

A STUDY OF MOTIVATIONAL FACTORS OF WOMEN IN BANKING INDUSTRY

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Abstract: This scientific investigation attempts to find the factors related to motivation of women in their career in the banking industry. The design was a causal survey based design and sample of 182 women was collected randomly from six banks. The factors studied were- social (family support/social norms), Work related factors (organizational climate, work conditions and policies) and personality factors (Need for achievement and demographic factors). The results indicate that the highest correlation of motivation was with organizational climate ($r = .851$, $p = .001$). The other related factors are family support and need for achievement. Transferability of job had a negative correlation with motivation. The study has implications for organisations as well as social policy framers.

Introduction: Today, it is neither the industry nor the government sector that drives the economy. The expenditure and savings of the household sector have become the driving force of the urban industrial economy. The growing economic power and autonomy of the woman is giving her greater power in the boardrooms also. The role of women has evolved drastically since their hesitant advent into the corporate world through "soft" jobs, more in keeping with their roles at home-stereotypes like "caring" jobs such as labour welfare, cosmetic jobs like public relations and receptionists, creative jobs like advertisement and subordinate/ subservient jobs like secretarial/ clerical jobs. A general scanning of literature available in India from different published sources indicates that very few detailed studies have been conducted in this country in the field of motivational aspects of women executives. Women executive have been a subject of research only in recent years. Moreover whatever literature is available normally relates to the traditional aspects of motivation of women executive in general. Researchers have dealt some of the issues i.e. obstacles, perceptions and opportunities, stress, strategies for removing barriers and comparison with male managers. Kirk and Maddox (1988), emphasized the factors within women that are responsible for their low promotion in management. Social environment plays an important part in motivating women for executive job. Attitudes of near relations like husband, mother in law and children is no longer a hindrance to the extent it was a few decades back. There are factors relating to organization, which are termed as demotivational by Durand and Chusmir (1988). Schwartz (1989), observed that women are expensive to employ due to maternity benefits, career interruptions and greater turnover. Hence, investment by corporations in recruitment, training and development is less likely to produce top executive among women than among men. Gregor (1974), observed that model of a successful manager is a masculine one. He is aggressive, competitive firm and just. He is not feminine and soft yielding. Men are

inherently more assertive than women. Jerolyn and Jane (1977), who compared leadership styles, found that women are more diverse in leadership styles than men but women are found to face certain problems, which do not exist for typical men. A woman attempting to exert leadership styles in male environment is subject to a dilemma that if she demonstrates assertiveness, initiative and ambition, she is characterized as hostile, malajudiced, overcontrolling and a failure to fulfill his role would cause her subordinates and peers to perceive her as weak. In India, in the banking sector, only 4% of the managerial are held by Women, Srinivas (1992)..

Objective Of The Study: The objective of the study is to have an insight into the role of educated women in India. The study attempt to explore & portray the sensitivity of women & their perceptions about the society, their dilemmas when they are confronted with the ideas and expectations of the traditional society. It highlights values, attitudes & beliefs of women in the formal work organization and primary family system. It would be useful to explore the motivational as well as demotivational factors relating to women taking up managerial task in the present India. The First objective is to find relationship between the social forces and motivation level of women executives. The second objective is to study the correlation between work environment and motivation of women executives. The Third objective is to study the impact of managerial policies on the motivation level of women executives.

Research Design: The research design is a causal survey design, where the relationship between the social factor, work environment and personality factors are studied, with work motivation of women employee in bank. Quantitative data was collected with the help of standardized questionnaires and the data was subject to multivariate and regression analysis. The tools used were Abraham and Rao's (1988) organizational climate questionnaire, which had 11 dimensions, questionnaire on social factors which had 3 dimensions and a questionnaire by Mc Clelland need for achievement. It has included

women form the level of assistant managers and upward responsible positions. We have included 180 women from 2 Banks.

Conclusion: The results indicate that the highest correlation of motivation was with work environment ($r = .851, p < .01$). The other related factors are family support ($r = .670, p < .01$) and need for achievement ($r = .761, p < .01$). Thus, work environment is the variable which affects the motivation level of the women executives the most out of the 3 variables in the study. Transferability of job had a negative correlation with motivation. The study has implications for organisations as well as social policy framers.

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