypothesis (H_2) is rejected for the variables like job attitude, organisational commitment, organisational effectiveness, and bureaucratic culture to find out the difference between public and private sector, while it was accepted for the variables like job involvement, autocratic, technocratic, and entrepreneur culture.

The difference among different education level of bank employees on job attitude, job satisfaction, job involvement, organisational commitment, organisational effectiveness, and organisational culture

The result (Table 5) reveals that there is a significant difference among different education level between the groups of employees with regards to job satisfaction ($F=3.763$) only.

Findings of the present study are in conformity with the results obtained by Eugenia & Luis (2007) who analysed both direct and indirect impacts of education length, and of the match between education and employment, on job satisfaction after controlling for individual-specific and job-specific attributes, including health status and wages. The main results show that: (1) education/job mismatches, both in level and domain, reduce utility from work irrespective of schooling years and other individual/job characteristics; (2) the effects of education on job satisfaction are mainly indirect effects transmitted through the influence of schooling on workers' health status, wages, and other observable job characteristics; and (3) neglecting the structure of covariance among the determinants of job satisfaction results in upward bias in the estimation of the direct effect of schooling length, and in downward bias in the estimates for the effects of other personal circumstances.

The mean score of job satisfaction among the graduate employee (55.5670) was found higher than the employee having above post graduation degree (51.778). Since this is the minimum eligibility criteria for banking jobs, employee having simple graduate level feels more satisfied with their achievement level with this degree, whereas the employee having above post graduate degree are less satisfied as the banking system have no extra reward or incentive system for having higher qualification. Employees with the higher education level also have the feeling of relatively deprived as they are treated at par with employees having graduate degree which is the minimum requisite for the job. Most of the employees with graduate degree are contended that make the greater difference in the job satisfaction level. This finding reinforces past theory and research of Jonathan & Andrew (2002) who found that the highest level of life satisfaction is among those with no qualifications and life satisfaction is apparently also lowered in some cases by greater education - probably for the same reason of unsustainable expectations.

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The result also supports the study of Ahmet (2007) who analysed the effect of education level on the job satisfaction. The relationships between the educational level and job satisfaction were tested with hypotheses; H₀: There isn't a relationship between education level and job satisfaction. H₁: There is a relationship between education level and job satisfaction. To measure job satisfaction, a questionnaire comprising a slightly modified form of a popular job satisfaction questionnaire was used. Consequently, a positive relationship was found between job satisfaction and education level. The results suggest that managers should find new methods to increase education level of their staff and develop work context parallel to education level.

The result (Table 5) also shows that there was no significant difference among different education level of employee on job attitude (F=0.706), job involvement (F=1.992), organisational commitment (F=0.793), organisational effectiveness (F=0.338), bureaucratic (F=0.218), technocratic (F=0.660), and entrepreneurial culture (F=0.342).

Hence for the above variables in the different education level, the said hypothesis (H₃) is accepted for job attitude, job involvement, organisational commitment, organisational effectiveness, and organisational culture but it is rejected for the job satisfaction only in the banking sector.

The predictors of job attitude for the employees in public sector banks and private sector banks

The result (Table 7) reveals that for the employees of public sector, entrepreneurial style of culture, organisational effectiveness, bureaucratic style of culture, and job satisfaction together are found to predict 49.5% of total variance of adjustment.

Hence the said null hypothesis (H₄) was rejected for the variables like entrepreneurial style of culture, organisational effectiveness, bureaucratic style of culture, and job satisfaction in predicting the job attitude in the public sector banks while it was accepted for the rest of the variables.

The result (Table 8) shows that for the employees of private sector, job satisfaction, job involvement, autocratic, bureaucratic style of culture, and organisational commitment together are found to predict 40.6% of total variance of adjustment.

Hence the said null hypothesis (H₅) was rejected for the variables like job satisfaction, job involvement, autocratic, bureaucratic style of culture, and organisational commitment in the private sector banks while it was accepted for the rest of the variables.

The organisational effectiveness decides the job attitude. If the bank is effective then the employee also orients their attitudes towards the work and they give their best effort. The job

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satisfaction basically depends upon the internal/local factors. This helps in developing the positive attitude towards their banks. The involvement includes physical as well as mental involvement and it depends upon the willingness and urge to do the work and that willingness comes from the attitude of the employee only. Similarly entrepreneurial and bureaucratic culture also affect the attitude of the employee whether to work under that particular culture or not.

The organisational commitment also depends upon the attitude of the employee. If the organisation is having the participative management and very conducive structure, the attitude of the employee will get affected and finally it will result into organisational commitment.

A similar study was conducted by Darwish (2000) who investigated the role of various dimensions of organisational commitment and job satisfaction in predicting various attitudes toward organisational change in a non-western work setting. Path analysis results reveal that employees affective and behavioural tendency attitudes toward organisational change increase with the increase in affective commitment, and that continuance commitment (low perceived alternatives) directly and negatively influences cognitive attitudes toward change. Results further show that affective commitment mediates the influences of satisfaction with working conditions, pay, supervision and security on both affective and behavioural tendency attitudes toward change. Continuance commitment (low perceived alternatives) mediates the influences of satisfaction with pay on cognitive attitudes toward change. Satisfaction with various facets of the job directly and positively influences different dimensions of organisational commitment. Implications, limitations and lines of future research are discussed.

SUMMARY AND CONCLUSIONS

In a very precise way, "an attitude can be defined as a persistent tendency to feel and behave in a particular way toward some object." It is the way a person feels about something a person, a place, a commodity, a situation or an idea. It expresses an individual's positive or negative feelings about some object. It describes an individual's feelings, thoughts and predisposition to act toward some object in the environment. The summary of this study has been discussed under this chapter.

CONCLUSIONS

Based on the main objectives and hypotheses considered and on analysis and interpretation of the results obtained, the findings and conclusions of the study are as follows:

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- In banking sector, job attitude of employees have been proved as critical factor as it is inter-correlated with job satisfaction, job involvement, organisational commitment, organisational effectiveness, and entrepreneurial culture.
- There is a difference in level of job satisfaction, job involvement, autocratic culture, technocratic culture, and entrepreneur culture between the private sector banks and public sector banks. Further it was found that job attitude of the employees of public sector is higher than private sector but they are less satisfied than the private sector bank employees. It also revealed that job involvement and organisational commitment are relatively higher among private sector bank's employees but organisational effectiveness is lesser than public sector bank's employees.
- Employees with minimum required qualification are more satisfied and have high attitude than more qualified employees in both the public as well as private sector banks.
- Organisational effectiveness, job satisfaction, entrepreneurial, and bureaucratic culture are best predictors in determining the attitude in public sector.
- Job satisfaction, job involvement, autocratic, bureaucratic culture, and organisational commitment are best predictors in determining the attitude in private sector.

RECOMMENDATIONS

Some of the important tentative recommendations can be made for the public and private sector banks, especially in this competitive era as follows:

- i) The public and private sector banks need to bring the change in attitude of the employee through introducing internal change agent.
- ii) The banking sector should also balance between the employee aspirations and banks expectations.
- iii) All the banks should make an effort to increase the job satisfaction level, job involvement level, organisational commitment level, organisational effectiveness, and organisational culture to improve the job attitude of the banking employees.
- iv) The banking employee should also try to improve their job attitude by having self change and one should not simply change the attitude about self but the employee should also improve their attitudes towards the others.
- v) Finally, the public and private sectors banks should also make an effort to improve the attitudes by using the different organisational development techniques.

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LIMITATIONS OF PRESENT RESEARCH

It would be useful to point out some of the important limitations of the study so that they may be taken care in further research. The drawbacks of the study may be enumerated as follows:

1. This study was confined only to the officer at middle level and workmen levels in both private and public sector banks.
2. Further, the study was made only in the banking sector and the findings mayn't be generalised for other service sector where the nature of job is different from the public and private banks.
3. It would have been better if the public and private sector banks have with almost same span of existence. It was not possible for the researcher to match these two sectors in terms of their years of existence. However the difference in the tenure of existence is inevitable.
4. The result of the present study is valid for a metropolitan city and may not be valid for banking in rural area.

FUTURE AREAS OF RESEARCH

No research work is complete to its fullest extent, it is an ongoing phenomenon. The results obtained and limitations on generalisation of results makes one ponder on the possible extension and alternate approach to the present research.

There is a need of in-depth study of attitude of the employees and how through the organisational development techniques their attitude can be turned towards the positive side. Very few studies have been done on job attitude in relation to variables like background, and other organisational variables. Due to sketchy picture of the studies done, it is suggested that this area be further explored on diverse population, on a large sample with cross-cultural studies. This can be carried-out by taking top level managements of public and private sector banks in India. Even this could be extended to all over the states of India because of the geographical reason and culture also many affect the attitude of a person. In addition to the present variables under study some more variables like organisational performance, organisational climate could be also included in this study. This will provide on wider spectrum about the attitude of bank employees. It is expected that further research would record more about the pros and cons of various organisations managed by public and private sector banks of various countries. When further studies are conducted the organisers will get more psychological information regarding the assets and deficits of their human resources.

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And lastly researcher suggests an attempt need to be made to overcome some of the above limitations of this study to get a clear picture on the subject.

RESEARCH IMPLICATIONS

The findings of the study and also the discussion regarding the findings have been presented in the earlier chapters. The practical implications of this study can be pooled together to consider their significance as follows:

The job attitude factor of employees is a critical factor in deciding the health of the banking sector. The management should use the organisational development techniques to change the attitude of the employees to achieve the organisational goal effectively and efficiently.

Implication on Public Sector Banks: In the public sector banks, the management should focus on, in order of preference on entrepreneurial style of culture, organisational effectiveness, bureaucratic style of culture, and job satisfaction of the employees, as these variables are best predictors of attitude in public sector banks.

Implication on Private Sector Banks: In the private sector banks, the management should focus on, in order of preference on job satisfaction, job involvement, autocratic, bureaucratic style of culture, and organisational commitment, as these variables are best predictors of attitude in private sector banks.

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