

JOB SATISFACTION AMONG BANK EMPLOYEES A STUDY WITH REFERENCE TO NANDED (M.S.)

Shruti Sureshrao Deshpande

B.E. (Civil), MBA (Human Resources)
India.

ABSTRACT

Job Satisfaction is one of the most thought over concept in the world. There seems general agreement that job satisfaction has obtained an established position in the literature of industrial and organizational psychology. This paper aims at identifying and measuring the various factors of job satisfaction among the employees of various commercial and urban co-operative banks in Nanded.

Keywords: *Job Satisfaction, Banking, Nanded, India.*

Introduction:

In today's world, a major part of man's life is spent in work which is a social reality and social expectation to which man seem to confirm. Even then only economic motive has never satisfied men. It is always of greater interest to know why men work and at which level and how he/she satisfied with the job.

With the opening up of the economy of India, a dramatic change has been observed in all Industrial and in service sectors. This has brought higher employment opportunities, increases in income level, and changes in consumption pattern and consequently there emerges a competitive environment in the country. Particularly, the expansion in private banking business, along with customized services, has created a severe competition in this sector. This intense competition has made the service gap wider as private banks offer better services to their internal and external customers. This situation has created an urge to the bank policy makers to identify the basic reasons and brought them into consideration with job satisfaction issue.

Employee satisfaction is thought to be one of the primary requirements of a well run organization and considered an imperative by all corporate managements. It is undeniable fact that the future of any organization depends upon the satisfaction level of its workforce.

A large number of studies have examined several factors of job attributes and the role of employees related to job satisfaction at workplace. The results are often valued for both humanistic and financial benefits. When employees are satisfied, they tend to care more about the quality of their work, they are more committed to the organization, they have higher retention rates, and they are generally more productive. It is widely accepted that job satisfaction data is helpful in evaluating the emotional wellness and

mental fitness of employees and that organizations can use the information to improve departmental policies and practices where dissatisfaction is expressed. Training programs at higher learning institutions also value the research for evaluating their practices and addressing areas of dissatisfaction with practicing professionals in the field. It is believed that the industry can improve its effectiveness and productivity, provided that its employees are satisfied and developed. Being a service sector, human resources play a very critical role in the effective functioning of banking industry.

After taking a careful review of literature it appears that very little research has been conducted to investigate job attributes, interpersonal relations and impact of personality dimensions on job satisfaction in banking sector based in Nanded, Marathwada. Therefore, this proposed research work intends to analyze and compare job satisfaction through selected parameters between commercial and urban co-operative banks.

It is evident that Nanded soon going to be regional hub for industries. Due to this now all other ancillary sectors such as Banking, Insurance and construction are flourishing.

Literature Review:

In review of literature pertaining to job satisfaction is provided in this section. The statement of the problem, need of the study, hypothesis development and limitations has to be discussed.

Bhatia divided the study of job satisfaction into several schools of thought. The first one is psychological needs school. It was exemplified by famous psychologists like Maslow, Herzberg and Likert etc. They opined that motivation is the vital factor of job satisfaction. They have paid attention on the needs of individuals for achievement, recognition, responsibility, status and advancement. The

psychologists such as Blake, Mouton and Fiedler constitute the second school. They have concluded that the supervisor's behavior significantly influences attitude of employee. The third school represented by Lupton, Gowler and Legge approached job satisfaction as a bargain between effort and reward. Yet another school of thought studied job satisfaction from a different angle. Management ideology and values are crucial factors in job satisfaction. Fifthly, behavioral scientists have concentrated on the contents of work and job design. Sixthly, some contributors have concluded that identification of employees needs is necessary. In his two-factor theory, Herzberg has summed up that job content - related facets viz. achievement, responsibility, nature of work etc. facilitate satisfaction. On the other hand job context- related factors i.e. pay, security, working conditions cause dissatisfaction.

Paul Spector has defined job satisfaction as a cluster of evaluative feelings about a job and identified nine facets such as pay, promotions, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work and communication as indicator of job satisfaction. These are measured by job satisfaction Survey (JSS). There are number of causes to study the job satisfaction of employees. Firstly, on humanitarian perspective, people deserve to be treated fairly and with respect. To some extent, job satisfaction is the reflection of good treatment. It can also be considered an indicator of emotional well-being. Secondly, utilitarian perspective is that job satisfaction leads to good behavior of employees, which in turn influences the functioning of organization.

Gallie et al conducted a survey on British employees covering job facets. He has studied five and nine relating to the former and later respectively. These include pay, promotion prospects, job security, training imparted, fringe benefits, hours worked, friendliness of colleague, ability to use initiative, relationship with manager, ability/ efficiency of management, amount of work, variety of work, opportunity to use abilities and the work itself.

Singh and Singh on a sample of 90 supervisors have started that personal factors like age, marital status, education and number of dependants play significant role on the level of job satisfaction.

Sivaprakasam has reported that majority of employees of cooperative banks either satisfied or highly satisfied with promotion policy but dissatisfied with transfer policy. In addition, personal characteristics like age, educational qualification, length of service etc. had a bearing on the job satisfaction of employees.

Ganguli compiled the result of three studies on Indian workers that contribute to satisfaction or dissatisfaction of employees. The ranking is as follows adequate earnings, comfortable working conditions, suitable type of work, good and sympathetic supervisor, opportunity to learn security, adequate personal benefits like canteen, medical

aid, provident fund, and opportunity for promotion, job status and prestige, good personal relations, prestige of company, more leave with pay, clear instructions about the job, cheap ration, regular working hours and share of responsibility.

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 the 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, years in service, and hours worked per week) of employees that significantly affect their job satisfaction. Satisfying factors motivate workers while dissatisfying ones prevent. Motivating factors are achievement, recognition, the job conducted, 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 while protective ones dissatisfy him/her. Insufficient education, inability to select qualified workers for the job, lack of communications, lack of job definitions, all affect job satisfaction negatively. It has been asserted that participating in the management, having the decision making power, independence on the job and the unit where the individual works, have positive impact upon the job satisfaction. The job itself (the work conducted), and achievement and recognition at work result in satisfaction while the management policy, relations with the managers and colleagues result in dissatisfaction. There is a strong connection between feeling secure and saying one is satisfied with a job. People who state their job is secure have a much larger probability of reporting themselves happy with their work.

Research Scope And Limitations:

The employees working in different commercial and urban co-operative banks situated in Nanded city of Maharashtra constitute the population for the present study. The commercial banks include both Nationalized and Private sector banks.

In Nanded there are 33 commercial banks and 21 urban co-operative banks are located. Therefore the population for this study is 54 bank branches. About 1005 employees are working in these banks. In the second stage 20 % of the bank branches were selected for study. 11 branches of the banks (7 commercial and 4 urban co-operative banks were chosen randomly) at the second stage. In the third stage employees working in these 11 branches were personally approached through a structured questionnaire and the primary data is collected. Response rate is 95%.

Table I: 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 Employees Respondents
Commercial Banks	33	604	07	120	115
Urban co-operative banks	21	401	04	81	76
	54	1005	11	201	191

Table I: Effect of Relations with Subordinate Staff

	Officers	Per Cent
Cordial Relations with subordinate staff	59	93.65%
Non-cordial relation with subordinate staff	4	6.35%
Total	63	100%

Table II: Role of Work-Related Training Facilities

	Employees	Per Cent
Good Training	74	38.75%
Lack of good Training	102	53.4%
Not willing to comment	15	7.85%
Total	191	100%

Table III: Challenge of Changed Banking

	Employees	Per Cent
Change in banking is a real challenge.	165	86.39%
Change in banking is not a very big challenge.	26	13.61%
Total	191	100%

Table IV: Effect of Union's Interference on customer service

	Employees	Per Cent
Union's Interference affects Customer Service	175	91.62%
Union's Interference does not affect Customer Service	16	8.38%
Total	191	100%

Primary data is collected from 63 officers and 128 employees working in selected 11 Commercial private banks and Urban Co-operative banks. Secondary data is collected through various books, journals, magazines, newspapers, Internet survey and available research articles regarding this subject which would provide basic knowledge.

Discussion of Conclusions:

a) 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 favorable organizational climate and increase the employee's preference to come to workplace.

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

b) Role of Work-Related Training Facilities:

Training and Development plays a significant role in improving the efficacy of the work-force which makes employee feel better equipped for the job at hand. It also helps in the career planning of the employees. Both these aspects provide a sense of job satisfaction to the work-force as well as to the leader.

Table V: Effect of Union's Interference on Administration

	Officers	Per Cent
Due to Union's Interference, work efficiency of clerks has gone down	45	71.43%
Due to Union's Interference, work efficiency of clerks has not gone down	18	28.57%
Total	63	100%

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

	Officers	Per Cent
Staff members are devoted	16	25.40%
Staff members are not devoted	47	74.60
Total	63	100%

Table VII: Relation with Punctuality

	Officers	Per Cent
Staff members are punctual	41	65.08%
Staff members are not punctual	22	34.92%
Total	63	100%

Table VIII: Effect of Staffing-Level of Branch

	Officers	Per Cent
There is under-staffing	25	39.68%
There is no under-staffing	38	60.32%
Total	63	100%

Table IX: Working Space and Personal Space

	Employees	Per Cent
There is sufficient space to carry-out the banking activities	130	68.06%
There is no sufficient space to carry-out the banking activities	61	31.94%
Total	191	100%

Lack of proper training and development efforts in the organization lead to a great degree of dissatisfaction in the job. This is also a caution to the bank.

c) Challenge of Changed Banking:

Banking has changed both in its texture and process significantly in the last few years. This has transformed the customer's expectations from the banks. The orientation has changed from being product-oriented to being customer-oriented. While the external customers demands better and latest state-of-the-art banking, the internal customers (employees) are burdened with the same working environment and technology to cope up with the competition from the private and foreign sector banks. Such challenges if not met convincingly, it can lead to frustration and dissatisfaction among the employees with their job.

d) Effect of Union's Interference:

Union interference in the banking activities does denote worker dissatisfaction with the job. At the same time dysfunctional union activities give rise to multiple problems like poor customer service. Besides, it does not help the cause of the employees too. This leads to greater dissatisfaction among employees of all strata. This is definitely not a good sign for the banks. Customer dissatisfaction may mean depleted customer level, meaning less business for the bank, translating into job dissatisfaction and even career threats for the employees.

e) Effect of Union's Interference on Administration:

Dysfunctional activities by the union and unsolicited interference have adverse effects. We know that if subordinates do not work effectively with high efficiency, ultimately the superiors will become more worried and sometimes may get frustrated.

Though it cannot be considered as generalized and direct, there is indirect effect on the overall job satisfaction level of the officers.

Table X: Accessibility of Bank

	Employees	Per Cent
Bank zone is away from their residing area	92	48.17%
Bank zone is not too far from their residing area	99	51.83%
Total	191	100%

Table XI: Effect of Frequent Transfers

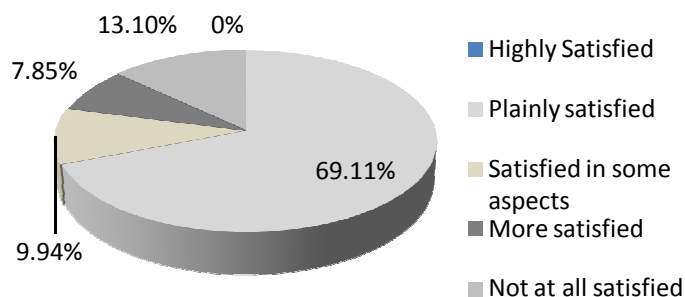
	Employees	Per Cent
Facing problem due to frequent transfers	40	20.94%
Not facing problem due to frequent transfers	151	79.06%
Total	191	100%

Table XII: Satisfaction with Salary

	Employees	Per Cent
Satisfied with salary	38	19.9%
Not satisfied with salary	153	80.1%
Total	191	100%

Table XIII: Overall Job Satisfaction:

	Employees	Per Cent
Highly satisfied	0	0%
Plainly satisfied	132	69.11%
Satisfied in some aspects	19	9.94%
More satisfied	15	7.85%
Not at all satisfied	25	13.1%
Total	191	100%

Chart I: Overall Job Satisfaction

f) Role of Devotion of Staff Members (Subordinates) Towards Duties:

Devotion to duty is related to the level of organizational belongingness and commitment of the staff members. The latter are products of overall job satisfaction that an employee has in the organization.

It can be again concluded and said that it is affecting the overall satisfaction of officers because devotion is directly related to work efficiency. This response definitely points towards a low level of job satisfaction of the staff members in general.

g) Relation with Punctuality:

Punctuality is based on the overall organizational culture. Tardiness or coming late to work is nothing but temporary avoidance of work. It is a natural human tendency to avoid a thing, which he does not like or is not satisfied with. The habit of coming late is really a point of worry to the officers of any bank. In fact observations made in here and in the above points are related with the fact that the overall work efficiency of subordinates affects the satisfaction of officers.

h) 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. Over-staffing and under-staffing, both are

detrimental. Both lead to unproductively – the former due to 'more hands than work' and the latter due to 'more work than hands'.

This indicator also showed that officers normally never think of workload and take it as a part of job. During the personal interview it was observed that officers having sufficient staff were found to be thankful to the bank management and felt satisfied. However, even in the 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 number of staff. Hence, the satisfaction of the officers did not get affected.

i) Working Space and Personal Space:

The working conditions that an organization offers to its employees also play a role in their overall job satisfaction. It is said that sometimes even a good chair can make huge difference to the satisfaction level of the employee. Among other things sufficient space provided to the employees for working also comes under working conditions. Cramped-up space suffocates the employee and flouts his privacy and suppresses his creativity. Similarly, too much spaced offices face the problem of communication gap.

Although the percentage of those who feel like this is small but it definitely brings into light that this criteria is being considered by the people, which in turn also means that some people in the organization are dissatisfied with their work space.

j) Accessibility of Bank:

Proximity of the bank's zone reduces the logistical problem of the staff. This saves cost as well as time and energy. Accessibility of the bank directly affects the number of customers opting for a bank or its particular branch. If the branch is having good number of accounts, in charge of that branch gets credit and appreciation from the management. So definitely it does contribute to the overall job satisfaction.

Almost half of the employees felt that the bank's zone was not in proximity. This in turn may mean that they are not satisfied with the location aspect of the bank's zone.

k) Effect of Frequent Transfers:

Transfers involve dislocation of an individual as well as his family. There are a lot of adjustments that an employee and his family have to do to cope up with this change. However, if the transfers are frequent then the employee is surmounted by a plethora of problems, which range from adjustment disorders to himself and his family members, having to cope with the loss of access to relatives and friends, admission problems of his children, etc. Such a situation leads to high rate of job dissatisfaction.

Satisfaction with Salary:

There is a conflict among the behavioral scientists over whether money is a motivator or not. Although there are

divergent views but two things can be said for sure in this regard:

- (a) Money is not the first and the biggest motivator.
- (b) Money is nevertheless important and plays some role in ascertaining job satisfaction.

Overall Job Satisfaction:

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

Suggestions:

1. Banks need to improve the physical infrastructure and layout with a view to optimize safety, health, comfort and efficiency. Ergonomics of the furniture, user friendly computers and right air conditioning and amount of light, height of roof, space around the work area, etc. are the factors that contribute to improve the productivity.
2. Banks should design and implement incentive and reward programs to motivate employees.
3. Promotion policy should be reviewed emphasizing performance based promotions and rather than on experience based criteria. This would motivate employees to perform better and result in enhanced job satisfaction.
4. Parity must be maintained between the pay packages of different banks. It is suggested that banks might concentrate on how and what pay system best drive their employees to level of performance.
5. Banks must create trust in their employees and develop a healthy atmosphere; it will encourage team building activities among the employees.
6. Feedback of employees should be made available regularly and consistently.
7. A mentoring program should be implemented to facilitate dynamic skill growth through an organization and foster a sense of community while improving employee satisfaction and engagement.
8. Efforts should be initiated to empower all employees, so that they can contribute for the development of the organization. Employees should be allowed to take part in decision making.
9. Banks should introduce a strong performance appraisal system, called the balance score card system. Employee's satisfaction tracking system should be introduced and banks should adopt 360 degree feedback system to evaluate performance of the employees.
10. Bank should provide all facilities relating to information technology, latest computers with internet facility should be made available.

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