

EMPLOYEE SATISFACTION IN COMMERCIAL BANKS- A STUDY

GANESH. BHAT H L., Faculty, Department of Commerce and Management., Smt. Indira Gandhi Govt First Grade Women's College Sagar, Karnataka., and Research Student, Bharathiar University, Coimbatore, E-Mail ID: m.hiremane@gmail.com

ABSTRACT :

The paper is focusing on the awareness and attitude of the employees towards HRM practices viz., level of job satisfaction and experience on level of job satisfaction adopted by the commercial banks. The descriptive paper is based on primary sources collected from 300 employees from commercial banks in Shivamogga District. The study is confined to bank branches selected by using the purposive sampling method. The hypotheses have been framed and tested in connection with the objectives of the study.

Key Words: Job Satisfaction- Levels and Experience.

INTRODUCTION :

The term job satisfaction was brought to limelight by Hoppock (1935). Who is of the view that job satisfaction is a combination of psychological, physiological and environmental factors that makes a person admit, "I am happy at my job". It has also been defined as the end state of feeling. It is an important dimension of morale and non-morale itself. There are two variables which determine the job satisfaction-organizational and personnel. The level of job determines the job satisfaction. The higher the level of the job, the greater the satisfaction of the individual. This is because of higher level of jobs carry greater prestige and self-control. This relationship between occupational level and job satisfaction stems from social reference group theory in that Indian society values some jobs in non-valued jobs. The relationship may also stem from the need fulfillment theory. People in higher level jobs find most of their needs satisfied than when they are in lower level ones. In addition to these, there are also other organizational variables like job content, type of leadership, pay and promotional prospects, interaction in the work group which affects job satisfaction of a person. The personal variables like age, educational level, sex and so on are also responsible for satisfaction and dissatisfaction of some people.

LITERATURE REVIEW:

Jane Nyambura Mukururi and James Mark Ngari ¹ (2014)., in their research paper, *Influence of Work Life Balance Policies on Employee Job Satisfaction in Kenya's Banking Sector; A Case of Commercial Banks in Nairobi Central Business District* opined that, the main aim of their research work was to analyze the relationship between work life balance policies and employee job satisfaction. Work Life Balance entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic life. The findings of the study emphasized that each of the work-life balance policies on job satisfaction and specifically to assess the flexibility policies, welfare policies, job design options and their leave provisions. The study employed descriptive research design and the target population was 240. The goodness of fit $R=0.618$ showed a good strength of the relationships between independent variables and dependent variables. The result of this study makes the recommendations that managers in banks should improve the work life balance policies offered to employees in order to increase their job satisfaction and to improve staff commitment and productivity.

OBJECTIVES:

The main objectives of the study are:

1. To identify the opinion of the employees of commercial banks towards level of job satisfaction.
2. To study the experience on level of job satisfaction of employees of the commercial banks.

- To give recommendations / suggestions on basis of study findings.

HYPOTHESES:

The following workable null hypotheses have been framed and tested in connection with the objectives of the study.

- There is no significant difference between levels of job satisfaction of bank employees.
- There is no significant difference between experiences of level of job satisfaction of bank employees.

RESEARCH METHODOLOGY:

The descriptive paper is based on primary sources collected from 300 employees from commercial banks in Shivamogga District. The study is confined to bank branches selected by using the purposive sampling method. The analysis of the data is carried out with the statistical tools such as Percentage, Average Factor, Standard Deviation, t-test, One-Way ANOVA. The advanced statistical tools used by SPSS Beta Online Version.

EMPLOYEE JOB SATISFACTION- AN ANALYSIS:

1. Level of Job Satisfaction

Job satisfaction is one of the important factors which drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Job satisfaction is the mental feeling of favorableness which an individual has about his job. Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience high job dissatisfaction². A total of *fifteen* parameters of level of job satisfaction found in the present study were – *timely payment of salary, salary revision, provision of other financial benefits, provision of non-financial benefits, provision of training, merit based promotion, seniority based promotion, Issue of leave when you are demanded, allowing to pursue higher education, recognition of talent, appreciation of hard working nature, support from higher authorities, allowing to take independent decisions, allowing to participate in union activities, grievance redressal system*. The below Table -1 shows the parameter and opinion given by employees.

TABLE-1: LEVEL OF JOB SATISFACTION

Parameters	High		Average		Below Average		TOTAL	
	F	%	F	%	F	%	N	%
1. Timely payment of salary	290	96.67	10	3.33	00	0.00	300	100.00
2. Salary revision	263	87.67	27	9.00	00	0.00	300	100.00
3. Provision of other financial benefits	225	75.00	68	22.67	07	2.33	300	100.00
4. Provision of non-financial benefits	223	74.33	71	23.67	06	2.00	300	100.00
5. Provision of training	241	80.33	54	18.00	05	1.67	300	100.00
6. Merit based promotion	230	76.67	55	18.33	15	5.00	300	100.00
7. Seniority based promotion	216	72.00	62	20.67	22	7.33	300	100.00
8. Issue of leave when you are demanded	207	69.00	93	31.00	00	0.00	300	100.00
9. Allowing to pursue	257	85.67	43	14.33	00	0.00	300	100.00

higher education								
10. Recognition of talent	219	56.63	52	17.33	29	9.67	300	100.00
11. Appreciation of hard working nature	210	70.00	55	18.33	35	7.67	300	100.00
12. Support from higher authorities	204	68.00	68	22.67	28	9.33	300	100.00
13. Allowing to take independent decisions	186	62.00	75	25.00	39	13.00	300	100.00
14. Allowing to participate in union activities	231	77.00	63	21.00	06	2.00	300	100.00
15. Grievance redressal system	253	84.33	35	11.67	12	4.00	300	100.00
Average Factor		76.00		18.00		4.00		100.00

Source: *Field Survey Data*

An analysis of Table- 1, shows the percentage-wise share of each parameters across the given three scales is aggregated and average of the % share is calculated. The above calculation reveals that 76% employees have rated the parameter as ‘high’ and 18 % and 4% respondents have rated the parameters ‘average’ and ‘below average’.

2. Significant difference between level of job satisfaction of bank employees:

Test for mean scores of opinion on one way level of job satisfaction of bank employees was tested with ANOVA test procedures and the results of the analysis are given Tabe-2 and Table-2 A. **Null Hypothesis H₀:** *There is no significant difference between level of job satisfaction of bank employees.*

TABLE-2: ANOVA FOR LEVEL OF JOB SATISFACTION

Particulars	N	Mean	Standard deviation
Good	15	230.33	26.73
Average	15	55.4	20.55
Below Average	15	13.6	13.61
Total	45	99.78	97.13

TABLE-2A: ANOVA RESULTS FOR LEVEL OF JOB SATISFACTION

Source	SS	df	MS	F	P Value	Result
Between-treatments	3,96,611.24	2	1,98,305.62	F = 450.05	0.00001	Accept H ₀
Within-treatments	18,506.53	42	440.63			
TOTAL	4,15,117.77	44				

Source: *Field Survey Data*

Note: Represents significant at Pα 0.05.

The above tables display the descriptive statistics sample size, mean and standard deviation. The column P value shows the probability value from the t-distribution. Since the P value is lesser than 0.05, hence null hypothesis accepted i.e., There is no significant difference between level of job satisfaction of bank employees.

3. Experience on Level of Job Satisfaction

A total of thirteen parameters of level of job satisfaction found in the present study were – non-recognition of talent, no autonomy in working, no flexibility in working, promoting less efficient employee, no promotions, untimely transfer, transfer without reasons, suspension without reasons, issue of notice without reasons, demotions, non-recognition of education qualification, promotion to juniors and disparity in pay scales. The below table -3 shows the parameter and opinion given by employees.

TABLE-3: EXPERIENCE ON LEVEL OF JOB SATISFACTION

Parameters	High		Average		Below Average		TOTAL	
	F	%	F	%	F	%	N	%
1. Non-recognition of talent	06	2.00	99	33.33	195	65.00	300	100.00
2. No autonomy in working	32	10.67	97	32.33	171	57.00	300	100.00
3. No flexibility in working	20	6.67	93	31.00	187	62.33	300	100.00
4. Promoting less efficient employee	30	10.00	225	75.00	45	15.00	300	100.00
5. No promotions	00	0.00	23	7.67	277	92.33	300	100.00
6. Untimely transfer	15	5.00	24	8.00	261	87.00	300	100.00
7. Transfer without reasons	12	4.00	21	7.00	267	89.00	300	100.00
8. Suspension without reasons	00	0.00	10	3.33	290	96.67	300	100.00
9. Issue of notice without reasons	00	0.00	27	9.00	273	91.00	300	100.00
10. Demotions	00	0.00	12	4.00	288	96.00	300	100.00
11. Non-recognition of education qualification	21	7.00	34	11.33	245	81.67	300	100.00
12. Promotion to juniors	31	10.33	255	85.00	14	4.67	300	100.00
13. Disparity in pay scales	18	6.00	33	11.00	249	83.00	300	100.00
Average Factor	5.00		24.00		71.00		100.00	

Source: *Field Survey Data*

It is clear from the perusal of Table-3 shows the percentage-wise share of each parameter across the given three scales is aggregated and average of the % share is calculated. The above calculation reveals that 71% employees have rated the parameter as 'below average' and 24% and 5% respondents have rated the parameters 'average' and 'high'.

4. Significant difference between experience of level of job satisfaction of bank employees.

Test for mean scores of opinion on one way experience of level of job satisfaction of bank employees was tested with ANOVA test procedures and the results of the analysis are given Table-4 and Table- 4A.

Null Hypothesis H₀: *There is no significant difference between experiences of level of job satisfaction of bank employees.*

TABLE-4: ANOVA FOR EXPERIENCE ON LEVEL OF JOB SATISFACTION

Particulars	N	Mean	Standard deviation
Good	13	14.23	12.32
Average	13	73.31	80.83
Below Average	13	212.46	90.08
Total	39	100	108.44

TABLE-4 A: ANOVA RESULTS FOR EXPERIENCE ON LEVEL OF JOB SATISFACTION

<i>Source</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P Value</i>	<i>Result</i>
Between-treatments	2,69,313.69	2	1,34,656.85	<i>F =</i> <i>27.29</i>	0.00001	<i>Accept</i> <i>H₀</i>
Within-treatments	1,77,608.31	36	4,933.56			
TOTAL	4,46,922	38				

Source: *Field Survey Data*

Note: Represents significant at $P\alpha$ 0.05.

The above tables display the descriptive statistics sample size, mean and standard deviation. The column P value shows the probability value from the t-distribution. Since the P value is lesser than 0.05, hence null hypothesis accepted i.e., There is no significant difference between level of job satisfaction of bank employees.

SUGGESTIONS AND CONCLUSION :

Satisfaction is a qualitative in nature but influenced by both qualitative and quantitative matters. Based on the study findings it is suggested that banks must provide more security and safety facilities especially to women employees. Handling the employees grievances concentration on social integration, honouring the performing employees. Attitudinal changes at top level the emphasis on behavioural training, job rotation, etc. are the important issues to be addressed by the banks management. Thus, it can be concluded that creating a feel wood factor is the vital necessity in the banking field to ensure the job satisfaction.

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