



A STUDY ON JOB SATISFACTION OF BANK EMPLOYEES IN ERODE DISTRICT

Dr. T. Snekalatha

Associate Professor, Department of Commerce (A & T), Dr N.G.P Arts and Science College, (Autonomous), Coimbatore, Tamil Nadu

ABSTRACT

Job Satisfaction expresses the amount of agreement between one's expectations of the job and the rewards that the job provides. Since Job Satisfaction involves expectations, it relates to equity theory, the psychological contract, and motivation. The nature of one's environment of the job does affect one's feelings on the job. Similarly, since a job is an important part of life, job satisfaction influences one's general life. The result is that satisfaction arises from a complex set of circumstances in the same way that motivation does. There are a few easy paths to better job satisfaction or to better motivation. The present study is an attempt to compare the job satisfaction of the employees in Canara Bank and Karur Vysya Bank. Canara Bank has been selected for analysis as it is the lead bank of the district. Karur Vysya Bank in the private sector has been chosen as it has the largest number of branches in the study area. Hence the study pertains to a comparative study of job satisfaction in public sector bank viz. Canara Bank and a private bank viz. Karur Vysya Bank.

KEYWORDS : Job satisfaction, motivation, employees

INTRODUCTION

There are two types of job satisfaction which are based on the level of employees' feelings regarding their jobs. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs. The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers. Measurements of job facet satisfaction may be helpful in identifying which specific aspects of a job require improvements. The results may aid organizations in improving overall job satisfaction or in explaining organizational issues such as high turnover.

RESEARCH PROBLEM

Job satisfaction arises from a complex set of circumstances in the same way that motivation does. High job satisfaction may lead to improved productivity, increased turnover, improved attendance, reduced accidents, less job stress, and lower unionization. The various dimensions of working environment such as the corporation policies, service system, inter-personal relationship, supervision, working hours, recognition of employees, responsibilities are the major factors to judge the job satisfaction. Thus, this study enables to arrive at the factors responsible for determining job satisfaction to the employees working in selected Public and Private sector banks. The present study is an attempt to compare the job satisfaction of the employees in Canara Bank and Karur Vysya Bank. Canara Bank has been selected for analysis as it is the lead bank of the district. Karur Vysya Bank in the private sector has been chosen as it has the largest number of branches in the study area. Hence the study pertains to a comparative study of job satisfaction in public sector bank viz. Canara Bank and a private bank viz. Karur Vysya Bank.

OBJECTIVES

The following are the objectives of the study:

- To find out the determinants of Job satisfaction
- To measure the relationship between demographics of the employees and job satisfaction
- To assess the level of satisfaction of the employees working in the selected Public and Private Sector Banks.
- To give suggestions to improve the level of satisfaction of the employees working in the selected Public and Private Sector Banks.

REVIEW OF LITERATURE

Rajesh J Bhatt¹ in his article "A Case Study of Job Satisfaction among Bank Employees of Leading Nationalized Banks of Gujarat State" has tried to assess the job satisfaction level of two leading profitable nationalized banks in the state. Survey indicates that though supervisors are having little differences with management policies, they are also looking for a better motivational policy to encourage dedicated team within the organization. Recent mechanization and computerization have reduced their repetitive tasks which have increased their satisfaction level.

Md. Mosharraf Hossain² investigated the satisfaction of commercial bank employees. A total number of 440 commercial bank employees

from both the private and the public sectors were randomly selected as sample for the study. The results revealed that the public sector bank employees were in a better position in terms of their job satisfaction than the private sector bank employees and the executives were more satisfied than the non-executives. Job satisfaction had significant positive correlation with performance but significant negative correlation with job stress and propensity to quit the job. Job satisfaction had the highest positive contribution to performance. Bank employees perceived their job as highly stressful irrespective of their rank and status in the organisation. Moreover, bank employees were highly dissatisfied with their salary, lack of fair promotional opportunity, low job status and absence of recognition for good work.

METHODOLOGY

Types of data collection for this research

Data Collected in two ways:

- **Primary Data and**
- **Secondary data**

Primary Data

Primary data has been collected from the employees of the selected banks by administering a questionnaire. Initially, a pilot study has been undertaken with 50 employees – 25 from Public Sector Banks and 25 from Private Sector Banks. After the pilot study, the questionnaire has been restructured and modified to facilitate easy and correct data collection.

Secondary data

The sources of secondary data include the publications and reports of Banking Sector in India, various other unpublished reports of various other non-governmental organizations, unpublished research reports, doctoral thesis of various institutions, books, journals etc.

ANALYSIS OF DATA - MULTIPLE REGRESSIONS

The analysis has been done to find out the factors that contribute to job satisfaction. The analysis starts with estimating the coefficients and constant (a_0). Here, the variables whose F-value is 90.397 and the associated probability for F-test is less than or equal to 0.001 percent they are considered for inclusion in the equation.

Table No.1 gives the details of variables included in the equation and corresponding regression co-efficient. Simple correlation value of the predictor variable with the dependent variables is presented.

TABLE NO: 1
MULTIPLE REGRESSION ANALYSIS

Sl. No.	Variables	Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	9.123	.282		32.370	.000
1	Working Environment	0.021	.006	100	-3.386	.001
2	Family Environment	0.033	.006	0.152	-5.567	.000

3	Monetary Benefits	0.038	.009	0.140	-4.353	.000
4	Non Monetary Benefits	0.025	.005	0.148	-5.376	.000
5.	Grievance	0.031	.004	0.201	-6.937	.000
6.	Interpersonal	0.048	.009	0.200	-5.348	.000
7.	Recognition and Achievement	0.011	.012	0.040	-.968	.334
8.	Advancement	0.022	.012	0.068	-1.799	.073
9.	Responsibility	0.002	.011	0.005	-.133	.894
10.	Job Nature	0.036	.005	0.257	-7.985	.000
11.	Evaluation	0.034	.005	0.283	-6.393	.000
12.	Stress	0.008	.011	0.027	-.670	.503

* Significant at 1 percent level

TABLE NO. 1

CONSOLIDATED RESULTS

R-Value	R ² -Value	Degree of freedom – V ₁	Degree of freedom – V ₂	F Value	Significance
0.882	0.777	12	311	90.397*	0.000

The table shows that there is significant relationship between job satisfaction and working environment, ($t'=-3.386$, Sig.0.001), family environment, ($t'=-5.567$, Sig.0.000), monetary benefits, ($t'=-4.353$, Sig.0.000), non-monetary benefits, ($t'=-5.376$, Sig.0.000), grievance, ($t'=-6.937$, Sig.0.000), interpersonal relation, ($t'=-5.348$, Sig.0.000), job nature, ($t'=-7.985$, Sig.0.000) and finally, evaluation, ($t'=-6.393$, Sig.0.000) and the null hypothesis is rejected. Further, the results of multiple regression analysis shows that the variables such as stress management, $t'=-0.670$, Sig.0.503, recognition and achievement, $t'=-0.968$, Sig.0.334, advancement, $t'=-1.799$, Sig.0.073 and finally, responsibility, $t'=-.133$, Sig.0.894 do not have significant relationship with the job satisfaction and the null hypothesis is accepted.

The R² value with 0.777 indicates that the regression has its maximum fit with 77.7 percent and the F value is 90.397 and it is found to be significant at 1 percent level. Hence it is concluded that all the factors such as working environment, family environment, monetary benefits, non-monetary benefits, grievance, interpersonal, job nature, and evaluation are found to be more important contributing factors towards job satisfaction among employees of public and private sector banks in Erode District.

Summary of findings, suggestions and conclusion

Simple percentage

- More than half of the respondents are male (51.23 percent) 109 male are employed in public sector banks and 57 in private sector banks. Out of 158 female bank employees, 95 are in public sector banks and 63 are in private sector banks.
- 43.52 percent of the respondents are clerical staff in the public and private sector banks, while 28.09 percent of the respondents are Officers, 11.42 percent of the respondents are working as Assistant managers, 7.41 percent each of the respondents are designated as Managers and Sub-staff respectively. Finally, 2.16 percent of the respondents are working in Technical/ Special Cadre.

Cross-Tabulation

More than half (51.54 percent) of the respondents are satisfied with the lighting and ventilation facilities provided by the banks. Maximum (33.02 percent) number of the respondents agree that the work place is more convenient to reach. Less than half (45.68 percent) of the respondents agree that they feel comfortable with the rest room provided by their respective banks. As high as 37.35 percent of the respondents are neutral about the satisfaction about the working hours and rest timings provided. More than half (51.54 percent) of the respondents agree that proper seating arrangement improves efficiency in their banks. Finally, most (57.1 percent) of the respondents agree that the management takes necessary steps for providing better working conditions.

SUGGESTION

- Training programmes may be conducted very often in the organization to enhance their efficiency.
- The best employee may be chosen and rewarded every year.
- The provision of welfare measures to the employees must be enhanced.

CONCLUSION

The study was done on the job satisfaction of bank employees in Erode District. It was found that majority of the respondents both in public and private sectors are satisfied with the welfare and motivational services provided by the management. They are less satisfied with the working hours. Therefore the management consider this and provide a satisfactory solution for the employees. This study has confined its analysis to job satisfaction; further analysis may be done with reference to different aspects.

REFERENCES

1. Rajesh J Bhatt, "A Case Study of Job Satisfaction among Bank Employees of Leading Nationalised Banks of Gujarat State".[http:// www.sbaer. uca.edu/ research/ 1998/ICSB/c003.htm](http://www.sbaer.uca.edu/research/1998/ICSB/c003.htm),1998.
2. Md. Mosharraf Hossain, "Job Satisfaction of Commercial Bank Employees in Bangladesh: A Comparative Study of Private and Public Sector Banks". Indian Journal of Industrial Relations, Vol. 35(3), pp. 347-361, 2000.
3. Indian banking system. I.K. International. 2006. ISBN 81- 88237-88-4.