



Factors influencing the work culture of district central co-operative banking system in Punjab

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Abstract

Introduction of "Mass Production" model created necessity of engaging labour to handle it. It separated managerial function from ownership of enterprises. As a result, concept of management came into existence. Instead of self-managed business houses professionals entered into management roles. Management has to get the work done through people. Therefore, to get best from workers, management is required to create a congenial work culture. This study is to assess the work culture in DCCBs, Punjab. The factors influencing work culture like job satisfaction, attitude towards work and beliefs towards social and personal matters during job, of District Central Cooperative Banks in Punjab have been identified and their influence have been assessed.

Keywords: factors, work culture, cooperative banks in Punjab

Introduction

Management has to get the work done through people. It has to manage people. Core content of the management is to manage the man, to get the desired results from him. This is a very difficult job because different people have different emotions, feelings, aspirations, etc. Similarly, the same person may have different emotions at different times. So, management is a very complex job. b) "To manage is to forecast and to plan, to organise, to command, to co-ordinate and to control." (Henri Fayol) However, productivity, especially in the short term is decisively affected by the employee's attitude towards work, which in turn is clearly determined by the manner in which their work places are organized and run by management.

Work Culture

Workplace culture is the type of environment people work in, the way they interact with one another, the way they go about their work and the practices undertaken in this environment. Work culture is essential for maximizing the value of human capital, and culture management should become a critical management competence. An important challenge for managers is to determine the most effective culture for their organization.

Co-operative Banking System

Co-operative Banking System is integral and important part of Indian financial system. These banks were formed by the government in the first decade of last century, as a conscious attempt to provide much needed financial support to rural sector of India. They have played very important, proactive and decisive role in the rural economy of India. Technical support of Punjab Agriculture University and financial support by Co-operative Banks are known as the two pillars of green revolution which eliminated the food problem of India. Due to its importance and contribution in Indian economy, it's in the

interest of masses of Punjab that these banks perform and grow in future.

Literature Review

Singh and Kaur (2007) ^[1], in their research paper "Retail Lending: A Case Study of Co-operative Banks in Punjab" examined the state of retail loan schemes in Co-operative banks of Punjab. They found that revolving cash credit limit to farmers had the highest share in total retail advances of these banks. Housing Loan, Personal Loan and Consumer durable loans were recording a high growth rate in these banks.

Farooqi (2008) ^[1], in his Ph.D. research "Professionalization of Management in Co-operative Banks of Delhi State" stressed the need for professionalization of management in changed economic scenario. He found that Co-operative organisations were dominated by political leadership in the state. The author emphasised on training of staff to develop them, to compete in era of global business environment.

Kumar Sabina (2008) ^[5], conducted a study entitled "Management of Non Performing Advances- A Study of District Central Co-operative Banks of Punjab" and found that these banks had not been able to diversify their business. NPAs in their traditional crop loan business were found to be lowest and in their new diversified NFS business were the highest. She suggested creation of a special cell to monitor NPAs.

Kaur Praneet (2010) ^[3], examined impact of "Business Diversification on Asset Liability Structure of DCCB's of Punjab" and found that business diversification to non farm sector had negatively affected these banks, by creating a huge amount of NPAs. Im proper credit evaluation, non professional attitude of the bank staff, insufficient knowledge of legal environment and loan documentation were identified as major hurdles in business diversification of these banks.

Waraich Sukhmani (2013), conducted a study "Performance Evaluation of Central Co-operative Banks in Punjab and

Haryana”, as a project for her Ph.D. thesis. She found that performance of Punjab DCCB’s was much better than its counter parts in Haryana. Study found that Punjab DCCB’s had successfully diversified their business in non-farm sector loans and had also improved their recovery position. Findings of above study clearly shows, researchers had tried to study various performance contours of Co-operative banking system in different parts of the country. But none of them had taken pains to study working culture of these banks. To fill that gap, we have planned this research “to assess factors influencing work culture of DCCBs in Punjab

Objective of the Study

To identify and assess the influence of factors affecting work culture of DCCBs.

Research Methodology

The sample of the study was based on multi-stage purposive-cum-random sampling technique. Punjab is divided into 3 socio-cultural regions i.e. Malwa, Majha and Doaba region. There were 20 District Centre Co-operative Banks in Punjab at the time of planning of the study. These banks had a network of 802 branches throughout the state. More than 4200 employees were working in these organisations. As much as 25 employees from each District Centre Co-operative Bank were taken for interview as per the need of the objectives of the study. In this way, total number of selected employees was

500. From 13 DCCBs in Malwa region, 325 bank employees were taken, from 3 DCCBs in Majha region, 75 bank employees were taken and from 4 DCCBs in Doaba region, 100 employees were taken.

Primary data were collected on a well-structured pre-tested questionnaire from selected employees of these banks through personal interview method. The data related to socio-economic profile, work culture, attitude towards job, beliefs regarding social and personal matters during job, effect of work culture on productivity, etc. The collected data were analyzed by various simple as well as advance statistical techniques.

Results and Discussions

The factors affecting work culture in DCCBs have been identified through multiple regression analysis. Work culture was taken as the dependent variable. The independent variables included 6 factors of job satisfaction viz. ambiguity in job, good work environment, career not bright, good salary & benefits, harmony with co-workers and overload work, 4 factors of attitude viz. helpful attitude of boss, struggle for career, welcome to criticism & advice and future un-predictive and overall beliefs. In this way number of independent variables was 11. The results of regression analysis have been presented in Table 1, 2 and3for Malwa, Majha and Doaba region respectively.

Table 1: Malwa Region

Table 4.3.6.1: Factors affecting work culture in DCCBs in Malwa		
Factor	B	t-value
Constant	1.134	1.28
Ambiguity in job	-0.217	3.18**
Good work environment	0.481	2.37*
Career not bright	-0.081	1.19
Good salary & benefits	0.437	3.21**
Harmony with co-worker	0.061	1.12
Overload work	0.017	0.21
Helpful attitude of boss	0.241	2.19*
Struggle for career	0.307	3.45**
Welcome to criticism & advice	0.521	4.71**
Future un-predictive	-0.102	1.74
Beliefs	0.092	1.23
R-Square	0.587	
F-ratio	40.44**	

The analysis given in Table1 indicated that the magnitude of R-square came to be 0.587, significant at one percent level. This revealed that 58.7 percent of the variation in work culture in DCCBs in Malwa region was explained by the independent variables included in the regression model. This showed that our regression model was powerful in explaining the work culture.

The regression coefficient of good work environment (0.481), good salary & benefits (0.437), helpful attitude of boss (0.241)

and struggle for career (0.307) was significantly positive. This indicated that an increase in the agreement on good work environment, good salary & benefits, helpful attitude of boss and struggle for career would lead to an increase in the work culture of DCCBs in Malwa region. On the other hand, the regression coefficient of ambiguity in job (-0.217) was significantly negative, which indicated that an increase in the agreement score on ambiguity in job would lead to a decline in the work culture in DCCBs in Malwa region.

Table 2: Factors affecting work culture in DCCBs in Majha

Factor	β	t-value
Constant	1.238	1.19
Ambiguity in job	-0.254	2.81**

Good work environment	0.193	1.61
Career not bright	-0.238	2.37*
Good salary & benefits	0.352	2.89**
Harmony with co-worker	0.037	1.14
Overload work	-0.055	0.77
Helpful attitude of boss	0.317	3.54**
Struggle for career	0.341	3.18**
Welcome to criticism & advice	0.497	3.71**
Future un-predictive	-0.098	1.34
Beliefs	0.117	1.52
R-Square	0.513	
F-ratio	6.03**	

The analysis given in Table 2 indicated that the magnitude of R-square came to be 0.513, significant at one percent level. This revealed that 51.3 percent of the variation in work culture in DCCBs in Majha region was explained by the independent variables included in the regression model. This showed that our regression model was powerful in explaining the work culture.

The regression coefficient of good salary and benefits (0.352), helpful attitude of boss (0.317), struggle for career (0.341) and welcome to criticism and advice (0.497) was significantly positive. This indicated that an increase in the agreement on good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice would lead to an increase in the work culture of DCCBs in Majha region. On the other hand, the regression coefficient of ambiguity in job (-0.254) and career not bright (-0.238) was significantly negative, which indicated that an increase in the agreement score on ambiguity in job and career not bright would lead to a decline in the work culture in DCCBs in Majha region.

Table 3: Factors affecting work culture in DCCBs in Doaba

Factor	β	t-value
Constant	1.257	1.09
Ambiguity in job	-0.102	1.54
Good work environment	0.398	3.42**
Career not bright	-0.311	2.54*
Good salary & benefits	0.403	3.34**
Harmony with co-worker	0.054	0.41
Overload work	0.023	0.49
Helpful attitude of boss	0.267	2.44*
Struggle for career	0.427	4.11**
Welcome to criticism & advice	0.441	4.31**
Future un-predictive	0.106	1.23
Beliefs	0.123	0.54
R-Square	0.541	
F-ratio	9.43**	

The analysis given in Table 3 indicated that the magnitude of R-square came to be 0.541, significant at one percent level. This revealed that 54.1 percent of the variation in work culture in DCCBs in Doaba region was explained by the independent variables included in the regression model. This showed that our regression model was powerful in explaining the work culture.

The regression coefficient of good work environment (0.398), good salary and benefits (0.403), helpful attitude of boss (0.267), struggle for career (0.427) and welcome to criticism and advice (0.441) was significantly positive. This indicated

that an increase in the agreement on good work environment, good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice would lead to an increase in the work culture of DCCBs in Doaba region. On the other hand, the regression coefficient of career not bright (-0.311) was significantly negative, which indicated that an increase in the agreement score on career not bright would lead to a decline in the work culture in DCCBs in Doaba region.

Overall, good work environment, good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice emerged as the positive contributors of work culture in DCCBs in Malwa region, while ambiguity in job emerged as the reducing factor for work culture. Therefore, in DCCBs in Malwa region, the aspects of job satisfaction and attitude like good work environment, good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice need to be encouraged and ambiguity in job ought to be clarified in order to enhance the work culture.

Good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice emerged as the positive contributors of work culture in DCCBs in Majha region, while ambiguity in job and career not bright emerged as the reducing factor for work culture. Therefore, in DCCBs in Majha region, the aspects of job satisfaction and attitude like good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice need to be encouraged and ambiguity in job ought to be clarified, while career of bank officials should be taken care of in order to enhance the work culture.

Good work environment, good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice emerged as the positive contributors of work culture in DCCBs in Doaba region, while career not bright emerged as the reducing factor for work culture. Therefore, in DCCBs in Doaba region, the aspects of job satisfaction and attitude like good work environment, good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice need to be encouraged, while career of bank officials should be taken care of in order to enhance the work culture.

Conclusion and Recommendation

- In DCCBs in Malwa region, the aspects of job satisfaction and attitude like good work environment, good salary and benefits, helpful attitude of boss, struggle for career and

welcome to criticism and advice need to be encouraged and ambiguity in job ought to be clarified in order to enhance the work culture.

- In DCCBs in Majha region, the aspects of job satisfaction and attitude like good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice need to be encouraged and ambiguity in job ought to be clarified, while career of bank officials should be taken care of in order to enhance the work culture.
- In DCCBs in Doaba region, the aspects of job satisfaction and attitude like good work environment, good salary and benefits, helpful attitude of boss, struggle for career and welcome to criticism and advice need to be encouraged, while career of bank officials should take care of in order to enhance the work culture.

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