

Job Satisfaction among Bank Employees-A Study on District Kathua (Jammu & Kashmir)

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Abstract: Job satisfaction can be defined as extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job dignity. Job satisfaction is important technique used to motivate the employees to work harder. It is often said that “A HAPPY OR SATISFIED EMPLOYEE IS A POSITIVE, PRODUCTIVE AND PROGRESSIVE EMPLOYEE”. This paper investigates the level of job satisfaction of Public Sector Bank employees in District Kathua (J&K.) identifying the satisfaction level of employees, various factors influencing satisfaction of employees and to study the relationship between personal factors of employees. Based on a survey, the paper attempts to gain insights into the satisfaction level from the perspective of the Bank employees. Factors including salary of employees, performance appraisal system, promotional strategies, employee’s relationship with management and other co- employees, training and development program, work burden and working hours are found important for improving job satisfaction of bank employees in banks. Increase in level of these factors improves overall satisfaction of employees.

Keywords: Public sector banks, Job satisfaction, Customer Satisfaction, Employees Performance, Employees Retention.

1. INTRODUCTION

Human life has become very complex and completed now-a-days. In modern society the needs and requirements of the people are ever increasing and ever changing. When the people are ever increasing and ever changing and the people needs are not fulfilled they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998). Job satisfaction of industrial workers is very important for the industry to function successfully.

Apart from managerial and technical aspects, employers can be considered as backbone of any industrial development. To utilize their contribution they should be provided with good working conditions to boost their job satisfaction. Researchers reported that a number of different factors can influence employee satisfaction with their workspaces, including building design, air quality and temperature, noise and lighting, ability of employees to personalize their workspaces and workspace design and management etc. It is generally understood that unfavorable conditions of office environment can have negative influences on employees’ satisfaction, cause health problems and increase short-term sick leave. Previous research showed that satisfaction with one or more environmental factor does not necessarily produce equal satisfaction with the total environment and not all factors are equally important. Considered that acoustical privacy is the most important factor to employees, Reported that personal control may be more important than other factors. Job satisfaction is an attitude, which Porter, Steers, Mowday and Boulian (1974) state is a more "rapidly formed" and a "transitory" work attitude "largely associated with specific and tangible aspects of the work environment". There are

different perspectives on job satisfaction and two major classifications of job satisfaction (Naumann, 1993) are content (Herzberg, 1968; Maslow, 1987; Alderfer, 1972) and process theories (Adams, 1965; Vroom, 1964; Locke, 1976; Hackman & Oldham, 1975). Job satisfaction —is often considered in terms of intrinsic and extrinsic factors. Intrinsic factors (e.g., opportunities for advancement and growth, recognition, responsibility, achievement) promote job satisfaction, whereas extrinsic factors (e.g., supervision, pay, policies, working conditions, interpersonal relations, security) prevent job dissatisfaction! Szymanski & Parker (1996). Various theories like Maslow's Need Hierarchy Theory, Herzberg's Motivation, Hygiene Theory, and Vroom's Expectancy Model have been extended to describe the factors responsible for the Job Satisfaction of the say that an employee's 'Job Satisfaction' is related to a number of variables such as age, occupational level, size of the organization, organizational climate, educational qualifications, educational and economic background, size of the family, gender of the employee, etc. Job satisfaction is very important because most of the people spend a major portion of their life at working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. This proposed research work intends to analyze job satisfaction through selected parameters of public sector banks.

2. REVIEW OF LITERATURE

Employee satisfaction is an important success factor for all organizations. Employee satisfactions have been recognized to have a major impact on many economic and social phenomena, e.g. economic growth and higher standard of living. Companies must continuously employee satisfaction in order to stay profitable. Marcson (1960) presented an argument and findings suggesting that one of the best ways to increase productivity in organizations was to provide employees with jobs that are more demanding and challenging. Herzberg's (1968) theory effectively delineates the reasons job satisfaction. According to his two-factor theory, there are motivational and hygiene factors present in one's job. Rewards and benefits are hygiene factors, so if they are not present, they will bring dissatisfaction, but their presence will not necessarily bring job satisfaction. Pritchard, Dunnette, and Jorgenson (1972) indicate that feelings of underpayment lead to decreased performance and low productivity. (Hackman & Oldham (1975) Hackman and Oldham's Job Characteristic Model (JCM) has been used to determine the level of job satisfaction. The model focuses on five cores job dimensions, skill variety, task identity, task significance, autonomy, and feedback, which in turn influence three key psychological states: experienced meaningfulness of the work, experienced responsibility for the work, and knowledge of results. These psychological states then influence job satisfaction. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Witt & Nye (1992), individuals who perceive their promotion decisions are made in a fair and just manner are likely to experience satisfaction with their jobs. The satisfaction of employee is analyzed actually by the output that the individual produces and it is related to office environment. Brown & McIntosh (1998) have found evidence that the correlation between wage and job satisfaction is particularly close in the case of low levels of monetary compensation, both within the sector and among sectors. Lease (1998) employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives. Wagner and Hollenbeck (1998) job satisfaction, on the other hand, can be defined as a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfillment of one's important job values. Blanch flower & Oswald (1999) job insecurity, work intensity, greater stress, and dissatisfaction with working hours have increased in the US and in Germany, and they significantly explain the decline of job satisfaction. Clark (1999) shows that changes in workers' pay overtime positively influence their well-being, whereas the current level of pay does not impact on job satisfaction. Leontaridi & Sloane (2001) show that low-pay workers report higher job satisfaction than do other workers. Borzaga & Depedri (2005) observe that, even in a sector characterized by low average salaries like the social- services sector, employees are more satisfied when their wages increase up to a threshold, but not above that threshold. Clark (2005) the opposite dynamic of job satisfaction with respect to the economic conditions as represented by wages, and to job conditions as represented by working time, is also evident. Diaz-Serrano & Cabral Vieira (2005) show that low-pay worker are likely to have low-quality jobs and consequently less job satisfaction. Siebern- Thomas's (2005) cross-sectional analysis on the European Community Household Panel shows that the correlation between wage and job satisfaction is significant and positive. According to Baronetal (2006), studies have generally indicated a low to moderate inverse relationship between job satisfaction and employee absence and turnover. This implies that the lower an individual's satisfaction with his/her job, the more likely is that person to be absent from work or to resign and seek other job opportunities. Sahnawaz and Juyal (2006) focus on investigating the impact of job involvement and job satisfaction on organizational commitment. Organizational commitment is considered to be one of the most important and crucial

outcomes of human resource strategies. Furthermore employee commitment is seen as the key factor in achieving competitive performance. DeVaro, Li, & Brookshire (2007) focus on the contextual factors that are provided by the organization to ascertain job satisfaction. The focus on the JCM is primarily driven by two considerations. First, the JCM still remains the theoretical focal point in the current discussion of job satisfaction and work design and is still used as a powerful conceptual tool for job enrichment. Samad (2007) also tried to determine the level of influence job satisfaction facets will have on organizational commitment. Singh & Kohli (2006), Thakur (2007) and Jha et al. (2008) shows that organizational contextual factors such as pay, growth opportunities, job security, among others, influence an employee's perception of job satisfaction, Green & Heywood (2008). Performance-related pay allows opportunities for worker optimization and does not crowd out intrinsic motivation, thus increasing overall satisfaction, satisfaction with pay, and satisfaction with job security.

3. DETERMINANTS OF JOB SATISFACTION

Job satisfaction can be influenced by a variety of factors e.g. the quality of one's relationship with their supervisor, the quality of physical environment in which they work, degree of fulfillment in their work etc. Numerous research results show that there are many factors affecting the job satisfaction. There are particular demographic traits (age, education level, tenure, position, marital status, and years in service) of employees that significantly affect their job satisfaction. Satisfying factors motivate factors while dissatisfying ones prevent. Motivating factors are achievement, recognition, job responsibility, promotion and the factors related to the job itself for personal development. Motivating factors in the working environment result in the job satisfaction of the person. Job security is the strong factor which results in job satisfaction. People who state their job is secure have a much larger probability of reporting themselves happy with their work.

4. RESEARCH SCOPE AND LIMITATIONS

The employees working in different public sector banks situated in district Kathua of Jammu & Kashmir constitute the population for the present study.

In district Kathua the population for the study is 63 bank branches. About more than 350 employees are working in these banks. In the second stage 5% of the bank branches were selected for study. 5 branches of banks (SBI, PNB, J&K bank, Punjab & Sindh Bank and Canara Bank) were selected at the second stage. In the third stage employees working in these 5 branches were personally approached through a structured questionnaire and primary data is collected. Primary data is collected from 8 officers and 28 employees working in selected 5 banks. Secondary data is collected through books, journals, Magazines, Internet survey and available research articles regarding this subject which would provide basic knowledge. The limitation in collection of primary data is that employees don't want to disclose the weak points or negative aspects.

Table 1: Distribution of Sample Respondents

Sector	No. of Branches	No. of Employees	No. of Branches selected for study	No. of employees working in selected branches	No. of employee respondent
Public Sector	63	350	5	38	36

Source: Data collected through questionnaire

Table 2: Effect of relation with subordinate staff

	officers	Percent
Cordial relations with subordinate staff	8	100%
Non-Cordial relations with subordinate staff	0	0%
Total	8	100%

Source: Data collected through questionnaire

Table 3: Challenge of Changed Banking

	Employees	Percent
Change in banking is a real challenge	22	61.12%
Change in banking is not a big challenge	14	38.88%
Total	36	100%

Source: Data collected through questionnaire

Table 4: Role of Devotion of Staff Members (Subordinates) Towards Duties

	Officers	Percent
Staff members are devoted	5	62.50%
Staff members are not devoted	3	37.50%
Total	8	100%

Table 5: Relation with punctuality

	Officers	Percent
Staff members are punctual	8	100%
Staff members are not punctual	0	0%
Total	8	100%

Source: Data collected through questionnaire

Table 6: Effect of Staffing -Level of Branch

	Officers	Percent
There is under-staffing	2	25%
There is no under-staffing	6	75%
Total	8	100%

Source: Data collected through questionnaire

Table 7: Effect of frequent Transfers

	Employees	Percent
Facing problem due to frequent transfers	10	27.77%
Not facing problem due to frequent transfers	26	72.23%
Total	36	100%

Source: Data collected through questionnaire

Table 8: Satisfaction with Salary

	Employees	Percent
Satisfied with salary	10	27.77%
Not satisfied with salary	26	72.23%
Total	36	100%

Table 9: Overall Job Satisfaction

	Employees	Percent
Highly Satisfied	2	5.56%
Plainly Satisfied	28	77.77%
Satisfied in some aspects	4	11.11%
More satisfied	2	5.56%
Not at all satisfied	0	0%
Total	36	100%

Source: Data collected through questionnaire

5. DISCUSSION OF CONCLUSIONS

- **Effect of relations with subordinate staff:**

Interpersonal relations among the officers and clerical staff play a major role in the job satisfaction of both the categories. Cordial relations build up a positive and favorable work environment and increase the employee's preference to come to workplace.

So, we can say that officers appear to be satisfied with interpersonal relationships.

- **Challenge of Changed Banking:**

Process of banking has changed in last few years. This has transformed the customer's expectations from the banks. The external public (customers) demand better and state of art banking, the internal public (employees) are burdened with the same working environment and technology to cope with the competition from the private and foreign sector banks. If such challenges are not met properly, it can lead to frustration.

- **Role of Devotion of Staff Members (Subordinates) Towards Duties:**

Devotion to duty is related to the level of organizational commitment of the staff members. And devotion is related to work efficiency. Efficiency is affecting the overall satisfaction of officers.

- **Relation with punctuality:**

Punctuality is based on the overall organizational culture. If in an organization employees are not punctual means they are avoiding the work. Avoidance of work means they are not satisfied. In fact observations made here reveal that employees appear to be satisfied as they are punctual.

- **Effect of Staffing -Level of Branch:**

Staffing is an important HR activity in any organization, which has an enormous implication on the functioning of the organization. Overstaffing and understaffing both lead to unproductivity which further leads to dissatisfaction. During the personal interview it was observed that officers having sufficient staff were found to be satisfied. However, even in those banks where there was less staff, the officers felt that in every branch there were 2-3 efficient and devoted subordinates and they compensated the vacuum created by less staff. Hence, the satisfaction of the officers did not get affected.

- **Effect of frequent Transfers:**

Transfers involve dislocation of an individual as well his/ her family. There are a lot of adjustments that an employee and his/her family have to do to cope up with this change. This sometime is a cause of dissatisfaction.

- **Satisfaction with Salary:**

Money is not the first and the biggest motivator and it plays some role in ascertaining job satisfaction.

- **Overall Job Satisfaction:**

Overall job satisfaction in case of officers was not very high. Most of the officers were not highly satisfied but seem to be satisfied in general. None of the respondents were highly satisfied with their job.

6. SUGGESTIONS

- > Training and development programs must be provided to the employees at regular intervals to update their knowledge and skills.
- > Salaries to the employees must be given in accordance to their experience in the job.
- > The kind of work given to an employee should be according to his/her abilities and knowledge and their efforts for doing a particular task must be valued by giving appreciations and rewards to the employees for their hard work so that their level of motivation increases.
- > Along with healthy environment, healthy relationship should also be maintained in an organization.
- > The bank should provide certain benefits to their employees, so that they can perform well to achieve organizational goals.
- > The job should be interesting enough, so that it must create enthusiasm among the employees.
- > Enough freedom must be given to the employees to take important decisions.
- > Workers participation in management should be increase.

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