

## A STUDY OF JOB SATISFACTION OF THE EMPLOYEES OF NATIONALIZED BANKS

Dr. Hitesh D. Vyas

### ABSTRACT

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. The objective of the study are, To find out the job satisfaction of the employees of the nationalized banks of Bhavnagar city, and To find out difference between job satisfaction of the employees of the nationalized of Bhavnagar city into different variables i. e. cadre, age group and experience. The analysis of the data finds that out of the 100 respondents 14 employees represent excellent situation, 79 employees represent good situation, 07 employees represent average satisfied, no employees represent poor level satisfaction, none was at bad level satisfaction. As there is significant difference found between the jobs' satisfactions of the employees of different age group. Also the job satisfactions of the employees of different category found positive. Moreover results indicate significant difference between the job satisfactions of the employees for their experience.

**Keywords:** Job Satisfaction, Nationalized Banks, Satisfactions.

### I. Introduction

Banking in general is a sector providing financial and other services to its customers as well as society. Bank employees like clerical or officer, being main tools to generate the services for the organization. In competitive era their attitudes towards job is the most important and deciding factor of the service quality. In the recent days banking services in our country is going under the threshold because of the nationwide changing scenario. As the numbers of service providers are increased the quality of the services is become the important factor in attracting banking business in our country. This change has also changed job satisfaction level of the employees. There may be the various other reasons for such changes ([http://finance.indiamart.com/investment\\_in\\_india/banking\\_india.html](http://finance.indiamart.com/investment_in_india/banking_india.html)); it leads towards the outcome of the service too.

In every changing scenario management of communication is more important; it shows an employee how he or she encounters to the job (Kramer, K. J., &

Westbrook, L., (1986), The relationship between communication load and job satisfaction, *world communication*, 15, p. 85-99). Because consumer demands can be characterized as a communication load, which refers to “the rate and complexity of communication inputs an individual must process in a particular time frame.” Individuals in an organization can experience communication overload and communication underload which can affect their level of job satisfaction (Farace, Monge, & Russel, 1997). Due to this, an individual’s style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload (Kramer, K. J., & Westbrook, L., 1986) which can be positively or negatively related to job satisfaction.

## **II. Literature Review**

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one’s job (Locke, 1976); an affective reaction to one’s job (Cranny, Smith & Stone, 1992); and an attitude towards one’s job (Brief, 1998). Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors (Weiss, 2002).

Ivancevich et al. (1997) defined job satisfaction as feeling and perception of a worker regarding to his/her work and how he or she feels himself well in an organization. According to Davis and Newstrom (1999) job satisfaction is an experience which has various aspects. The most significant aspects are those which are relevant to working conditions and the nature of work. Low job autonomy, low job security, low wages and lack of expectation for promotion negatively affect job satisfaction of employees (Guest, 2004 and Silla et al., 2005). Garrido et al. (2005) conducted the research to discover the factors that determine the job satisfaction of sales managers. The effect of human resources management practices is analyzed by using the model which was already employed by an empirical study on Spanish industrial firms. The study concludes that human resource management practices based on compensation type, compensation level and job design in terms of autonomy and resources are the essential determinants of sales managers’ job satisfaction. Teams are performing, improving their own value added work and ability directed by their own plan without traditional direct enforcement. A team or group of people in work area (Dunkerley, 1975) direction is provided by top management and alignment with customers also.

A study of Ahmed and others, (2010) found that there is a positive and significant link between job satisfaction and human resource management practices like team work environment, job autonomy and behavior of leadership. From the findings of the study, it is also inferred that male and female workers have significantly different level of job satisfaction. While, Lise and Timothy, (2004) reveals that employee attitudes in general and the most focal employee attitude in particular job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes.

Lance and Stephen (1997) have found positive relationships between contact employee fairness perceptions and their prosocial service behaviors (customer service behaviors and cooperation with fellow employees) and job satisfaction. Nazrul Islam (June-2006) has attempted to evaluate job satisfaction of bank officers in the Tamilnadu. Where, private bank officers have higher levels of job satisfaction than those from public sectors as they enjoy better facilities and supportive work environment. Sex and age differences have relatively lower level of impact on it. The overall job satisfaction of the bank officers were at the positive level.

Baker, (2009) has done a quantitative descriptive study involved examining several facets of job satisfaction among bank employees involved in an mergers and acquisitions (M&A) 1 to 2 years post merger, it revealed that respondents over 40 had higher satisfaction with M&As, and respondents in managerial positions (compared to staff-level respondents) also had higher satisfaction with M&As,  $F(1, 225) = 11.31, p < .01$ . The interaction between job tenure and job level was significant, where respondents with 5 years of experience or less had similar levels of satisfaction and staff with more experience had lower levels of satisfaction than those in managerial positions,  $F(1, 225) = 6.21, p = .01$ . Understanding the factors that contribute to job satisfaction might enable bank leaders to deploy strategies to ensure successful mergers.

### **III. Objectives of the Study**

1. To find out the job satisfaction of the employees of the nationalized banks of Bhavnagar city.
2. To find out the difference between job satisfaction of the employees of the nationalized of Bhavnagar city into different variables i. e. cadre, age group and experience.

### *Hypothesis of the Study*

There is no significant difference in job satisfaction of the employees of nationalized banks of Bhavnagar city into different variables i. e. cadre, age group and experience.

### **IV. Research Methodology**

The present investigation is an attempt to study job satisfaction of the 100 bank employees of nationalized bank's of Bhavnagar City by a close ended questionnaire on 5 points likert's scale (Edwards, 1957). Selection of sample is based on convenience sampling method. While. data collection has done through a questionnaire, which has been designed by C.L Nataraj and A. Haffeez, This tool comprises 24 questions. The mean, standard deviation and "t" ratio statistical tools are used for analysis of collected data.

Data in table 1 indicates that the variables included for the study like category of the employee has majority of the assistant grade, in age group middle age group has higher say, while in experience fresher's as highest numbers.

### **V. Data Analysis and Interpretation**

Collected data has been analyzed as per different variables i. e. cadre, age group and experience of the respondents' i. e. bank employees as follows:

#### *1. Analysis of Category of Employees And 't' Calculation*

The variable cadre is divided into two groups, officer and clerk of the Nationalized banks on their recruitment base. Here also mean, standard deviation and 't' ratio are calculated.

The study of table 1.1 shows that value of 't' was 0.0033 which was less than at level of 0.05 this proves that there was significant difference in job satisfaction of employees of cadre officer & clerk .

#### *2. Analysis of Age Groups of Employees and 't' Calculation*

The variable age is divided into three groups below 30 years, 31 to 50 years and above 50 years of employee of the Nationalized banks, the mean, standard deviation and 't' ratio are calculated as are shown in table 2.1.

Table 2.1 shows that value of 't' was 0.10 which was greater than at level of 0.05 this proves that there was significant difference in job satisfaction of employees of age below 30 and 31 to 50.

The study of table 2.2 shows that value of 't' was 0.10 which was greater than at level of 0.05 this proves that there was significant difference in job satisfaction of employees of age below 31 to 50 and above 50 .

The study of table 2.3 shows that value of 't' was 0.01 which was less than at level of 0.05 this proves that there was no significant difference in job satisfaction of employees of age above 50 and below 30.

### *3. Analysis In Terms of Experience of Employees And 't' Calculation*

The variable is experience of present job employees. this is divided into three groups below 10 years, 11 to 20 years and above 20 years . here also mean, standard deviation and 't' value are given in Table 3.1, 3.2 and 3.3.

The study of table 3.1 shows that value of 't' was 0.46 which was greater than at level of 0.05 this proves that there was significant difference in job satisfaction of employees of experience below 10 and 11 to 20.

The study of table 3.2 shows that value of 't' was 0.41 which was greater than at level of 0.05 this proves that there was significant difference in job satisfaction of employees of experience below 11 to 20 and above 20.

The study of table 3.3 shows that value of 't' was 0.10 which was greater than at level of 0.05 this proves that there was significant difference in job satisfaction of employees of Experience above 20 and below 10.

### ***Testing of Hypothesis***

*There is no significant difference in job satisfaction of the employees of nationalized banks of Bhavnagar city with reference to different Age.*

Please refer Table 4.1. The analysis of hypothesis through T –Test is between A – B which is 0.10 and that's why there is a significant difference between the age group of A – B. in the same way there is a second T –Test is between B – C which is 0.10 and that's why there is a significant difference between the age group of B – C. and the third and last T –Test is between A – C which is 0.01 and that's why there is no significant difference between the age group of A – C.

*There is no significant difference in job satisfaction of the employees of Nationalized banks of Bhavnagar city with reference to different category (cadre).*

Please refer Table 4.2. The analysis of second hypothesis found that there is a two group of category has been taken for the study i.e. officer and Clerical the T-test between Officer and Clerical which is 0.0033 so, that is indicating no significant difference between the category group of Officer and Clark regarding job satisfaction.

*There is no significant difference in job satisfaction of the employees of nationalized banks of Bhavnagar city with reference to their experience.*

Please refer Table 4.3. Hypothesis regarding experience group has reveals that the T –Test is between A – B found is 0.46 it indicates that there is a significant difference between the experience group of A – B. The same is there for second T –Test between B – C, which is found 0.41 as significant difference between the experience group of B – C and in the third T –Test is between A – C is results in 0.10, also found significant between the experience group of A – C.

## **VI. Findings**

The analysis of the data finds that out of the 100 respondents 14 employees represent excellent situation, 79 employees represent good situation, 07 employees represent average satisfied, no employees represent poor level satisfaction, none was at bad level satisfaction. As there is significant difference found between the jobs' satisfactions of the employees of different age group. Also the job satisfactions of the employees of different category found positive. Moreover results indicate significant difference between the job satisfactions of the employees of different experience. The overall finding of the study indicates that the respondents under the study area are quite positive with their present job and they also satisfied with their surroundings in relation to the variables have been studied.

## **VII. Conclusion**

The study concludes that as most of the bank employees are having good, positive attitudes towards job satisfaction, and there is no change in the satisfaction among different age group, different category, and different experience. The most of the employees are satisfied about their job. The bank management has to make such policy decisions to create/improve and make banking services more customers friendly. To implement these policy decisions

the policy makers has to implement it in such manner that it make employees delight not satisfied only, because in competitive banking era they are the tool which make difference in the services of the organization in comparison of the others.

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**Tables**

**Table 1**  
**Respondents profile in percentage**

Category		Age			Experience		
Officer	Clerical	< 30 yr	30 to 50	> 50 yr	<10 yr	10 to 20	> 20 yr
35	65	51	43	06	57	33	10

**Table – 1.1**  
**Analysis of Category (Officer And Clerk) of Employees And ‘t’ Calculation**

No of Sample	Category	Mean	SD	t ' ratio	Significance
35	Officer	64.53	9.868375	0.733	Significance
65	Clerical	69.37	7.433093		

Table – 2.1

Analysis of Age (Below-30 And 31 To 50) of Employees and ‘T’ Calculation

No of Sample	Age	Mean	SD	t ' ratio	Significance
51	Below-30	66.65	5.01	0.10	significant
43	30 - 50	64.67	6.65		

Table – 2.2

Analysis of Age (31 To 50 And Above -50) of Employees and ‘t’ Calculation

No of Sample	Age	Mean	SD	t ' ratio	Significance
43	30 - 50	64.67	6.65	0.10	significant
06	Above- 50	59.57	12.61		

Table – 2.3

Analysis of Age ( Above-50 And Below-30 ) of Employees and ‘t’ Calculation

No of Sample	Age	Mean	SD	t ' ratio	Significance
06	Above- 50	59.57	12.61	0.01	Not significant
51	Below-30	66.65	5.01		

Table – 3.1

Analysis of Experience ( Below-10 And 11 To 20 ) of Employees and ‘t’ Calculation

No of Sample	Experience	Mean	SD	t ' ratio	Significance
57	Below-10	66.04	5.64	0.46	significant
33	11 to 20	64.97	7.82		

Table – 3.2

Analysis of Experience ( 11 To 20 And Above -20 ) of Employees And ‘t’ Calculation

No of Sample	Experience	Mean	SD	t ' ratio	Significance
33	11 to 20	64.97	7.82	0.41	significant
10	Above- 20	62.7	6.73		

**Table – 3.3**  
**Analysis of Experience ( Above-20 And Below-10 ) of Employees And ‘t’**  
**Calculation**

No of Sample	Experience	Mean	SD	t ' ratio	Significance
10	Above- 20	62.7	6.73	0.10	significant
57	Below-10	66.04	5.64		

**Table 4.1**  
**‘t’ Calculation of different job satisfaction and age group of bank employees**

No of Sample	Age	Mean	SD	t ' ratio
51	Below-30	66.65	5.01	A-B 0.10
43	31to 50	64.67	6.65	B-C 0.10
06	Above- 50	59.57	12.61	C-A 0.01

Where, A= Below-30, B= 31to 50, C= Above- 50.

**Table 4.2**  
**‘t’ Calculation of different job satisfaction and age group of bank employees**

No of Sample	Category	Mean	SD	t ' ratio
35	Officer	64.53	9.868375	0.0033
65	Clerical	69.37	7.433093	

**Table 4.3**  
**‘t’ Calculation of different job satisfaction and experience group of bank employees**

No of Sample	Experience	Mean	SD	t ' ratio
57	Below-10	66.04	5.64	A-B: 0.46
33	11 to 20	64.97	7.82	B-C: 0.41
10	Above- 20	62.7	6.73	C-A: 0.10

Where, A= Below-10, B= 10 to 20, C= Above- 20.

**Dr. Hitesh Vyas** is Head, Department of Business Management, M. J. C. C., Maharaja Krushankumarsinhji Bhavnagar University, Bhavnagar, Gujarat. He has more than sixteen years of teaching experience, He is research guide in commerce and management, He has more than 15 paper published in International and National reputed and refereed journals, He has participated in 50 conferences/seminars/workshops of International, National and State level.



