A STUDY OF INTERNAL ENVIRONMENT AT WORK PLACE FOR WOMEN IN BANK: AN EMPIRICAL STUDY

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Abstract: This scientific investigation attempts to find the factors related to motivation of women related to internal environment at work place in the banking industry. The objective of the study is to study the correlation between work environment and motivation of women executives .The design was a causal survey based design and sample of 90 women was collected randomly from 2 banks. The factors studied were- Peers support, Job Satisfaction and Development opportunities for the working women in bank. The results indicate that the highest correlation of motivation was with peers support. (r=.781, p<0.05). Although there is a positive correlation among all the factors .Thus peer support is the factor among all the 3 factors which effects the motivation level in the internal working environment of the women the most. The study has implications for organizations as well as social policy framers.

Introduction: Critics argue that women have been excluded from the study of work, and that, when they are studied, the analysis has often been distorted by sexist assumptions (Acker, 1977; Acker and Van Houten, 1974; Brown, 1976; Kanter, 1975, 1977; Oakley, 1974) and women's relationship to employment is treated as derivative of personal characteristics and relationships to family situations (Oakley, 1974; Laws, 1976). Job autonomy, flexibility in when and where one works, and a supportive supervisor, should promote life quality, while job insecurity, a strong job ethic, and non-regular hours, might reduce life quality (Maret and Finlay, 1984). Given gendered expectations, along with a gendered opportunity structure (Browne and England, 1997), we, therefore, assume that women would benefit from arrangements providing the most family-related resources and supports-in terms of both economic capital (e.g. income, security) and social capital (e.g. less time on the job, a supportive supervisor). Wethington and Kessler (1989) found women with high employment commitments were more vulnerable to distress (see also Mirowsky, 1996). Female employees face problems like work place harassment, gender inequality, pick and drop facility, inflexible timings, lack of maternity leaves and social limits, etc., these problems need to be addressed by government organization for better working environment and efficiency and productivity of employees.The rationale of selection of the topic is based upon the felt need and realization of the intensity and severity of the issue (.Zhu,Khan,and,illyas, 2011).In certain sectors, women are taken as cheap labor and are paid fewer wages than their male counterparts. Females" workplace, too, is not often adequately designed where they could feel at ease during work and break timings. Such unfriendly and oppressive behavior of employers is not a peculiarity of our society; rather it is a world-wide problem, and an offspring of the capitalistic approach, in which the real goal of any entrepreneur is profit maximization, and not human welfare (Hyder, 2009). They always have a feeling of guilt for sparing less time for family and maternal respon-sibilities. This dual responsibility proves the double burden on her, and resultantly, she has to fight simulta-neously on two fronts (Hyder, 2009). With their increasing need for getting some income for the family, they have to work all the more harder. They have to take up a 9 to 5 job plus handling all the household chores that they handled as a homemaker. Men"s role has not changed much (Neetu, 2009). They have to handle harassment's at their work place, sometimes just over look things to ensure that their job is not jeopardized in anyway. if a woman is praised for her work or promoted on merit, her colleagues do not hesitate to attribute it to sexual favors Birley (1989)

Objective of the study: The objective of the study is to study the correlation between work environment and motivation of women executives .Thus to find out the challenges and risks faced by working women in different government banks in Delhi .Also to know how many types of challenges and risks are faced by women in their respective work environment. The purpose of this study was to investigate the key work environment dimensions with respect to motivation, that are peer support, job satisfaction, and development opportunities.

Hypothesis of the study: H1: There is a significant relationship between peers support and the motivational level of women. H2: There is a significant relationship between job satisfaction and the motivational level of women. H3: There is a significant relationship between development opportunities and the motivational level of women.

Significance of the study: The impact and significance of work environment for women in the banking sector in Delhi is addressed in this study . The reason for choosing this topic is to pinpoint the issue of work-life conflict faced by women, which is a significant dilemma which needs to be addressed, in

order to develop strategies that will provide support for women who are balancing work-life and family-life. The study focuses on women employees as organisations are trying to increase the empowerment of women. This could also increase the well-being of women employees as well as increasing productivity and profits of the organization. In fact, there exists a gap that can be analyzed and explored further by studying the relationship between work-life conflictand the motivation for women. Moreover, an argument can be given for further reducing this conflict because dual earning families are increasing in India, where women at work are confronting the same work environment issues. It is therefore necessary to seriously tackle this issue to prevent it from becoming a dilemma in the future.

Work Environment and Organization: Peer Cohesion: For the last forty year, the concept of cohesion has played a major role in group dynamic, organizational behavior, and group therapy. The concept has maintained its importance in the social and industrial/organizational psychology field through its contributions to area as diverse as decision making (Janis, 1972) , business performance (Keller, 1976), subordinate satisfaction (Dobbins & Zaccaro, 1986), protection from illness (Manning 12 & Fullerton, 1988), combat effectiveness (Goodacre, 1951), conformity (Back, 1951), sport team effectiveness (Carron, 1982) and group membership (Latham & Lichtman, 1984) . Despite the widespread use of the cohesion construct, the research has been "dominated by confusion, inconsistency, and almost inexcusable sloppiness with regard to defining the construct" (Mudrack, 1989, p. 45) . Probably the most popular definition of group cohesion (alao referred to as cohesiveness) is that proposed by Festinger, Schachter, and Back (1950) who defined cohesion as "the total field of forces which act on members to remain in the group" (p. 164). Disagreement continues as to how this "total field of forces" should be conceptualized and operationalized.. Throughout the literature, cohesion has been interpreted as a unitary, a bidimenaional, or a multidimensional concept. This section of the literature review will examine the various interpretations of the construct of cohesion. While mainly focusing on the recent literature (the last decade), it is often necessary to examine the long lasting effect of aeveral older atudiea that permeate the coheaion literature. The cohesion review conaiata of five parta. The first three parts review the context free cohesion literature and examine the development of various unitary, bidimensional, and multidimensional conceptualizations of cohesion. Wong(1992).**Job Satisfaction:** Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees.Important Factors:Typically, five factors can be used to measure and influence job satisfaction:1. Pay or total compensation 2. The work itself (i.e., job specifics such as projects, responsibilities) 3. Promotion opportunities (i.e., expanded responsibilities, more prestigious title) 4. Relationship with supervisor5. Interaction and work relationship with coworkers.Some of the most important theories of job satisfaction and their impacts on workers are as follows: 1. Maslow's Theory 2. Herzberg's Two-Factor Theory .1. Maslow's Theory: Abraham Maslow's Hierarchy of needs on the needs fulfillment theory has already been discussed in the section of Motivation. It is also relevant to the present topic of Job satisfaction. As summarized in the needs fulfillment theory, a person is satisfied if his; needs are fulfilled and he gets what he wants. If he does not get what he wants/he becomes dissatisfied.Employees find greater satisfaction in those jobs which are able to satisfy a maximum of the Maslow needs. Jobs which fulfill an employee's need for self actualization or a desire for self fulfillment are most satisfying.2. Herzberg's Two-Factor Theory:According to Herzberg's Theory, merely the fulfillment of basic needs is not sufficient for job satisfaction. Man tries to actualize himself in his job. His self actualization needs act as factors of job satisfaction.According to this theory, there are two types of work variables. Satisfiers and dissatisfies.Satisfiers are those things or situations which lead to job satisfaction. Achievement, recognition, advancement, responsibility etc. are things with give high satisfaction. As these are related to the actual content of the job they are known as 'job-content factors' or "motivators."Dissatisfies are those things or situations that result in job-dissatisfaction.Matters relating to company policy, supervision, salary and working conditions etc. are things that commonly result in dissatisfaction. As these are related to the context in which a person performed the task, they are known as 'job-context factors' or 'hygiene factors.'

Though both kinds of factors fulfill the needs of a worker, job-satisfaction results primarily from the 'motivators.'

Development opportunities: Career development and development planning are employee-directed activities. Employees are responsible for creating and implementing their own development plans. Leaders play a critical, supportive role in the process. An Effective Development Plan: • Is created and owned by the employee • Has the sincere support of the manager and the organization • Is customized to the

employee's career interests and goals • Is realistic and achievable • Is something the employee can begin working on immediately • Includes a variety of on-the-job activities and involvement of others • Identifies how progress will be monitored and measured • Is reviewed and updated on a regular basis.

Research Design: The research made use of causal research survey method to collect the data. Survey methods are inexpensive and can be used to assess a large group of participants. A confidential voluntary survey was mailed to 90 women working in government banks in Delhi. A structured questionnaire was prepared to measure the variables of work environment. The tools used were Moos (1986) work environment scale and Allen and Mayer(1988) job satisfaction scale. With the help of these scales quantitative data was collected.

Result: The correlations between motivation and peer support, job satisfaction, development opportunities was found through simple correlation analysis, and then the pearson correlation coefficient between each variable was estimated. The first hypothesis is supported H1:There is a significant relationship between peers support and the motivational level of women with Pearson Correlation r=.781, p<0.05. The second hypothesis was also supported.H2:There is a significant relationship between job satisfaction and the motivational level of women with Pearson correlation for job satisfaction with motivation is r= .621, p<0.05. The third hypothesis was also supported with H3: There is a significant relationship between development opportunities and the motivational level of women with Pearson correlation r=.611, p<0.05.Although there is a positive correlation among all the factors such as between peer support and job satisfaction r=.692, p<0.05, among job satisfaction and development opportunities r=.545, p<0.05, and between development opportunities and peer support r=.585, p<0.05. Moreover the highest correlation with motivation is with peer support. Thus peer support is the factor among all the 3 factors which effects the motivation level in the internal working environment of the women the most.

Table 1 : Correlations

		PEER SUPPORT	JOB SATISFACTION	DEVELOPMENT OPPORTUNITIES	MOTIVATION
PEER SUPPORT	Pearson Correlation	1	.692[*]	.585[*]	.781[*]
	Sig. (2-tailed)		.000	.000	.253
	N	90	90	90	90
JOB SATISFACTION	Pearson Correlation	.692[*]	1	.545[*]	.621[*]
	Sig. (2-tailed)	.000		.000	.029
	N	90	90	90	90
DEVELOPMENT OPPORTUNITIES	Pearson Correlation	.585[*]	.545[*]	1	.611[*]
	Sig. (2-tailed)	.000	.000		.002
	N	90	90	90	90
MOTIVATION	Pearson Correlation	.781[*]	.621[*]	.611[*]	1
	Sig. (2-tailed)	.253	.029	.002	
	N	90	90	90	90

*. Correlation is significant at the 0.05 level (2-tailed).

Discussion: This paper gives brief introduction to the concepts such as peer support, job satisfaction , development opportunities for women in banking sector. Different perspectives from vast range of authors were explored as well as how their perspectives through empirical research bought light into these constructs. The paper further went on to explain how the 3 factors i.e. peer support, job satisfaction, and development opportunities are correlated with motivation and how they are correlated among themselves. Here we found positive correlations between them and with the motivation. But Peer support is the variable which has the highest correlation with the motivation for women employees in banking sector. Therefore there is a need for setting up of advisory committee to interact with women employee, so that they can be counseled with respect to their development and job satisfaction as well. The study has implications for organizations.

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