

A PROJECT REPORT ON
***“A STUDY OF JOB SATISFACTION OF
EMPLOYEE IN BANKING SECTOR”***

A Project Submitted to
University of Mumbai for Partial Completion of the Degree
of Bachelor in Commerce (Banking and Insurance) Under
the Faculty of Commerce

By

‘KANCHAN SAROJ’

T.Y.B.B.I (SEMESTER – VI)

PRN NO.: 2021016400533167

Under the Guidance of

‘ASST. PROF. DR. KISHOR CHAUHAN’

JNAN VIKAS MANDAL’S

Mohanlal Raichand Mehta College of Commerce

Diwali Maa College of Science

Amritlal Raichand Mehta College of Arts

Dr. R.T. Doshi College of Computer Science

NAAC Re-Accredited Grade 'A+' (CGPA : 3.31) (3rd Cycle)

Sector-19, Airoli, Navi Mumbai, Maharashtra 400708



FEBRUARY, 2024.



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CERTIFICATE

This is to certify that **MS.**_____ has worked and duly completed his Project work for the degree as Bachelor in Commerce (Banking and Insurance) under the Faculty of Commerce in the subject of **Banking** and her project is entitled, “_____”.

Under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is her own work and fact reported by her personal finding and investigations.

Guiding Teacher,

ASST. PROF. DR. KISHOR CHAUHAN.

Date of submission:

DECLARATION

I the undersigned **MS. KANCHAN VEDPRAKASH SAROJ** here by, declare that the work embodied in this project work titled “***A STUDY OF JOB SATISFACTION OF EMPLOYEE IN BANKING SECTOR***”, forms my own contribution to the research work carried out by me under the guidance of **ASST. PROF. DR. KISHOR CHAUHAN** is a result of my own research work and has been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

(KANCHAN SAROJ)

Certified by:

ASST. PROF. DR. KISHOR CHAUHAN.

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ABSTRACT

Banks are the backbone of any country and therefore their contribution to the nation should be the fullest. Job satisfaction is the favorable or an unfavorable attitude with which the employee views his or her work. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. Job satisfaction, thus, is the result of various attitudes possessed by an employee. These attitudes are related to the job under condition with such specific factors such as wages, supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer.

The banking sector in India has always been one of the most preferred destinations for employment. In this decade, the banking sector has emerged as a sunrise sector in the Indian economy. It is often said that "A Happy Employee is a Productive Employee." This study will try to what extent job satisfaction has lead to good working performance and the factors which influence employee's job satisfaction.

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CHAPTER 1

INTRODUCTION



INTRODUCTION

For almost all the organization, employees are the vital resource and they represent an important asset of any Industry. Of all the “M ”s in management such as materials, machines, methods and money the most important “M” stands for men i.e. manpower working in the organization. Now a day it is a widely accepted fact that a happy worker is a valuable asset to any organization contributing to prosperity. As employees are the precious asset of organization, the satisfaction of all employees in their work is very important. Hence, it is vital for any organization to satisfy their employees. Human resource management is concerned with developing potential of employees so that they get maximum job satisfaction from their work and give their best efforts to the organization.

The study made regarding the job satisfaction in banking sector will facilitate and enables the management to know the perceptions and inner feelings regarding the job. It helps to identify the causes for satisfaction and dissatisfaction among the employees. This study helps to understand the employee’s perspective towards bank.

Job satisfaction refers to an individual’s complex attitude towards his or her job. It is a pleasurable emotional state arising from the appraisal of one’s job or job experience. Job satisfaction or dissatisfaction is a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering or entering.

Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if employee feels that they are working much harder than others in the department but are receiving fewer rewards he will probably have a negative attitude towards the work, the boss, and co-workers. On the other hand, if they feel they are being paid equitably, they are likely to have positive attitude towards the job.

As work is an important aspect of people’s lives and most people spend a large part of their working lives at work, understanding the factors involved in job satisfaction is crucial.

There are various factors which influence job satisfaction of an employee’s like working environment, fair policies and practice, caring organization, appreciation, pay, age, promotion

policy of the organization, feel of belongings, initiation and leadership, feel of being loved, safety and security, challenges, responsibilities, creativity in job, personal interest and hobbies, respect from co-workers, relationship with supervisor, feedback, flexibility, nature of work.

Job satisfaction is all about how one feels about (or towards) one's job. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, where as those with positive attitude will feel happy with themselves, others, and with their work.

Employees are most satisfied when their job offer them security from economic strain, recognition of their effort, clear policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making, opportunity for promotion , sound payment structure, health and safety measures, communication system and atmosphere of mutual trust and respect.

Employee satisfaction is one of the major issues in any organization. Employee's performance, motivation, productivity, behaviour, participation in an organization and overall contribution depend upon the satisfaction level of the employee. So, every organization is giving higher priority to keep their employees with satisfaction by providing various facilities which improves satisfaction and which reduces dissatisfaction.

MEANING OF JOB SATISFACTION

The term “job satisfaction” refers to an employee general attitude towards his job. Job satisfaction is how content an individual is with his or her job. A person with a high level of job satisfaction holds positive attitude towards the job, while a person who is dissatisfied with his or her job holds negative attitude about the job.

It is the feeling and perception of a worker regarding his or her work and how he or she feels well in an organization. It indicates the extent of employee’s positive or negative feelings towards their job and organization can try to improve it.

DEFINITION OF JOB SATISFACTION

“Job satisfaction does not seem to reduce absence, turnover and perhaps accident rates.”

Robert L. Kahn

“Job satisfaction is a general attitude towards one’s job. The difference between the amount of reward workers receive and the amount they believe they should receive.”

P. Robbins

“Job satisfaction defines as the amount of overall positive affects (or feeling) that individuals have towards their jobs.”

Hugh J. Arnold and Daniel

“Job satisfaction is a set of favourable or unfavourable feelings with which employees view their work.”

Keith Davis & Newstrone

“A pleasure or positive emotional state resulting from the appraisal of one’s job or job experience.”

E.A Locke

“Job satisfaction as a general attitude of the workers constituted by their approach towards the wage, working conditions, control, promotion related with job, social relations in the work, recognition of talent and some similar variables personal characteristics, and group relations apart from the work life.”

Blum & Naylor

“Job satisfaction can be defined as the employee’s judgment of how well his job on whole is satisfying his various needs.”

Smith

From the above meaning and definition of job satisfaction we can define the job satisfaction as the general attitude of employee’s towards their job. It is one’s feeling or state of mind regarding the nature of their work. It describes how content an individual is with his or her job.

It is a person’s feeling of satisfaction on the job, which acts as a motivation to work. It is not self satisfaction, happiness or self contentment but satisfaction on the job.

It is not the same as motivation. It is linked to productivity, motivation, absenteeism, mental health, physical health and general life satisfaction.

The Nature and Scope of Job Satisfaction

Job satisfaction is often thought to be synonymous with job attitude, but is important to recognise that those with different theoretical orientations may use the term somewhat differently. Some measure job in terms of gratification of strong needs in the work place. Others see it as the degree of discrepancy between what a person expects to receive from work and what that person perceives is actually relieved. It can also be defined as the extent to which work is seen as providing those things that one considers conducive to one's welfare. In yet another view, job satisfaction is considered a purely emotional response to job satisfaction.

The characteristics of job which give the job satisfaction to the employees are the dependent variables of job satisfaction; some of them are listed by Locke and others. Important among them are given below:

1) Challenging job:

Employees perceive to have a challenging work in an organization and this will develop an active state and will be satisfied with his job.

2) Equitable rewards:

More than the rewards, equity and fairness of reward is equally important.

3) Supportive working conditions:

Supportive working conditions are equally important as the condition of work itself improves job satisfaction. Persons are interested to accept even a lower pay if the work place is near to their home.

4) Supportive colleagues and supervisors:

This is yet another aspect which satisfies an employee.

Job satisfaction has been considered as state of condition where people are:

- Induce to do work efficiently and effectively.
- Convince to remain in the enterprise.
- Prepare to act efficiently during contingences.
- Prepare to welcome the changes without resistance.
- Interested in promoting the image of the organization
- More happy and satisfies with their job.

Purpose of Job Satisfaction

For Organisation

- 1) Enhance employee retention
- 2) Increase productivity
- 3) Increase customer satisfaction
- 4) Reduce turnover, recruiting and training costs.
- 5) Enhance customer satisfaction and loyalty
- 6) More energetic employees

For Employees

- 1) Employees will believe that the organization will be satisfying in the long run.
- 2) They will care about the quality of their work.
- 3) They will create and deliver superior value to the customer.
- 4) They are more committed to the organization.
- 5) Their work is more productive.

Why to Study About Job Satisfaction

In my point of view, study of job satisfaction of employees helps the organization to maintain a standard and increase productivity by motivating the employees. This study tells us how much the employees are capable and their interest at work place. What are the things still to be satisfy to the employees. Although human resource are most valuable resource of any organization, so the study of employees job satisfaction helps the organization to know the satisfaction level of employees and to identify what are things that affects them not to work properly.

Job satisfaction is the condition of establishing a healthy organizational environment in an organization. Individuals want to maintain statue, high ranks and authority by giving their capabilities such as knowledge, ability education, health etc. The individuals who can't meet their expectations, with regard to their jobs become dissatisfied. Thus this dissatisfaction affects the organization for which he or she works.

Job satisfaction is very important for a person's motivation and contribution to production. Job satisfaction may diminish irregular attendance at work, replacement workers with in cycle or even the rate of accidents.

Job satisfaction is an employee's thought and emotions towards their job and how they evaluate their job. This can be a judgment of their job overall, or of specific judgment such as pay, promotions, work tasks, co-workers and supervisors. It is important for organizations to care about their employee's job satisfaction. It will promote employees organizational commitment when they are satisfied with their jobs.

Job Satisfaction Leads To

- Motivate towards high productivity.
- Want to remain with organization.
- Act effectively in crisis.
- Accept necessary changes without resistance.
- Promote the interest of the workers in the organization.

Workers Role in Job Satisfaction

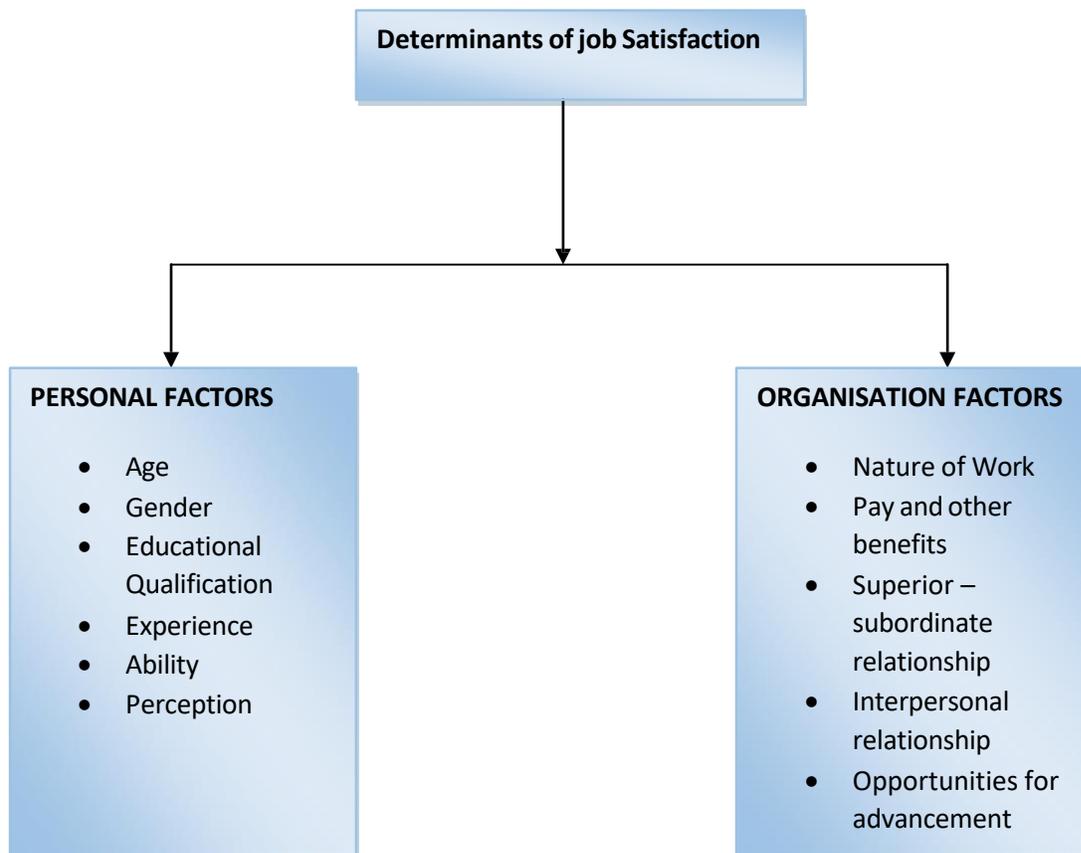
Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self-development. To the worker, job satisfaction brings a pleasurable emotional state that can often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovation and loyal. If job satisfaction is a worker benefit, surely the worker must be able to contribute to his or her own satisfaction and well being on the job.

Following are some of the roles of workers in job satisfaction:

- Acquire new job related knowledge that helps you to perform tasks more efficiently and effectively. This will relive boredom and often gets one noticed.
- Demonstrate creativity and initiative. Qualities like these are valued by most organizations and often results in recognition as well as in increased responsibilities and rewards.
- Develop team work and people skills. A large part of job success is the ability to work well with others to get the job done.
- Develop excellent communication skills.
- See the value in your work. Appreciating the significance of what one does can lead to satisfaction with the work itself.
- Accept the diversity in people. Accept people with their differences and their imperfections and learn how to give and receive criticism constructively.

Determinants of Job Satisfaction

There are a number of factors influencing the employee's job satisfaction. There are various personal and organizational factors that influence job satisfaction. The following chart indicates the determinants of job satisfaction.



A) Personal factors

1) Age:

The age of a person does have its influence on his level of job satisfaction. People who are young usually have a higher level of job satisfaction provided they rightly choose their career. Those in their twenties or thirties are energetic and have the stamina to work hard and derive pleasure out of their work. As a person gets older, he gets tired physically and mentally. Further, he reaches the saturation point at this stage and the work, usually, does not give him the pleasure it gave earlier.

2) Sex:

There is a feeling among many employers that women employees are much more committed to work than men. Such employers prefer to appoint women in their concerns. A women employee who is able to show greater commitment to work naturally should derive higher level of satisfaction.

3) Educational satisfaction:

The job satisfaction level of people with higher educational qualification is generally found to be low. This happen because such people always look for better employment opportunities. A person deriving pleasure out of his present job, which is also remunerative, need not look for better employment prospects.

4) Experience:

The experience of an employee gives him exposure to many difficult work situations. This enables him to learn the art of managing crisis. Such persons, in view of their ability to tackle any critical work situation, should naturally have greater job satisfaction than those who are inexperienced. It may be mentioned here that the age and experience of a person need not go together.

5) Ability:

An employee who lacks the capability to perform his job, obviously, cannot derive job satisfaction. Performance is vital for job satisfaction. Only those who have the ability will be able to perform. It may be mentioned here that the satisfaction accruing to a person out of the monetary benefits he gets from his employment is temporary. In the long run, performance alone can give him satisfaction.

6) Perception:

Job expectations differ from person to person. This is in view of differences in one's perception. Some individuals may be interested in challenging jobs while others may be interested in routine work. Still, there are some who may be prepared to do any work for the sake of monetary benefits. The extent to which the expectations of a person have been fulfilled is yet another determinant of job satisfaction.

B) Organizational factors

1) Nature of work assigned:

The work assigned to an employee should be of interest to him. What appears to be an interesting job to one may appear to be uninteresting to another and so says the proverb, "one's man food is another man's poison". It is therefore, important that the employer understands the capabilities and preference of his employees before assigning them work.

2) Pays and other benefits:

Pay and other tangible benefits offered to employees, although cannot determine job satisfaction in all cases, are not unimportant. An employee who derives pleasure out his job cannot be indifferent to pay and other benefits to which he is entitled. An employee, therefore, needs to be given pay commensurate with his job and responsibilities. Similarly, social security benefits like provident fund, insurance etc., also need to be provided to employees as per rules. Where these benefits are inadequate, the level of job satisfaction is bound to be low.

3) Superior-Subordinate Relationship:

Sometimes, an employee may be fully satisfied with his job. But if his superior tries to find fault with him unnecessarily, the employee gets disturbed mentally. This affects satisfaction. It is, therefore, necessary that the superior-subordinate relationship is cordial in any workplace.

4) Inter-Personal Relationship:

When the relationship between the employees working as a group is not cordial, it will affect individual performance. This happens because of two reasons. First, co-ordination becomes difficult when inter-personal relationship is not good and second the employee gets disturbed psychologically. When such a trend continues, it results in job dissatisfaction in the long run.

5) Opportunity for advancement:

Where, in an organization, there are no opportunities for promotion, the employees may have to remain in the same job till their retirement. There may not be any change even in their designation. Such employees may not work with enthusiasm. Lack of promotion opportunities, thus, promotes job dissatisfaction.

Ways of Measuring Employee Job Satisfaction

There are a number of ways of measuring Employee Job Satisfaction. This is not surprising since hundreds of studies have been conducted over the past three and half decades, employing varied techniques. The most common ways of measurement include rating scales, critical incidents, interviews, attitude survey, observing actual behaviour.

Many organization face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization.

Most used approaches to measuring job satisfaction of the employees are:

1) Critical incident:

The critical incidents approach to the measurement of job satisfaction was developed by Herzberg and his associates in their research on the two factor theory of motivation. Employee's was asked to describe incidents on their job when they were particularly satisfied or dissatisfied. These incidents were then content analyzed in determining which aspect were closely related to positive and negative attitude.

2) Interview:

Employees are interviewed individually and the responses reveal their satisfaction and dissatisfaction.

3) Likert scale:

This method of standardised survey was developed by Likert in 1932. In this, an individual is asked to indicate agreement or disagreement with job factors. The individual is also required to state how strongly he or she agrees or disagrees with a statement. This is normally done on a five point scale. The normal practice is to incorporate the various statements in a questionnaire. The subject is asked to respond to these statements, indicating the extent of his or her agreement or disagreement.

A value may be given to each response category in order to produce a numerical score, and the different scores in each category may be added together to arrive at a total score. A high overall score can be viewed as positive, whereas a low score indicates negative.

4) Single global rating:

The single global rating method is nothing more than asking individuals to respond to one question such as all things considered, how satisfied you with your job ?

5) Summation score:

It identifies key elements in job and asks for the employees feelings about each.

Typical factors that would be included are the nature of the work, supervision, present pay, promotion opportunities and relation with co-workers.

Besides this, in summation score, many researchers used so many ways of measuring job satisfaction.

6) Minnesota satisfaction questionnaire:

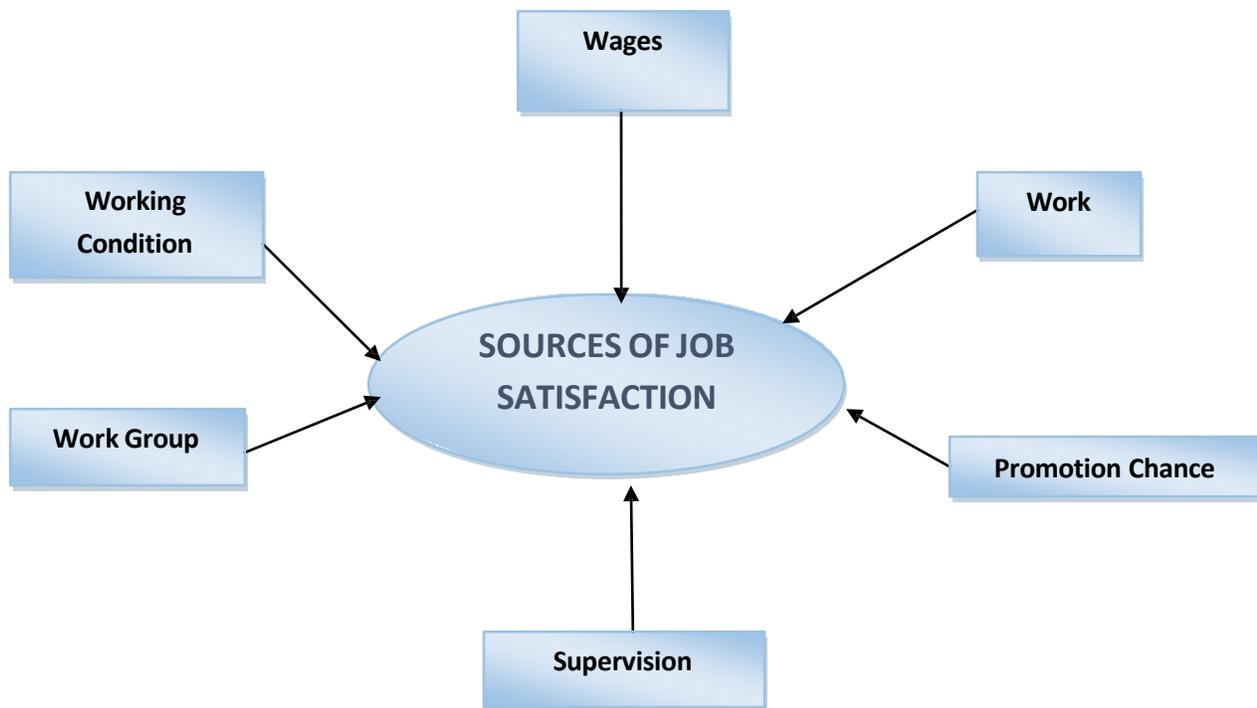
The long form of this survey is made up of 100 questions based on 20 subscales which measure satisfaction with ability, utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co workers, independence, creativity, moral values, recognition, responsibility, security, social service, social status, supervision, human relation, working condition.

7) Job satisfaction relative to expectations:

It assesses the degree of agreement between the perceived quality of broad aspects of a job and employees expectations.

Sources Of Job-Satisfaction

Several job elements contribute to job satisfaction. The most important among them are wage structure, nature of work, promotion chances and quality of supervisors, work group and working conditions.



1) Wages:

Wages play a significant role in influencing job satisfaction. This is because of two reasons. Firstly, money is an important instrument in fulfilling one's needs. Secondly, employees often see pay as a reflection of management's concern for them.

Employees want a pay system which is simple, fair and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level and community pay standards satisfaction is likely to result. What needs emphasis is that it is not the absolute amount paid that matters rather it is one's perception of fairness.

2) Nature of work:

Most employees crave intellectual challenges on job. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom and feedback on how well they are doing. These characteristics make jobs mentally challenging. Job that has too little challenge creates boredom. But too much challenge creates frustration and a feeling of failure. Under condition of moderate challenge, employees experience pleasure and satisfaction.

3) Promotions:

Promotion is one of the sensitive issues in every employee's life. Through promotion an employee get recognition of his or her performance and is motivated to continue in this way.

Promotional opportunities affect job satisfaction considerably. The desire for promotion is generally strong among employees as it involves change on job content, pay, responsibility, independence, status and the like. It is no surprise that the employee takes promotion as the ultimate achievement in his career and when it is realized, he feels extremely satisfied.

It is regarded as a chance that results in higher earnings. Promotion provides an employee higher position and salary, respect, facilities etc.

4) Work group:

The work group does serve as a source of satisfaction to individual employees. It is well known that, for many employees work fills the need for social interaction. The work group is a stranger source of satisfaction when members have similar attitudes and values. Having people around with similar attitudes causes less friction on a day to day basis. Co-workers with similar attitudes and values can also provide some confirmation of a person's self concept. "We are ok and you are ok".

5) Working condition:

Working conditions that are compatible with an employee's physical comfort and those facilities doing a good job contribute to job satisfaction. Temperature humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place and adequate tools and equipments are the features which affect job satisfaction.

6) Supervision:

There is a positive relationship between the quality of supervision and job satisfaction. Supervision who establish a supportive personal relationship with subordinates and take a personal interest in them contribute to their employee satisfaction. On realizing the role of supervision in creating satisfaction a number of supervisory roles have been suggested for the purpose.

The following point list out the supervisory actions:

- Maintain open lines of communication.
- Create a good physical environment.
- Change the perception of dissatisfied employees.
- Give ample recognition.
- Allow for participative management.
- Practice good management.
- Conduct morale building programs.
- Display concern for employees.

Outcomes Of Employee Satisfaction

Following are some outcomes of employee satisfaction:



1) Job Satisfaction and Performance:

To society as a whole as well as from an individual employee's standpoint, job satisfaction in and of itself is a desirable outcome. It is important to know, if at all, satisfaction relates to outcomes variable. For example, if job satisfaction is high, will the employee perform better and the organization are more effective. If job satisfaction is low, will there be performance problems and ineffectiveness? The following sections examine the most important of these.

Most assume a positive relationship; the research to date indicates that there is no strong linkage between satisfaction and performance. Conceptual, methodological, and empirical analyses have questioned and argued against these results.

The best conclusion about satisfaction and performance is that there is, definitely a relationship. The relationship may even be more complex than others in organization behaviour. For example, there seem to be many possible-moderating variables, the most important of which is reward. If people receive reward they feel are equitable, they will be satisfied, and is likely to result in greater performance effort.

2) Job Satisfaction and Turnover:

Unlike that between satisfaction and performance, research has uncovered a moderately negatively relationship between satisfaction and turnover. High job satisfaction will not, in and of itself, keep turnover low, but it does seem to help. On the other hand, if there is considerable job dissatisfaction, there is likely to be high turnover. Obviously, other variables enter into an Employees decision to quit besides job satisfaction. For example, age tenure in the organization, and commitments to the organization, may play a role. Some people cannot see themselves working anywhere else, so they remain regardless of how dissatisfied they feel.

Another factor is the general economy, typically there will be an increase in turnover because will being looking for better opportunities with other organization.

High employee turnover is of concern for employers because it disrupts normal operations and increases the cost involved in selecting and training replacement. The employer does whatever possible to minimize turnover, making the employees feel satisfied in their jobs, being one such.

3) Job Satisfaction and Absenteeism:

Research has only demonstrated a weak negative relationship between satisfaction and absenteeism. As with turnover, many variables enter into the decision to stay home besides satisfaction with the job. For example, there are moderating variables such as the degree to which people that there job are important. For example, research among state govt. Employees has found those who believed that there was important had lower absenteeism than did who did not feel this way. Additionally, it is important to remember that although job satisfaction will not necessarily result in absenteeism, low job satisfaction more likely to bring about absenteeism.

4) Better working environment:

When employees are enjoying a higher degree of job satisfaction they tend to be more helpful and friendly to their colleagues at work. This help to promote teamwork where sharing of information and knowledge is enhanced.

It also leads to a better and safer working environment with lesser negative conflicts.

5) Employee satisfaction can lead to customer satisfaction:

It is necessary for a successful organization to satisfy their customers, and the value of the employee's satisfaction in this respect should not be ignored.

Satisfied employees are more likely to be friendly, upbeat and responsive which customers appreciate. These qualities build customer satisfaction and loyalty. In other words, when the staff is happy, the customers will be too.

It is a strong belief that today's employee satisfaction, loyalty, and commitment influence tomorrow's customer satisfaction, loyalty and commitment and ultimately the organization will earn more profit.

6) Job satisfaction and productivity:

Employees who report high job satisfaction tend to achieve higher productivity. Employee's who are happy in their jobs tend to work harder and are more motivated in their work – leading to greater productivity. It is generally assumed that a satisfied employee will be a productive employee. It is quite natural that greater positive feelings about work lead to greater output and higher quality of work.

7) Job satisfaction and Union Activities:

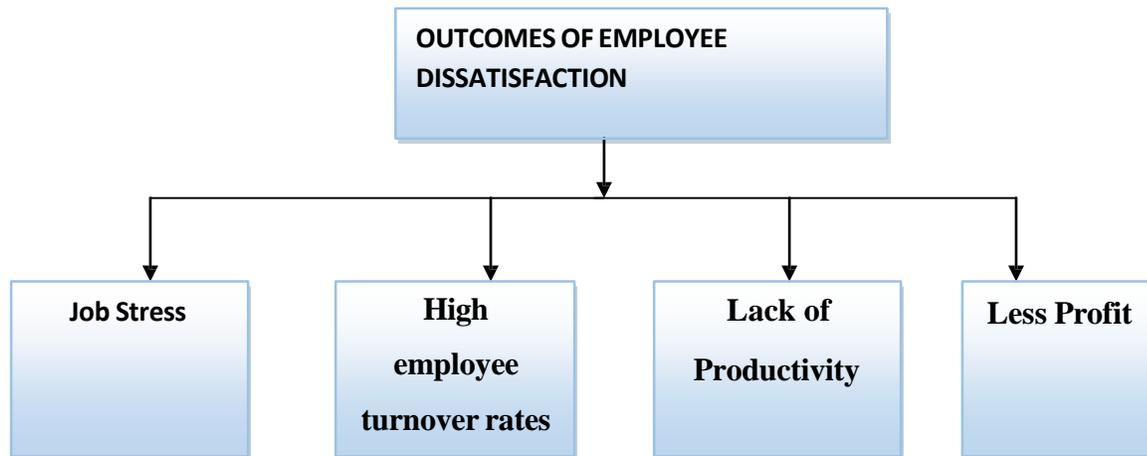
It has been proved that satisfied employees are generally not interested in unions and they do not perceive them as necessary. Job dissatisfaction has proved to be the major cause of unionization. The employees join the unions because they feel that individually they are unable to influence changes which would eliminate the causes of job dissatisfaction. The level of union activities is related to the level of job dissatisfaction.

8) Other effects of Job Satisfaction:

In addition, there are a number of other effects brought about by high job satisfaction. Highly satisfied employees tend to have better physical and mental health, learn the new job related tasks easily, and have less job stress and unrest. Such employees become more cooperative such as helping co-workers, helping customers etc.

Outcomes Of Employee Dissatisfaction

Following are some of the outcomes of employee dissatisfaction:



1) Job stress:

When employees are not happy with their jobs, they are much more likely to experience and report stress on the job. Workers who are satisfied or happy at work are much less likely to report feeling stressed out by their job.

2) High employee turnover rates:

Low job satisfaction also creates high turnover rates with employees. Sooner or later, the employee is going to quite so that they can find a job they actually enjoy doing.

3) Lack of productivity:

Low job satisfaction coupled with low employee morale equals a lack of productivity in the workplace. It is a basic human nature that if he or she is unhappy, they don't focus well and they don't pay attention to their tasks.

4) Less Profit:

If the employees are not satisfied with their jobs, then they cannot give a better service to the customers and it will lead to a lower level of profit to the organization.

Steps To Improve Job Satisfaction

The following measures may be adopted to have a higher level of job satisfaction among employees.

- 1) Selection of right man for right job.
- 2) Payment commensurate with the employee's credentials.
- 3) Conducive working environment.
- 4) Cordial superior-subordinate relationship.
- 5) Better inter-personal relationship.
- 6) Provision of suitable promotion opportunities.
- 7) Creation of facilities for training.
- 8) Job rotation where desirable.
- 10) Encouraging employee's participation in decision making.

IMPORTANCE OF JOB SATISFACTION

Following are some of the importance of job satisfaction:

1) Increased productivity level:

When the management of the firm along with the immediate manager or supervisor of the employee that vital steps in understanding the job satisfaction, the employees will work with utmost agility and motivation. He will make sure to complete his work well on time and also maintain the parameters of quality.

Hence the productivity level of the firm will increase helping the firm to accomplish its aim and objective at much faster rate and time.

2) Retain employees:

It is a universal fact in the world of corporate management that the firm cannot make progress just with the help and support of a few members of the management. It does require the help and support of the employees that are expert and talented in various areas and aspects.

Hence it is very important to keep the employees happy and satisfied in the area of their work so that they keep on doing quality work and come up with innovative ideas.

3) Positive word of mouth:

There are so many examples of cooperate firms that are known for earning bad and negative reviews from their past and current employees. The main reason behind the same is that the firm doesn't really care about the job satisfaction of the employees and the employees discuss their issues with the friends, family and loved ones that showcase the firm and its management in a negative light.

Hence, it is quite significant for the firms to realize and follow the importance of job satisfaction of the employees to attain the objective of positive word of mouth in the market and industry as a whole.

4) Innovation:

When the employees are motivated and valued at their workplace and are rewarded for their work, they put extra efforts. They come up with the ideas and strategies that are innovative in nature. Plus they execute the same in the finest possible manner as they are absolutely happy and satisfied.

5) Positive work environment:

Along with understanding and following the importance of job satisfaction, the management of the firm also has to understand the fact that personal bias towards any specific employees has a direct or indirect effect on the job satisfaction. This result in the factor of insecurity, affecting the overall work environment of the firm with the further reduction in the productivity level.

6) Competitive advantage:

There is a level of completion within the firms in the market not just on the basis of the offering of products and services but also on the quality of workforce and talent that the firm posses. The firms keep on eyeing the talented employees of their contemporary firms by offering higher salaries and many other perks.

But if the employees are satisfied with his job and the management, he will never leave the firm no matter how lucrative and attractive job offer is. In this way the firm leads the competitive edge and advantages in the market.

7) Growth and glory of the organization:

The growths of the firm do not lie alone in the hand of key members of the management only. It is with the help and support of the staff that is expert, experienced, and talented to conduct the various task of the firm in an efficient and effective manner. And all this results in the growth and glory of the firm in the market beating the competition and changing dynamics of the market.

Response to Job Dissatisfaction

The last thing about job dissatisfaction is the ways through which employees express their job dissatisfaction. There are several ways of expressing employee dissatisfaction. For example, employees can complain, steal organizational property or avoid a part of their work responsibilities. Most serious is quitting the organization itself.

1) Exit:

Represent behaviour directed towards leaving the organization. Also includes looking for a new position as well as resigning.

2) Voice:

Actively and constructively attempting to improve conditions includes suggesting improvements, discussing problems with superiors, and some forms of union activity.

3) Loyalty:

Passively but optimistically waiting for conditions to improve, includes speaking for the organization in the face of the external criticism and trusting the management and the organization to do the right things.

4) Neglect:

Passively allowing conditions to worsen, includes chronic absenteeism, reduced effort and increased error rate.

Theories of Job Satisfaction

There are lot of theories in terms of job satisfaction which are interpreting and explain about how and what can make people more satisfied. The variety of these theory indicate that how important is job.

Career is not only for life earning, but because of the fact that each employee spend more than one third of his day at his job, so it is tied to individual's happiness. It is obvious that people tend to be more successful and try harder in the job which they have chosen if they have a high level of job satisfaction.

Here are some common theories related to job satisfaction, include Herzberg theory, Maslow need hierarchy theory, Dispositional theory, and Discrepancy theory, Need fulfilment theory.

Beside these theories there are various others theories of job satisfaction.

The most common and prominent job satisfaction theories are:

Discrepancy Theory

This theory is propounded by E.A Locke. According to this theory job satisfaction depends upon what a person actually receives from his job and what he expects to receive. When the reward actually received a less than the expected rewards it causes dissatisfactions. In the words of Locke, "Job satisfaction and dissatisfaction are function of perceived relationship between what one wants from one's job and what one perceived it is actually offering". In other words, Satisfaction is the difference between what one actually received and what he feels he should receive.

A=Expected outcomes received

B=Output which received

If $A > B$ then perceived dissatisfaction.

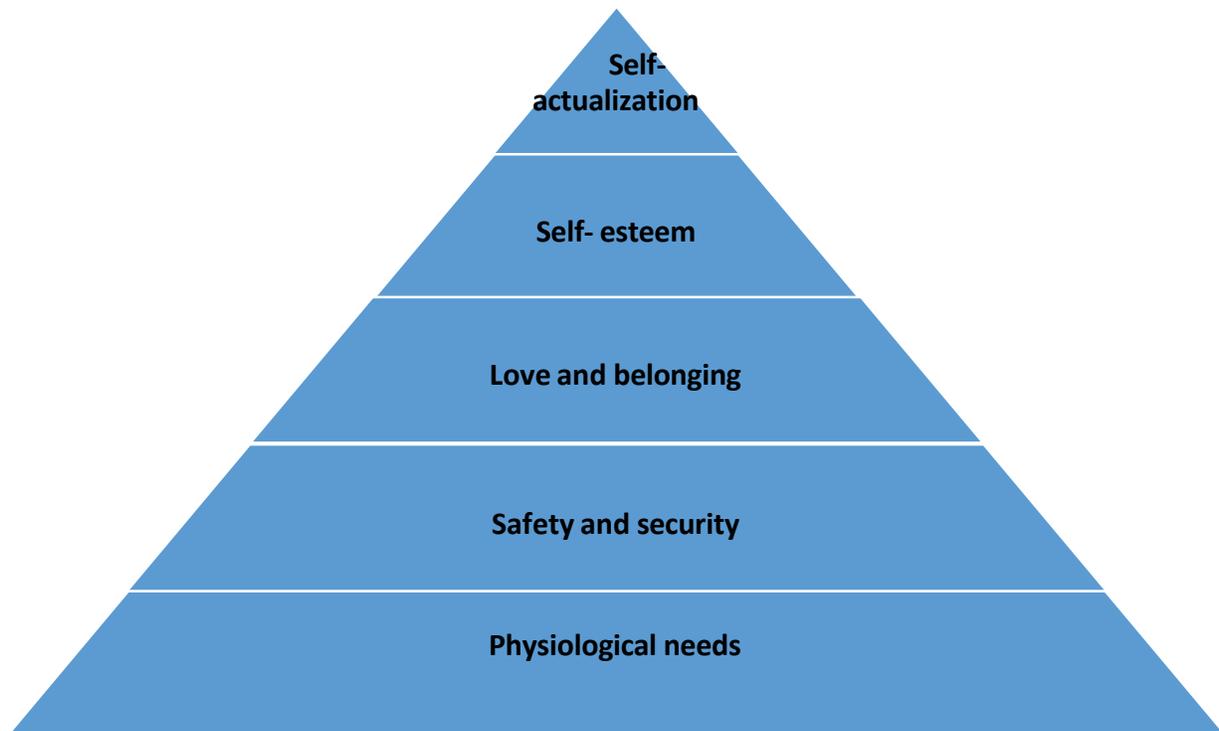
If $A=B$ then perceived satisfaction.

If $A < B$ then perceived over satisfaction.

Maslow's Need Hierarchy Theory

Abraham Maslow, a well known psychologist developed theory of motivation based on human needs. This was one of the first theories to examine the important contributors to job satisfaction.

He mentioned that within every human being, there exists a hierarchy of five needs.



1) Basic Physiological Needs:

These are the most basic needs of individuals which are related to the survival and maintenance. No employee can be motivated to work if his or her needs of food, cloth or shelter are not satisfied. Therefore, the physiological needs are at the top of hierarchy of needs. For example- For an employee salary is the basic need.

In the organizational context, physiological needs are represented by employees concern for salary and basic working conditions. It is the duty of managers to ensure that these needs of the employees are met so that they can be motivated to strive for gratification of higher order needs.

2) Safety/ Security Needs:

The next hierarchy of needs are the safety and security needs. Once physiological needs are met, another set of motives, called safety or security needs, becomes motivators.

Security needs in to organizational context correlate to such factors as job security, safe working conditions. Each individual requires security and protection from physical and emotional harm. For example- Safe work environment, income stability, job security etc.

Managerial practices to satisfy the safety needs of employees include pension scheme, group insurance, provident fund, gratuity, safe working conditions, grievance procedure etc.

3) Affiliation/ Belonging Needs:

The third in hierarchy of needs are the affiliation or belonging needs. This need arises when physiological and safety needs are satisfied. It includes the acceptance, affection, cordial relationship sense of belongingness etc.

In the organizational context, social needs represent the need for a compatible work group, peer acceptance, professional friendship and friendly supervision.

For example- Informal organizational set up help employees to develop social relationships, the cordial relationship between superiors, subordinates and colleagues give employees acceptance.

4) Esteem Needs:

The fourth in hierarchy of needs are the needs are the esteem needs which include self-respect, autonomy status, recognition and attention. It is part of non financial incentives.

In the workplace self esteem needs correspond to job title, merit pay increase, peer or supervisory recognition, challenging work, responsibility.

Managerial practices to fulfil these needs include challenging work assignments, performance feedback, performance recognition, personal encouragement and involving employees in decision making.

For example- Employee's feel satisfied if superior appreciate their contribution, listen to their ideas, give attention to their grievances etc.

5) Self Actualisation Needs:

Finally, if all the earlier four level needs are satisfied, the need for self- actualisation comes to the fore. Maslow characterized self-actualisation as the desire to become everything that one is capable of becoming. It is the highest level in the hierarchy of needs which derives an individual to realize his or her dream. It motivates an individual to perform to best of his or her abilities and achieve the desired goals.

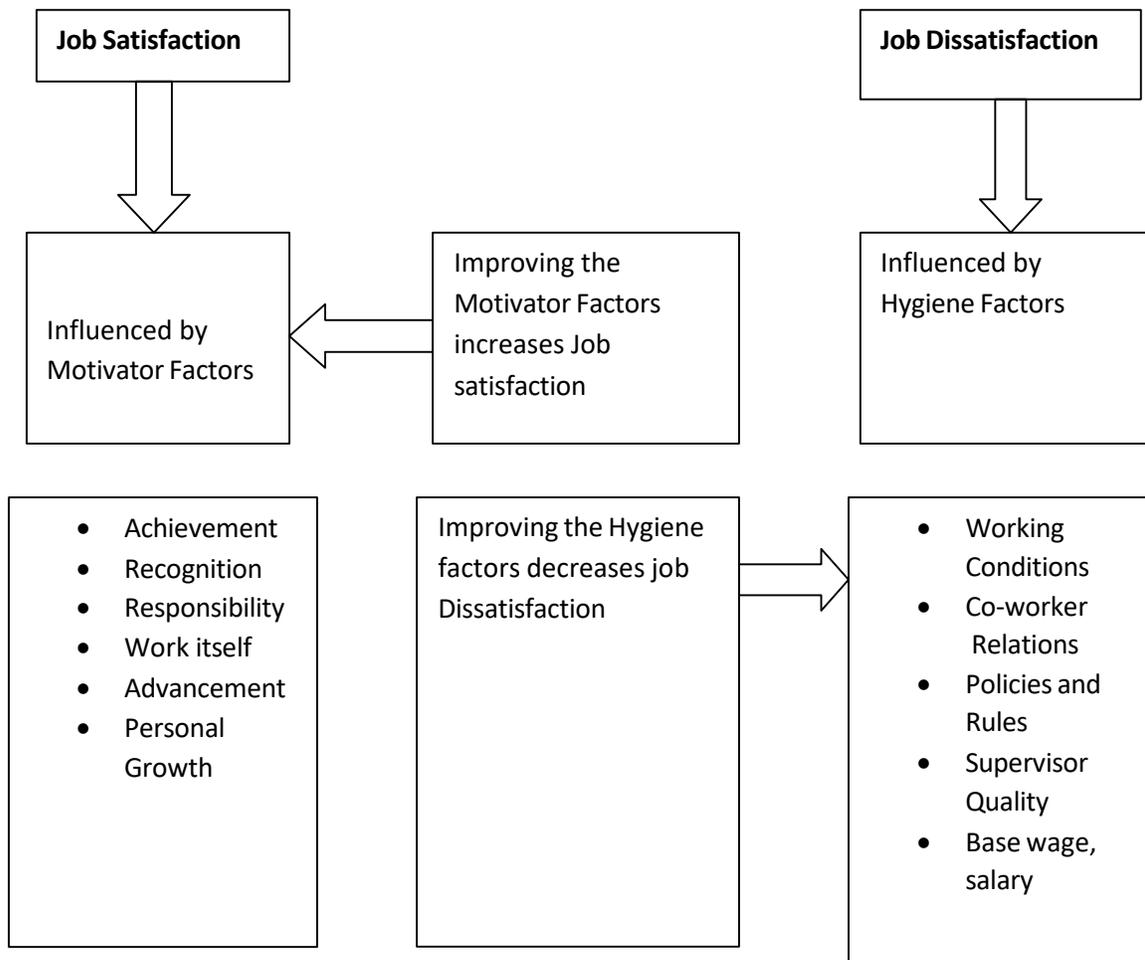
Need Fulfilment Theory

This theory believed that if a person receives what he wants or more than he wants or the thing which is more important to him, he will be more satisfied, on the contrary when he does not get the thing which he wants he will wants he will be more dissatisfied.

In other words, job satisfaction has positive relationship with those needs of an individual which are be needed and expected.

Two Factor Theory

In 1959, Fredrick Herzberg, a behavioural scientist proposed a two- factor theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. Herzberg classified these job factors into two categories-



1) Hygiene factors

Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long- term. But if these factors are absent at workplace, and then they lead to dissatisfaction. Hygiene factors are those factors which when adequate in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as maintenance factors as they are required to avoid dissatisfaction. Hygiene factors include:

Pay:

The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.

Company policies and administrative policies:

The company policies should not be too rigid. It should be fair and clear. It should include flexible working hours, breaks etc.

Security:

It is important that employees feel that their job is secure and they are not under the constant threat of being laid- off.

Work Conditions:

Equipment and the working environment should be safe, fit for purpose and hygienic.

Relationship:

A healthy, amiable and appropriate relationship should exist between peers, superiors, and sub-ordinates.

Supervision:

Supervision must be fair and appropriate. The employee should be given as much autonomy as is reasonable.

2) Motivational Factors

According to Herzberg, the hygiene factors can not be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work .These factors motivate the employee for a superior performance. These factors are called Satisfiers. These are factors

involved in performing the job. Employees find these factors intrinsically rewarding.

Motivational factors include:

Achievement:

A job must give an employee a sense of achievement. This will provide a proud feeling of having done something difficult but worthwhile.

Recognition:

A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superior and their peers.

The Work itself:

The job itself must be interesting, married and provide enough of a challenge to keep employees motivated.

Responsibility:

Employees should “own” their work. They should hold themselves responsible for these completions and not feel as though they are being micromanaged.

Advancement:

Promotion opportunities should exist for the employee.

Growth:

The job should be employee the opportunity to learn new skills. This can happen either on the job or through more formal training.

Dispositional Theory

Dispositional theory is also a noticeable theory in employee satisfaction and in compare to the other theories regarding job satisfaction; it is probably the only one that focuses solely on the natural disposition of a person. This theory says that an important factor to determine the level of satisfaction which person has is one's personality.

For example- an employee who turned inward and cannot show his talent may have lower level of job satisfaction in compare to an employee who has self-confidence and more independent.

Equity Theory

The equity theory is primarily a motivation theory but it has some important things to say about the causes of satisfaction and dissatisfaction. Adam's equity theory, also known as the equity theory of motivation, was developed in 1963 John Stacey Adam, a workplace behavioural psychologist.

Under this theory, it is believed that a person's job satisfaction depends upon his perceived equity as determined by his input and output balance in comparison with the input and output balance of others. Every individual compare his rewards with a 'reference group'. Inputs includes loyalty, hard work, commitment, efforts, time etc. Whereas outputs includes salary, benefits, recognitions etc. If he feels his rewards are equitable in comparison with others doing similar work, he feels satisfied.

Inputs are defined as those things that an individual does in order to receive an output. They are the contribution the individual makes to the organization. Common inputs include the number of hours worked (effort), the commitment shown etc.

Outputs (sometimes referred as outcomes) are the result an individual receives as a result of their inputs to the organization. Some of these benefits will be tangible such as salary but some are intangible such as recognition.

There should be a balance of the outcomes/inputs relationship for one person in comparison with that for another person. If the person thinks that the rewards are greater than what is considered, he/she may work harder.

If the person perceives the rewards as equitable, he or she probably will continue at the same level of output.

If the person feels that he or she is inequitably rewarded, he or she may be dissatisfied, reduce the quantity quality of output.

$$\text{Inequity} = \text{Person's outcome/Person's inputs} < \text{Others outcome/Other's inputs}$$

$$\text{Equity} = \text{Person's outcome/Person's inputs} = \text{Other's outcome/ Other's inputs}$$

Benefits of Employee Job Satisfaction Survey

- A) One benefit of Employee job satisfaction survey is that they Give management an indication general levels of satisfaction in a company. Surveys also indicate specific areas of satisfaction or dissatisfaction (as with employee services) and particular groups of employee. In other words, a survey tells how employees feel about their jobs, what parts of their jobs these feeling are focused on, with department are particularly affected, and whose feelings are involved (for example, supervision, employee or staff specialists). The survey is powerful diagnostic instrument for assessing employee problems.
- B) Improved communication is another benefit of the surveys. Communication flows in all directions as people plan the survey, talk and discuss its result. Particularly beneficial to the company is, the upward communication when employees are encouraged to comment about what they really have in their minds.
1. An unexpected benefit from an employee job satisfaction survey is improved attitudes. For some employees, the survey is a safety valve, an emotional release, and a chance to get things off their chest. For others, the survey is a tangible expression of management's interest in employee welfare, which gives employees a reason to feel better towards management.
 2. The employee job satisfaction survey can help discover the causes of indirect productivity problems, such as absenteeism, turnover and poor quality of work. If an organization is disturbed by a high rate of absenteeism or turnover, it might opportunities, unchallenging jobs, unjust treatment and the like. Without proper survey, there could be random guessing on the part of management employee job satisfaction survey help management both to get a better handle on why employees are lagging and to plan better handle solutions to problems.
 3. Another benefit of satisfaction survey is that help management assess training needs. Usually, employees are given on opportunity how they feel this supervisor performs certain parts of the jobs, such as delegating work and giving adequate job instruction. Since employees experience these supervisory acts, their perception may provide useful data about the training of their supervisors

4. One of the best uses of employee job satisfaction survey is in the evaluation of the impact of organizational changes on employee attitudes. For example, the management wants to know whether the job redesign program recently implemented in the organization has resulted in increased satisfaction to the employees. By comparing pre-change data and post-change data, it is easy to determine what impact the redesigned work has on employee attitudes.

But the benefit discussed above would be realized subject to certain prerequisites. Following are the conditions:

- Top management actively supports the survey
- Employees are fully involved in planning the survey.
- A clear objective exists for conducting the survey.
- The study is designed and administered consistent with standards of sound research.
- Management is capable and willing to take follow up action.
- Both the results and action plans are communicated to employees.

Employee satisfaction surveys can:

- Measure employee satisfaction level.
- Track changes in employee satisfaction over time.
- Improve overall satisfaction and retention.

OBJECTIVE OF THE STUDY

- To research the job satisfaction levels among the employees.
- To research the various factors affecting employee satisfaction.
- To know about supportiveness of superiors.

HAPOTHESIS

A research cannot be rightly under taken without laying down appropriate set of hypothesis. Here are hypotheses regarding the Job Satisfaction Of Employee In Banking Sector (RBI) formulated in a null (H0) and alternative (H1) format:

H0: There is no significant difference in job satisfaction between banking sector employees with different levels of work-life balance.

H1: There is a significant difference in job satisfaction between banking sector employees with different levels of work-life balance.

H0: There is no significant association between perceived compensation and benefits satisfaction and overall job satisfaction among banking sector employees.

H1: There is a significant association between perceived compensation and benefits satisfaction and overall job satisfaction among banking sector employees.

H0: There is no significant relationship between the effectiveness of leadership and management and job satisfaction among banking sector employees.

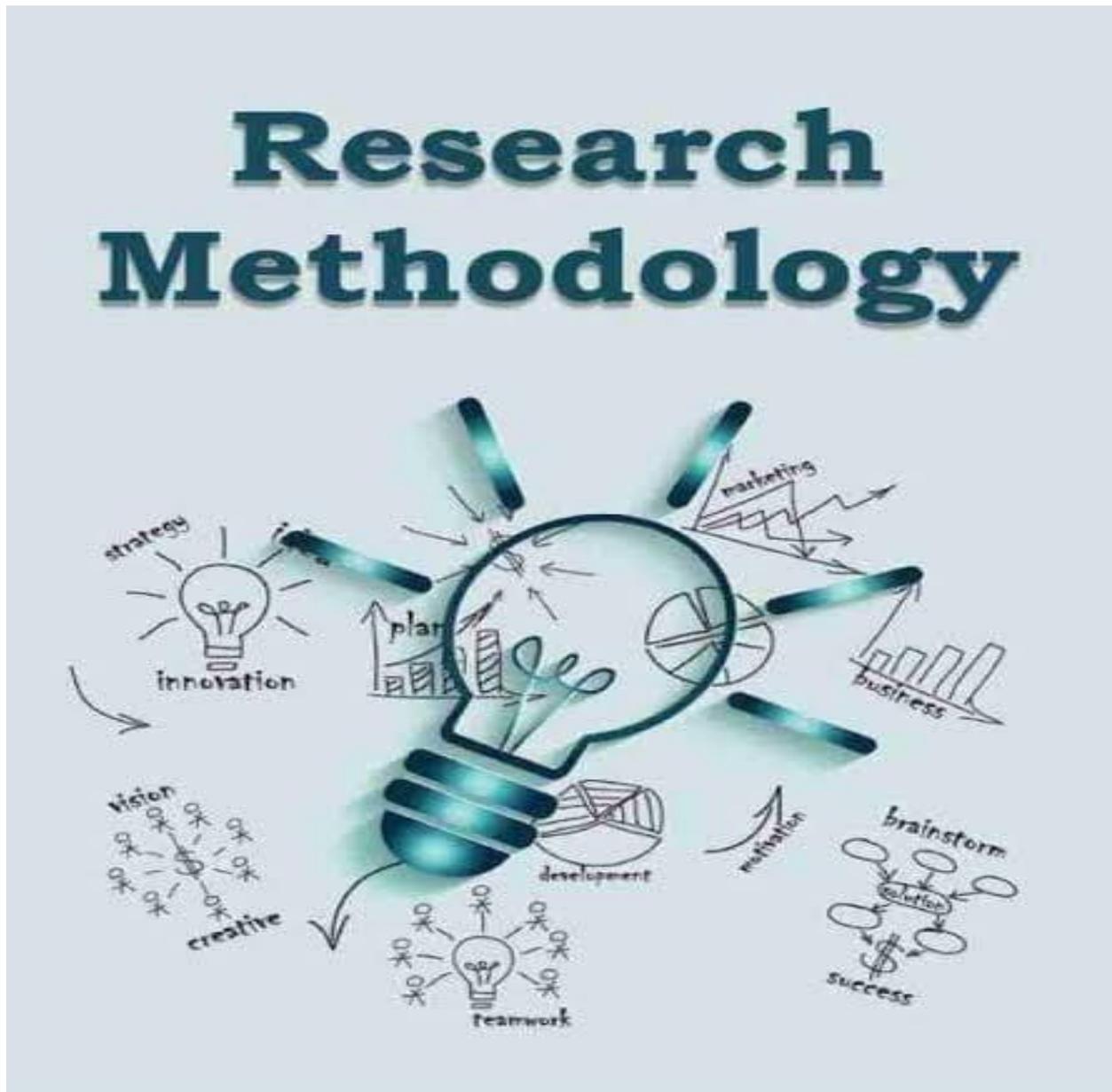
H1: There is a significant relationship between the effectiveness of leadership and management and job satisfaction among banking sector employees.

SCOPE OF THE STUDY

- Job satisfaction is an important output that employees for an organization.
- In the study an attempt has been made to analyze the job satisfaction of employees at banking sector. The study tries to understand the level of satisfaction among the employees at banking sector.
- Job satisfaction has been analyzed on the basis of various factors such as salary, bonus policy, working environment, promotion policy, job security, superior and subordinate relationship, nature of job, employee participation in decision making, training and development provided to employee, grievance redressed procedure, performance appraisal system, leaves policy etc.
- This study gives some suggestion for improving the job satisfaction of employees.
- It is an interesting and significant area for conducting research.

CHAPTER 2

RESEARCH METHODOLOGY



RESEARCH **METHODOLOGY**

Area: Following banks are selected for study purpose:

Private Sector Bank:

- 1) Axis Bank, AD Chowk, Bank Road, Gorakhpur, Uttar Pradesh, 273001
- 2) HDFC Bank, Bank Road, Gorakhpur, Uttar Pradesh, 273001

Public Sector Bank:

- 1) State Bank of India, Dharamshala Bazar, Gorakhpur, Uttar Pradesh, 273001
- 2) Allahabad Bank, Dharamshala Bazar, Gorakhpur, Uttar Pradesh, 273001
- 3) Bank of Baroda, Golghar, Gorakhpur, Uttar Pradesh, 273001

Sample size: 50 employees

Sampling technique: Simple random sampling, convenience sampling.

Research design: Descriptive research design

Data collection:

Primary source: Questionnaire

Secondary source: Internet

Tools: MS Word, MS Excel

RESEARCH METHODOLOGY:

A research methodology is a way to systematically solve the problem or attain its objectives. It is a very important guideline and lead to completion of any project work through observation, data collection and data analysis.

According to Clifford woody, **“Research methodology comprises of defining and redefining problems, collecting, organizing and evaluating data, making deductions and researching to conclusions.”**

RESEARCH DESIGN:

A framework blueprint for conducting the research. It specifies the details of the procedures necessary for obtaining the information needed to structure and solve research problems.

Research methodology, which is followed by researcher, is Descriptive study.

Typically, a research design involves the following components, or tasks:

- Define the information needed.
- Design the research.
- Specify the measurement and selling procedures.
- Construct and present a questionnaire or an appropriate form for data collection.
- Specify the sampling process and sampling size.
- Develop a plan of data analysis.

SAMPLE SIZE:

Sample size refers to the number of participants included in a study.

50 employees are selected for conducting research.

DATA COLLECTION

To determine the appropriate data for research mainly two kinds of data was collected namely primary and secondary data as explained below:

➤ **PRIMARY DATA:**

Primary data are those, which were collected afresh and for the first time and thus happen to be original in character.

The primary data has been collected through the Questionnaire. The Questionnaire has been properly prepared in order to cover all the Information required for the study. The primary data has been obtained by interaction with the officials and staff in the division in the organization and also obtained through the Questionnaire distributed to the persons in different departments in that particular division.

➤ **SECONDARY DATA:**

The secondary data has been collected through by the Manuals and also from old records available in the organization. Some other data also collected from the websites earlier researches and published books.

SAMPLING PROCEDURE:

Here the researcher follows the simple random sampling for conducting survey and in detail sampling procedure is convenience sampling. This procedure is adopted based on the convenience of the researcher time and money constraints.

SAMPLING UNIT:

Respondents have been selected from different wings of the organization.

UNIVERSE:

Gorakhpur District.

RESEARCH INSTRUMENT:

The research instrument that is used in this study is structured questionnaire. A questionnaire consists of a set of questions presented to the respondents for their answers. The researcher has used questionnaire as the instrument of research, to collect the information. A questionnaire consists of open ended, closed ended and likert 5 scale model questions to the respondents.

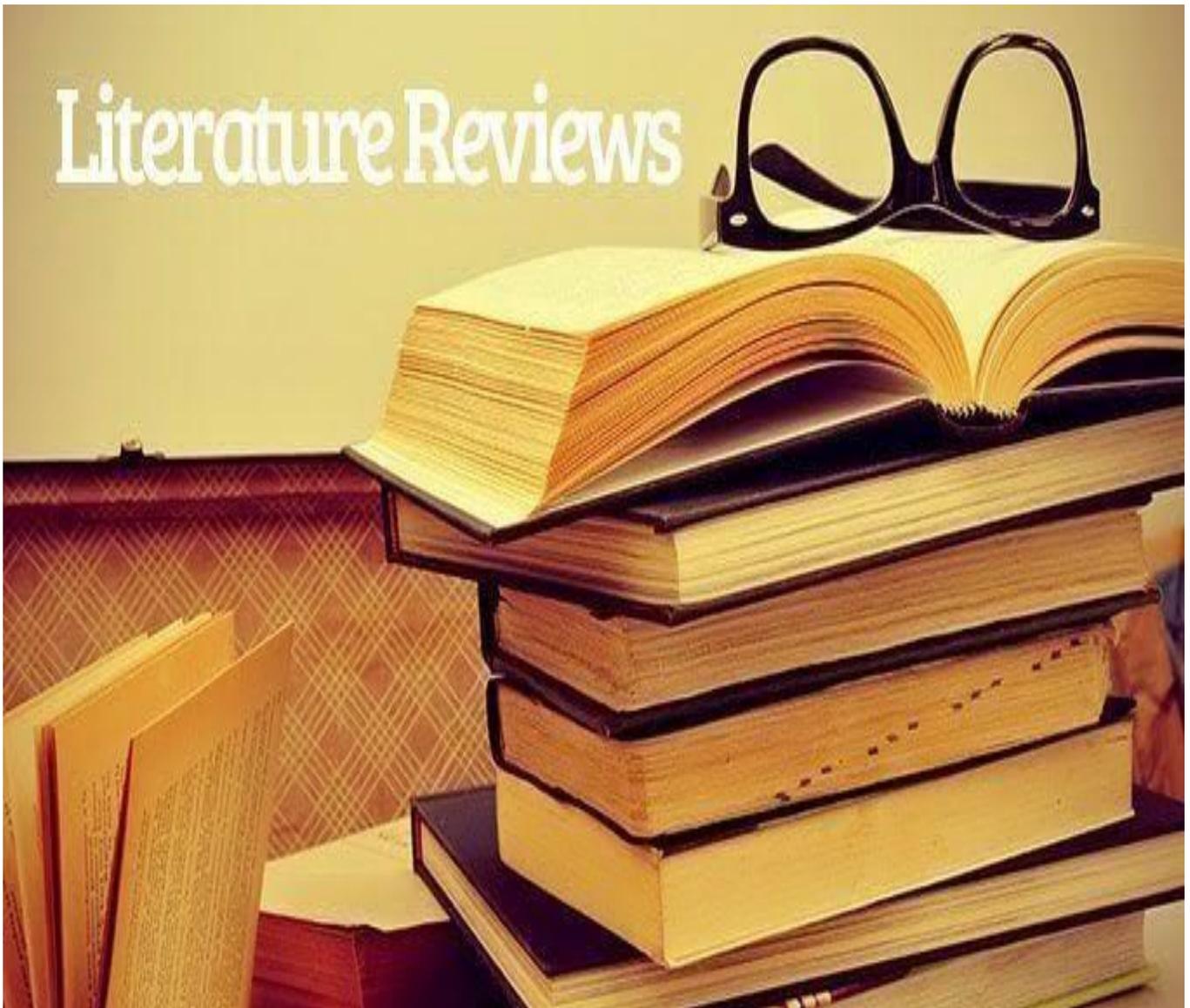
PERCENTAGE ANALYSIS:

In the research various percentage are identified the analysis and they are presented pictorially by pie charts.

$$\text{Percentage of respondents} = \text{Number of Respondents} / \text{Total number of respondents} \times 100$$

CHAPTER 3

LITERATURE REVIEW



LITERATURE REVIEW

Job Satisfaction is all about how a person likes the job. It is actually more of a journey than being a destination. It is of utmost requirement to organizations as it will increase the job involvement level of the employees and decrease the turnover. Job satisfaction has been a fascinating concept for researchers as well as experts since number of decades. This paper presents the study of past literatures of job satisfaction between the years 1981 to 2014. The purpose is to find out the different attributes used for evaluating the job satisfaction. From the review of extant literature, it has been found that it is always not salary which leads to job satisfaction rather it is the work environment.

Keywords: Job Satisfaction, Attributes, Turnover, Work environment

Human resource is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, aptitudes of the employed persons who comprise executives, supervisors and the rank and file employees. The human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance which ultimately decides the attainment of goals. Hence, the employee's performance is to a large extent influenced by motivation and job satisfaction.

Job satisfaction is all about how one feels about (or towards) one's job. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, where as those with positive attitude will feel happy with themselves, others, and with their work.

Job satisfaction reflects the extent to which people find gratification or fulfillment in their work. Job satisfaction shows that personal factors such as an individual needs and aspirations determine his/her attitude, along with group and organizational factors such as relationships with co-workers and supervisors and working conditions, work policies, and compensation. A satisfied employee tends to be absent less often, to make positive contributions, and to stay with the organization. The effect of job satisfaction goes beyond organizational setting

Satisfied employees are more likely to be satisfied citizens. These people will hold a more positive attitude towards life in general and make for a society of more psychologically healthy.

Job satisfaction has been considered as state of condition where people are:

- 1) Induced to do work efficiently and effectively;
- 2) Convinced to remain in the enterprise;
- 3) Prepared to act efficiently during contingences;
- 4) prepared to welcome the changes without resistance;
- 5) Interested in promoting the image of the organization; and
- 6) More happy and satisfied with their job. The level of job determines the job satisfaction.

Dimensions of Job satisfaction

There are three important dimensions to job satisfaction:

Job satisfaction refers to one's feeling towards one's job. It can only be inferred but not seen.

Job-Satisfaction is often determined by how well out-comes meet or exceeds expectations. Satisfaction in one's job means increased commitment in the fulfillment of formal requirements. There is greater willingness to invest personal energy and time in job performance.

The terms job satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientations on the part of individuals towards their work roles which they are presently occupying. Positive attitudes towards the job are conceptually equivalent to job satisfaction and negative attitudes towards the job indicate job dissatisfaction.

Review of Literature

Savery (1989) highlighted the job satisfaction of nurses in Perth, Western Australia. The job satisfaction level of the nurses was mainly due to interesting and challenging work which was followed by a feeling of achievement wherein, he even said salary was ranked as a very low satisfier. The job satisfaction level increased as the person grew old where in the variables like gender, time in hospital, position held were controlled. Organizations should always focus on satisfying the three basic needs (Individual motivators, Employee relationships and personal relationships) of an employee which will in return help the employees in achieving job satisfaction.

Melvin (1993) stated that the environmental design of an organization plays a very important role in job satisfaction at the same time it also plays an important role in employee's high job involvement. A good environmental design of an organization helps in resolving the conflicts and confusion. The author even cites that it is the responsibility of the management to design the environment in such a manner that it reduces the dissatisfaction where in the work tasks, working patterns are properly mentioned.

It indicates there are many factors which help in achieving job satisfaction. The factors may be the type of work assigned to them; work environment, work design etc. Salary is certainly an important factor but it always doesn't play such a big role as it looks. Non-monetary benefits play a bigger role at large. Therefore, organizations have to have a intellect think on their HRM system on a regular basis so that it helps in improving the system, work environment, decreasing the job stress and finally leading to job satisfaction and more job involvement. Future studies can focus on factors such as mentoring, coaching and personal development plans influencing job satisfaction. The next generation employees, the Z generation is a completely different breed. Researches focused on understanding what influences the job satisfaction of these employees will be quite relevant for the organizations.

CHAPTER 4

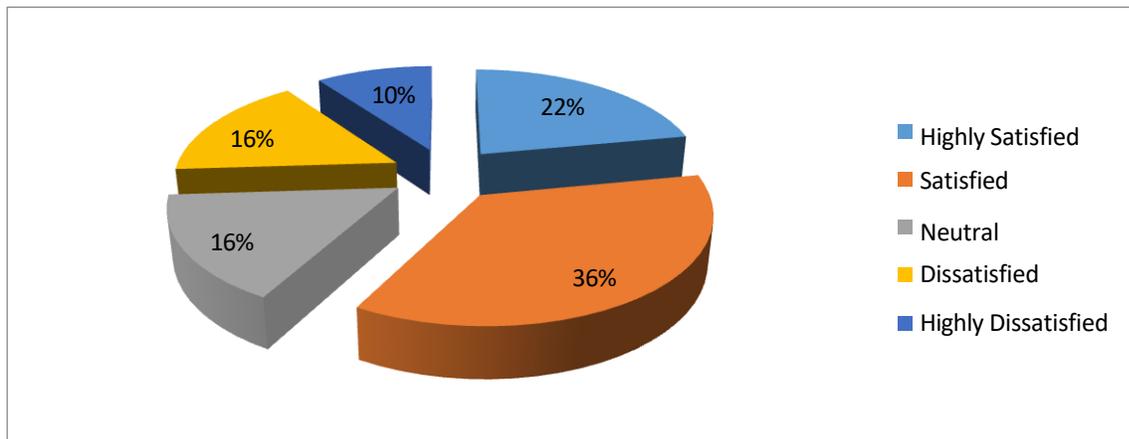
DATA ANALYSIS AND INTERPRETATION



DATA ANALYSIS AND INTERPRETATION

1. Do you enjoy your work?

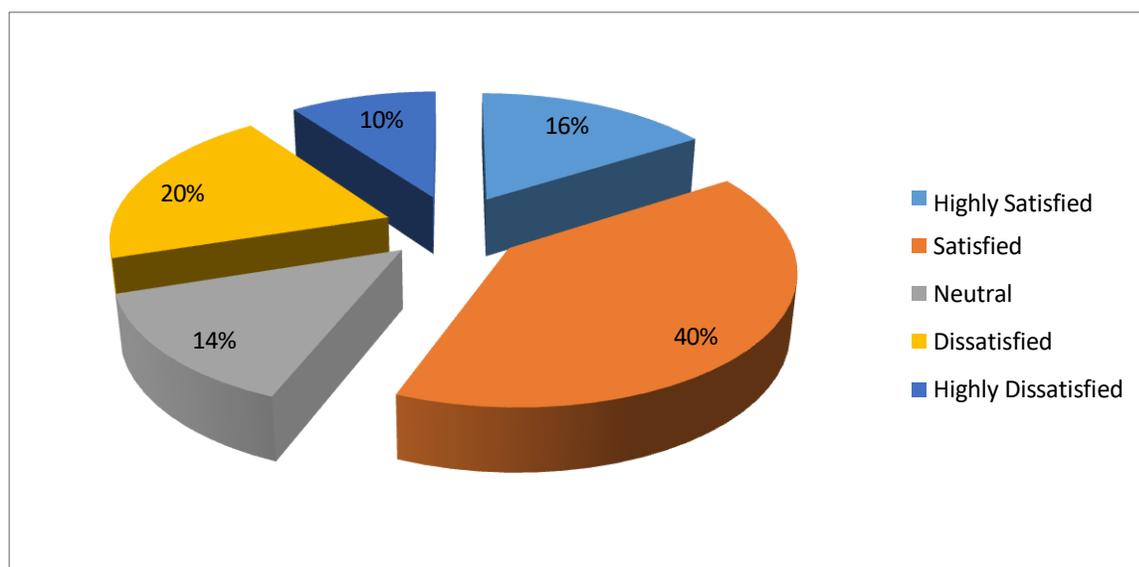
Responses	Percentage	No. of respondent
Highly satisfied	22%	11
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	10%	5
Total	100%	50



Interpretation: Out of 50 respondents 11 were highly satisfied or enjoy their work, 18 were satisfied as they find their work very interesting whereas 8 were neutral regarding their response, 8 were dissatisfied whereas 5 were highly dissatisfied because according to them their work is of clerical nature and also work load in the banks are too much. However Majority of respondents were satisfied with the nature of work assigned to them.

2. How clear are the employees regarding goals of their department and the organization?

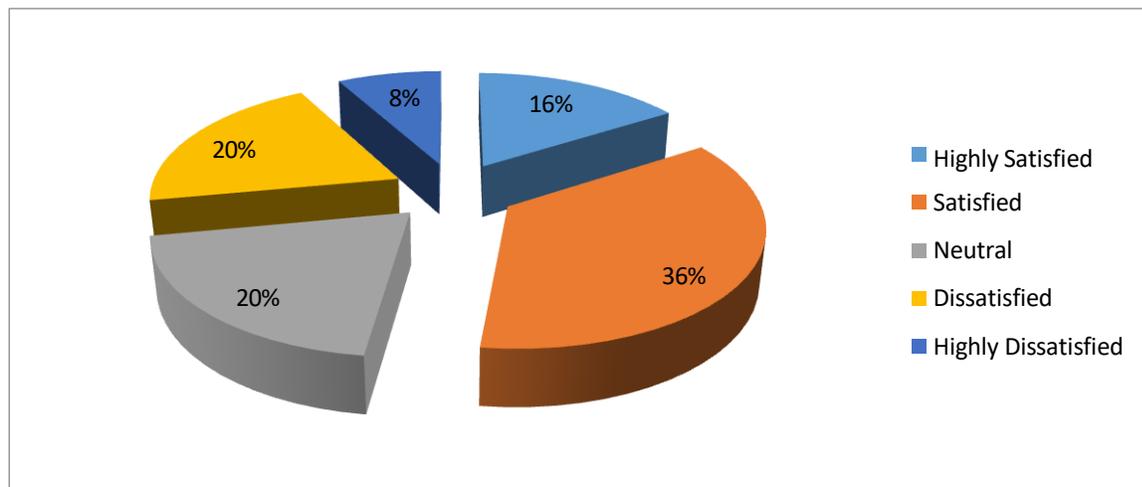
Responses	Percentage	No. of respondent
Highly satisfied	16%	8
Satisfied	40%	20
Neutral	14%	7
Dissatisfied	20%	10
Highly dissatisfied	10%	5
Total	100%	50



Interpretation: Out of 50 respondents 8 were highly satisfied, 20 were satisfied that they are clear about the goal of their department and the organization as they are old employees. 7 gave no response, 10 were dissatisfied and 5 were highly dissatisfied as they are not very clear with their goal. Further investigation revealed that most of them who were unclear with their goals were new comers to their concerned department.

3. Do you find your superiors as being helping and supportive?

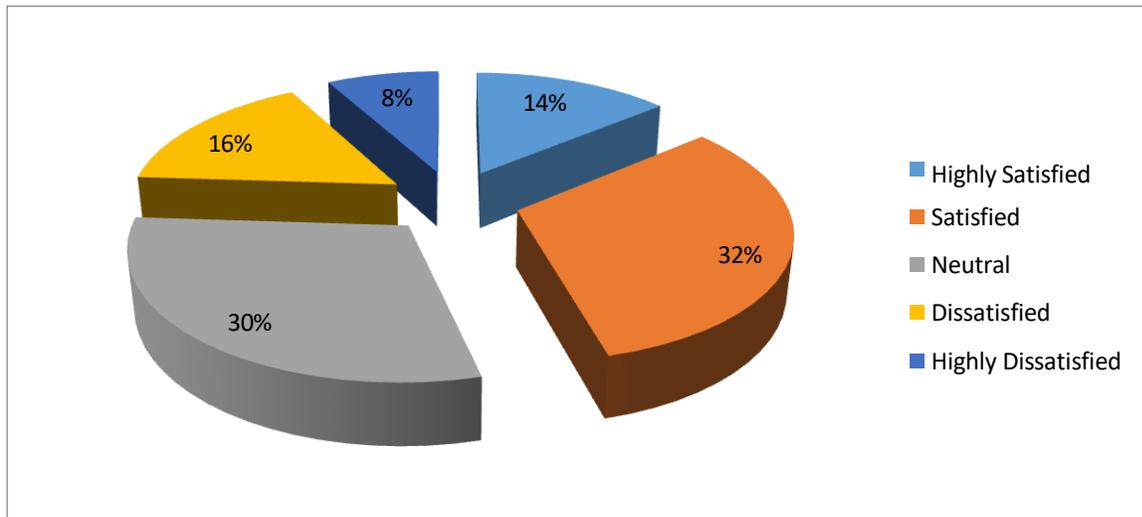
Responses	Percentage	No. of respondent
Highly satisfied	16%	8
Satisfied	36%	18
Neutral	20%	10
Dissatisfied	20%	10
Highly dissatisfied	8%	4
Total	100%	50



Interpretation: Out of 50 respondents 8 were highly satisfied with the supportiveness of their superior, 18 were satisfied, 10 were neutral regarding their response, 10 were dissatisfied whereas 4 were highly dissatisfied. Majority of respondents were satisfied with superior supportiveness they felt that their superiors are ready to clear the doubts and help them in improving their performance. They also took personal interest in the employee's growth. However opinion varies from department to department.

4. Does the management involve you in the decision making?

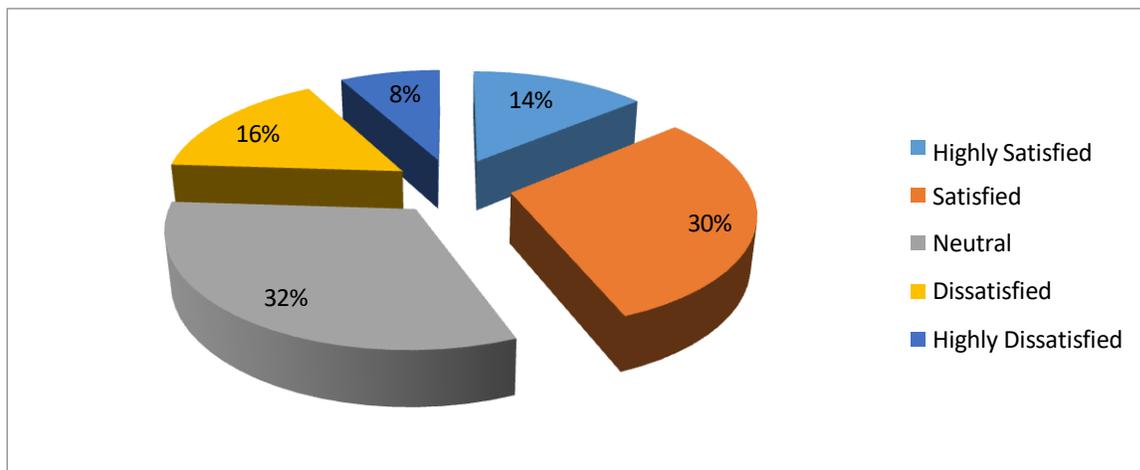
Responses	Percentage	No. of respondent
Highly satisfied	14%	7
Satisfied	32%	16
Neutral	30%	15
Dissatisfied	16%	8
Highly dissatisfied	8%	4
Total	100%	50



Interpretation: Out of 50 respondents 7 were highly satisfied, 16 were satisfied as per them management involved them in the decision making which are related to their department. 15 were neutral regarding their response, 8 were dissatisfied whereas 4 were highly dissatisfied. Some employees said that management does not involve them in decision making because the chance of security risk increases.

5. Do you agree that organization is very open to ideas and suggestion given by employees?

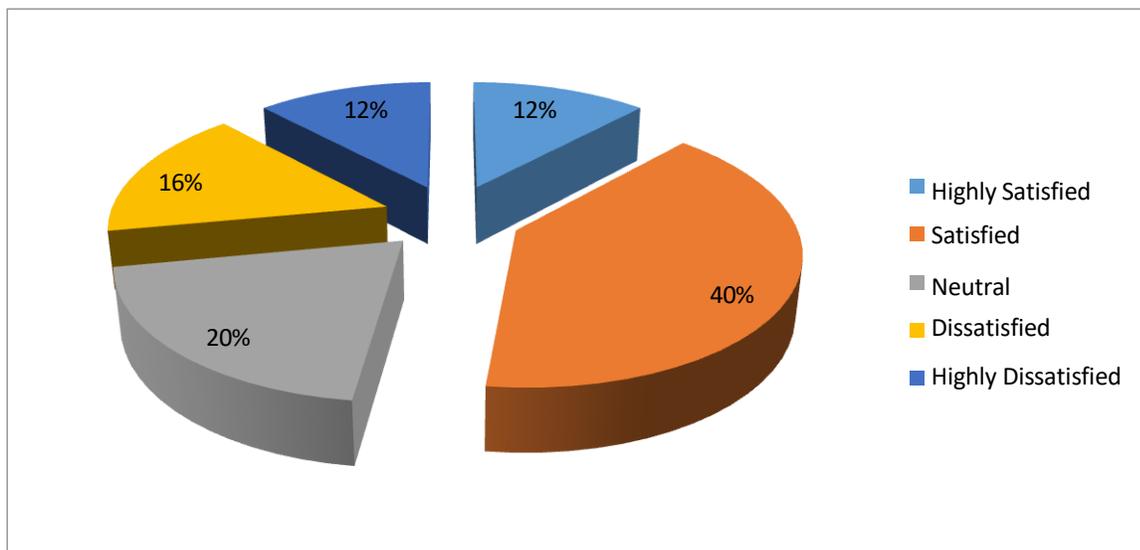
Responses	Percentage	No. of respondent
Highly satisfied	14%	7
Satisfied	30%	15
Neutral	32%	16
Dissatisfied	16%	8
Highly dissatisfied	8%	4
Total	100%	50



Interpretation: Out of 50 respondents 7 were highly satisfied, 15 were satisfied, 16 were neutral regarding their response, 8 were dissatisfied whereas 4 were highly dissatisfied. Most of the employees agree that their organization is very open to ideas and suggestions given by the employees. They believe that company approaches very friendly to the employee’s suggestions and their ideas and actually implement it in the organization, if it is concrete in nature. Whereas some employees are not satisfied with this as they are new employees of the organization hence their suggestions are not taken seriously by the organization.

6. Are you satisfied with the teamwork present between the employees's?

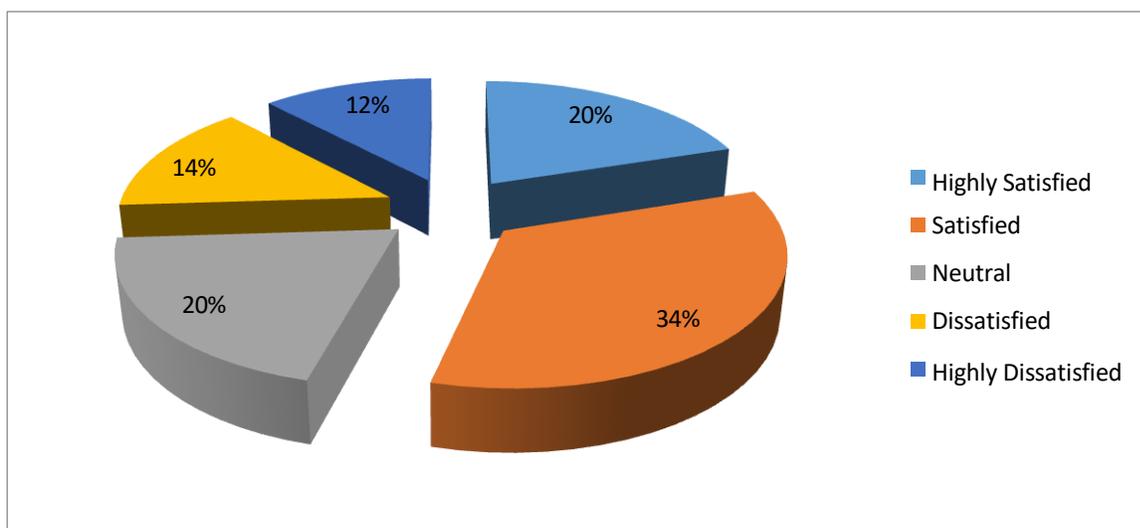
Responses	Percentage	No. of respondent
Highly satisfied	12%	6
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	16%	8
Highly dissatisfied	12%	6
Total	100%	50



Interpretation: Out of 50 respondents, 6 were highly satisfied, 20 were satisfied with the team work presents between the employees. 10 were neutral, 8 were dissatisfied and 6 were highly dissatisfied. Majority of respondents are satisfied because they feel that the team work in their respective department is excellent. Again these are from the department where team work was rewarded. In department where teamwork was not rewarded, teamwork and cooperation was not very apparent.

7. Are you satisfied with the communication between the peers and superiors?

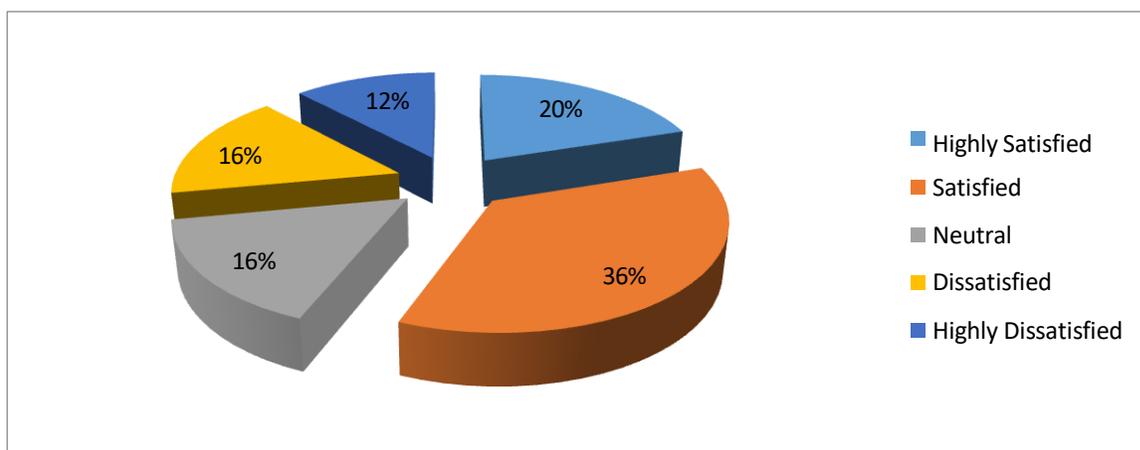
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	34%	17
Neutral	20%	10
Dissatisfied	14%	7
Highly dissatisfied	12%	6
Total	100%	50



Interpretation: Out of 50 respondents, 10 were highly satisfied, 17 were satisfied that the communication between the peers and superior are good. As they are old employees and they are comfortable in communicating with their peers and superiors. Whereas 10 were neutral, 7 were dissatisfied and 6 were highly dissatisfied with the communication between the peers and superior because they are new employees and they feel a little uncomfortable in communicating with their superiors.

8. Are you satisfied with the leadership of your superior?

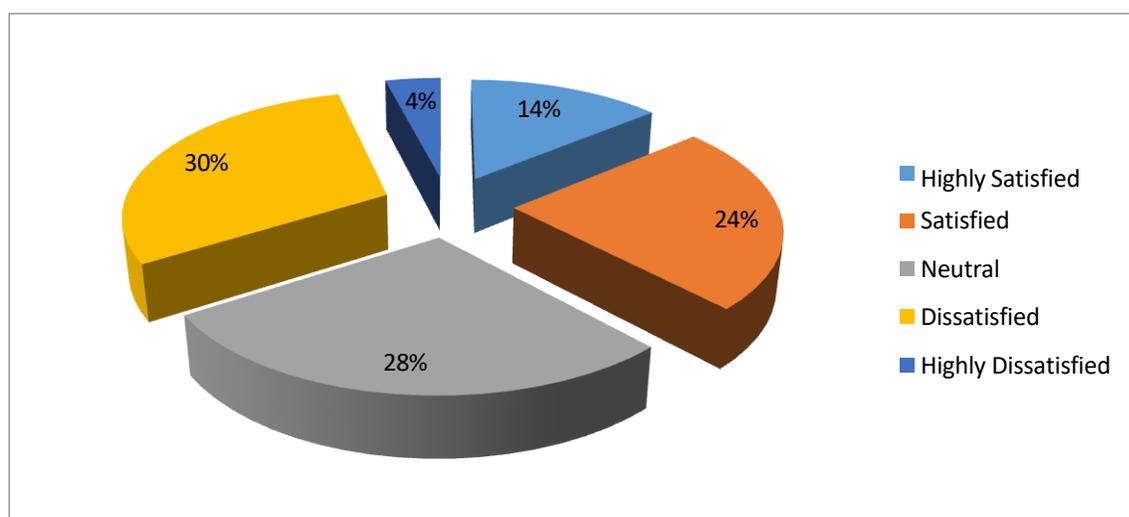
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	12%	6
Total	100%	50



Interpretation: Out of 50 respondents, 10 were highly satisfied, 18 were satisfied, 8 were neutral to the response, whereas 8 were dissatisfied and 6 were highly dissatisfied. Most of the employees are satisfied with leadership of their superior. They were happy with their superior's leadership. They felt that their bosses took personal interest in the employee's growth. Whereas some of the employee's were not very much satisfied with their superior's leadership. Since the opinion is precisely divided into two halves, this issue clearly has got to do with the kind of superiors present in each department.

9. Do you find your job role interesting and challenging?

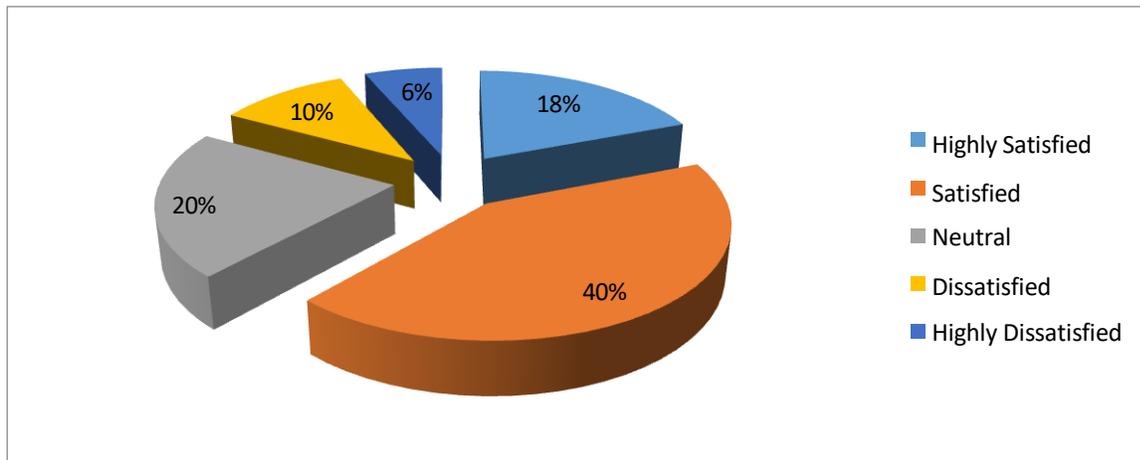
Responses	Percentage	No. of respondent
Highly satisfied	14%	7
Satisfied	24%	12
Neutral	28%	14
Dissatisfied	30%	15
Highly dissatisfied	4%	2
Total	100%	50



Interpretation: Out of 50 respondents, 7 were highly satisfied, 12 were satisfied. Whereas 14 were neutral to the respond, 15 were dissatisfied and 2 were highly dissatisfied. Mostly higher level employees think that their work is quite challenging where most of the decision making process is involved or employees of cash or account department work is also challenging whereas employees who are in front desk or enquiry department do not feel their role much challenging.

10. Are you satisfied with the work environment?

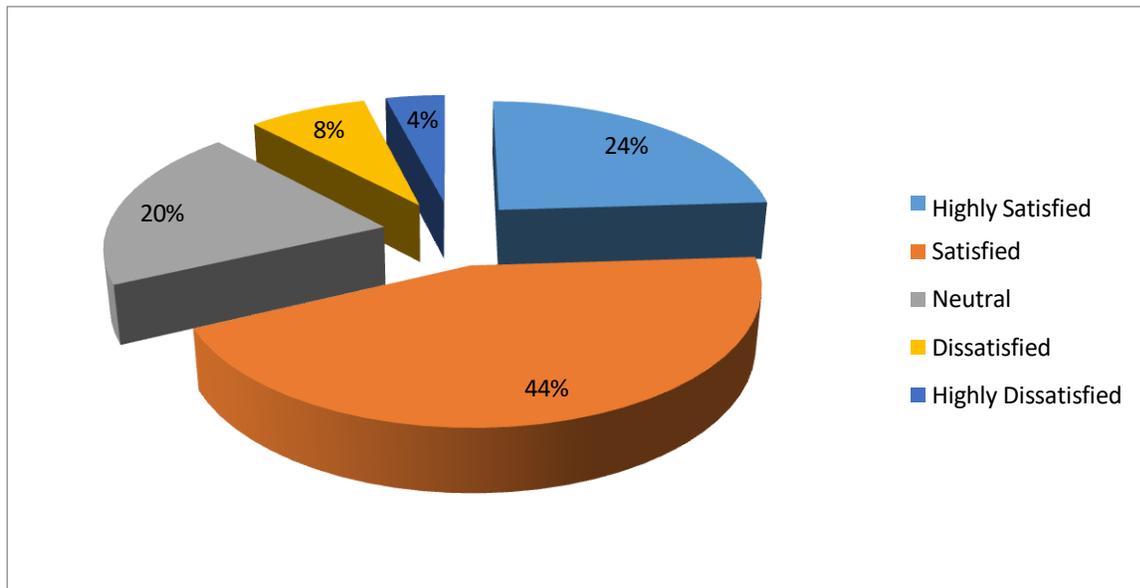
Responses	Percentage	No. of respondent
Highly satisfied	18%	9
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	10%	5
Highly dissatisfied	6%	3
Total	100%	50



Interpretation: Out of 50 respondents, 9 were highly satisfied, 20 were satisfied, 10 were neutral whereas 5 were dissatisfied and 3 were highly dissatisfied. Majority of the respondents are satisfied with the physical environment, in terms of commercial buildings and office decoration, they were also satisfied with the technical aspect of their workplace, including IT equipment and level of technical support, they also have access to all necessary information and perform their work in line with the internal rules and policies of the bank. However some of employees are not satisfied with work environment as they perceived that there is no proper refreshment facility.

11. Are you satisfied with the salary and bonus being offered to you?

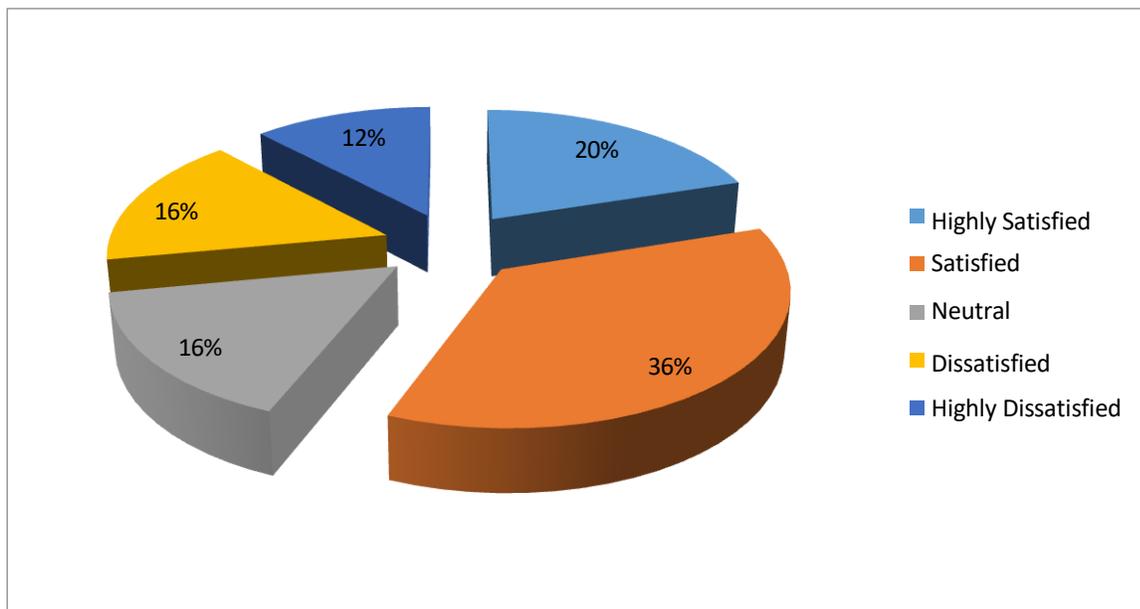
Responses	Percentage	No. of respondent
Highly satisfied	24%	12
Satisfied	44%	22
Neutral	20%	10
Dissatisfied	8%	4
Highly dissatisfied	4%	2
Total	100%	50



Interpretation: Out of the 50 respondents, 12 were highly satisfied, 22 were satisfied, 10 does not give any response whereas 4 were dissatisfied and 2 were highly dissatisfied. Most of the employees think that they are satisfied with their salaries because their salaries are matched with their position and work load. Though some of them are not satisfied with their salaries and bonuses because they are expecting more bonuses as they feel they contribute more.

12. Are you satisfied with the performance appraisal system of your organization?

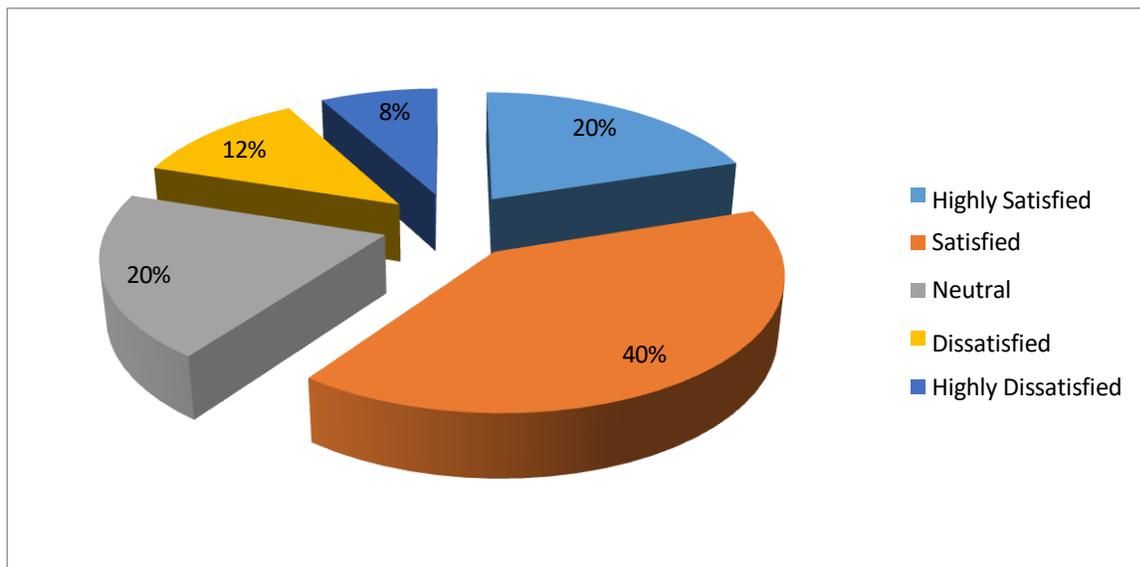
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	12%	6
Total	100%	50



Interpretation: Most of the employees believe that the system of performance appraisal is fair, they perceive that they are evaluated on a fairly basis implying without any bias and partiality. However some employees are of the opinion that performance evaluation being done in their organization is not fair and should improve upon.

13. Are you satisfied with the promotion policy of your company?

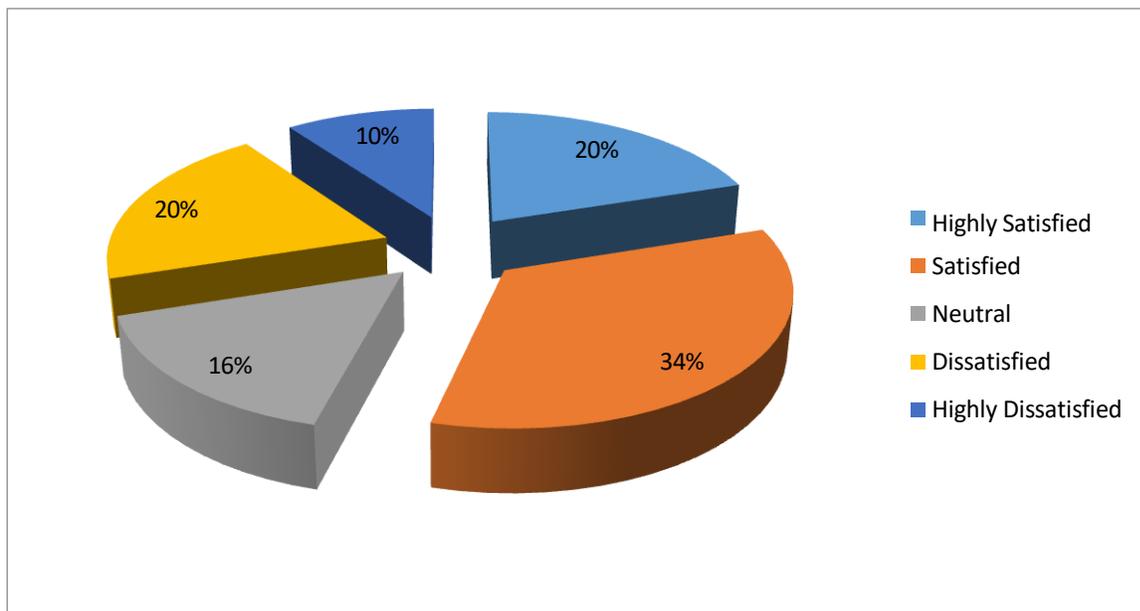
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	12%	6
Highly dissatisfied	8%	4
Total	100%	50



Interpretation: Out of 50 respondents 10 were highly satisfied with the promotion policy 20 were satisfied because they perceive that promotion decisions are made in a fair and just manner. 10 gave neutral response, 6 were dissatisfied whereas 4 were highly dissatisfied because they felt that promotion have been long overdue and they have been also denied promotion many a time.

14. Are you satisfied with the training and development programs of your organization?

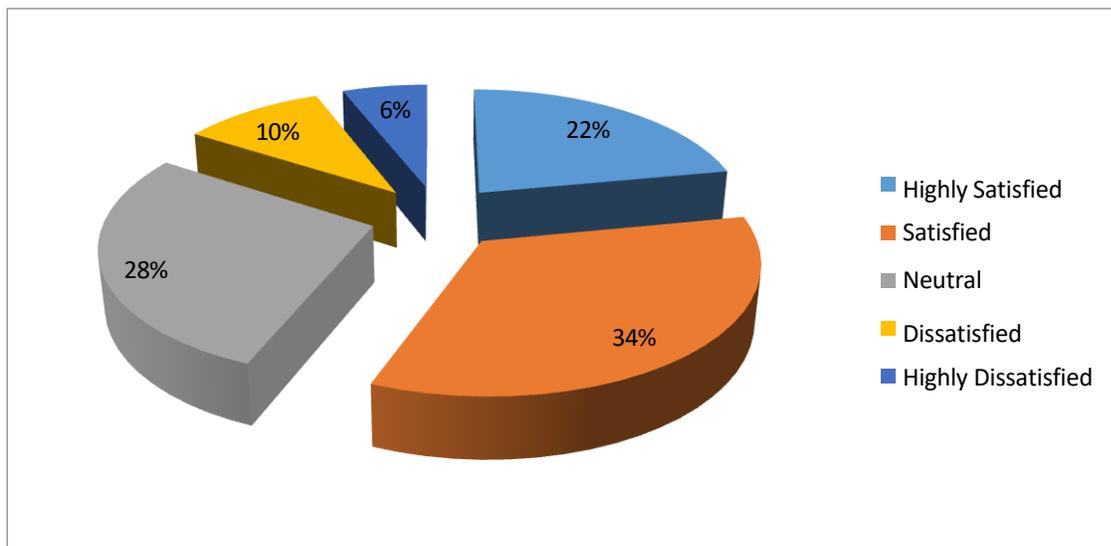
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	34%	17
Neutral	16%	8
Dissatisfied	20%	10
Highly dissatisfied	10%	5
Total	100%	50



Interpretation: Most of the employees are satisfied with the training provided to them as they are able to perform their work effectively. However some of them complain that the training and development programs which are provided are not enough for them.

15. Are you satisfied with the leaves provided to you?

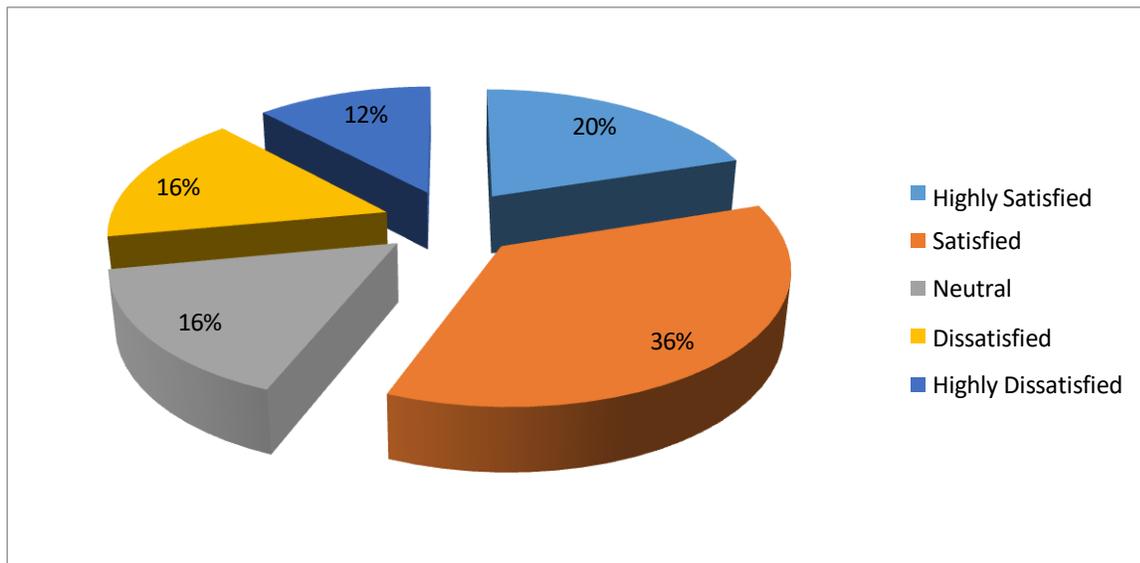
Responses	Percentage	No. of respondent
Highly satisfied	22%	11
Satisfied	34%	17
Neutral	28%	14
Dissatisfied	10%	5
Highly dissatisfied	6%	3
Total	100%	50



Interpretation: Most of the employees are satisfied with the leaves policy of the organization. However their some employees who are not satisfied with the leave policy of the organization as per them it is not sufficient and it should be extended.

16. The environment in the organization supports a balance between work and personal life?

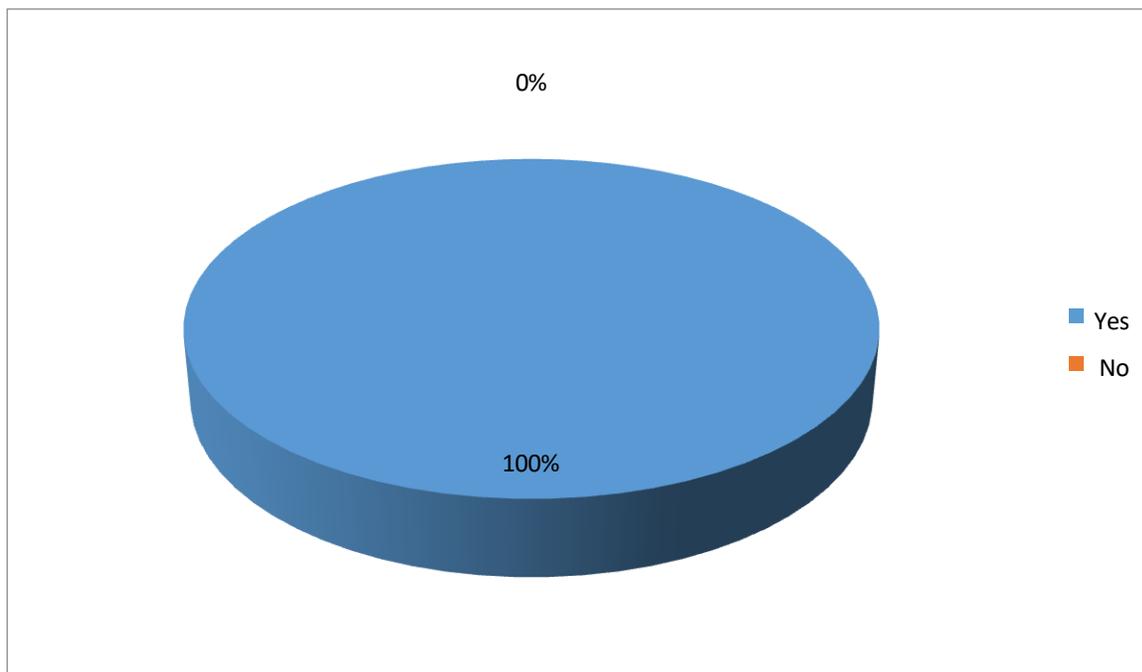
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	12%	6
Total	100%	50



Interpretation: Most of the employees agreed that they are able to handle their work life with the personal life as they are satisfied with their work timing. Those who denied to accept the statement 8 were dissatisfied and 6 were highly dissatisfied in which majority comprising of female employees working in this industry.

17. Are you satisfied with the flexibility with respect to your family requirement?

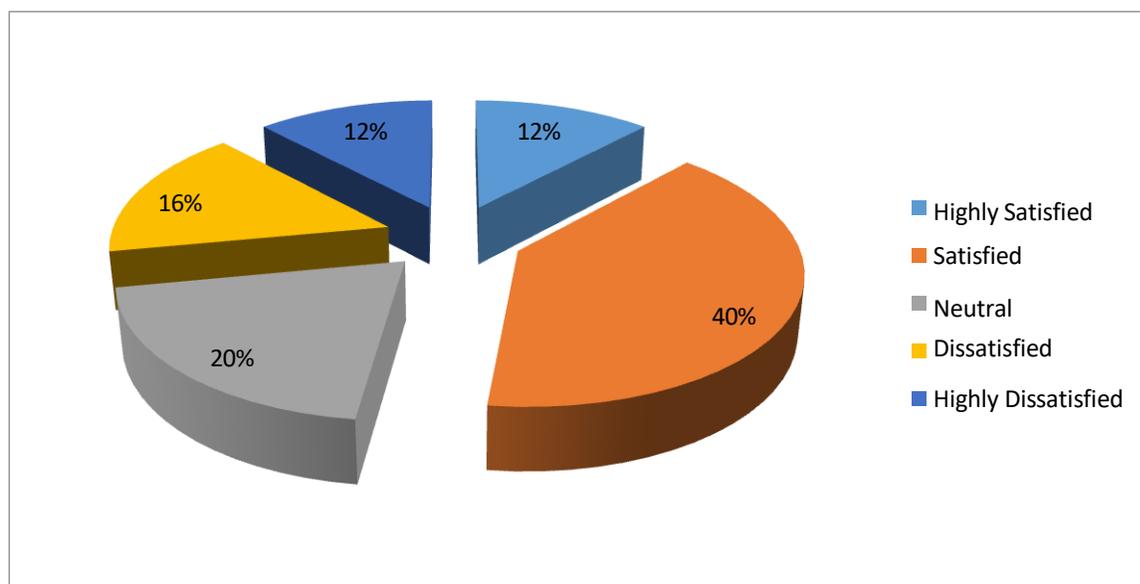
Responses	Percentage	No. of respondent
Yes	100%	50
No	0%	0
Total	100%	50



Interpretation: All the employees are satisfied with the flexibility with respect to their family responsibilities. The main reason is that superior as well as employees are very cooperative to each other. Employees can take leave or can leave the office earlier in any family emergency. There is no issue regarding this matter. As a result 100% employees are satisfied with respect to their family requirement.

18. Do you agree that your organization effectively handle employee’s grievances?

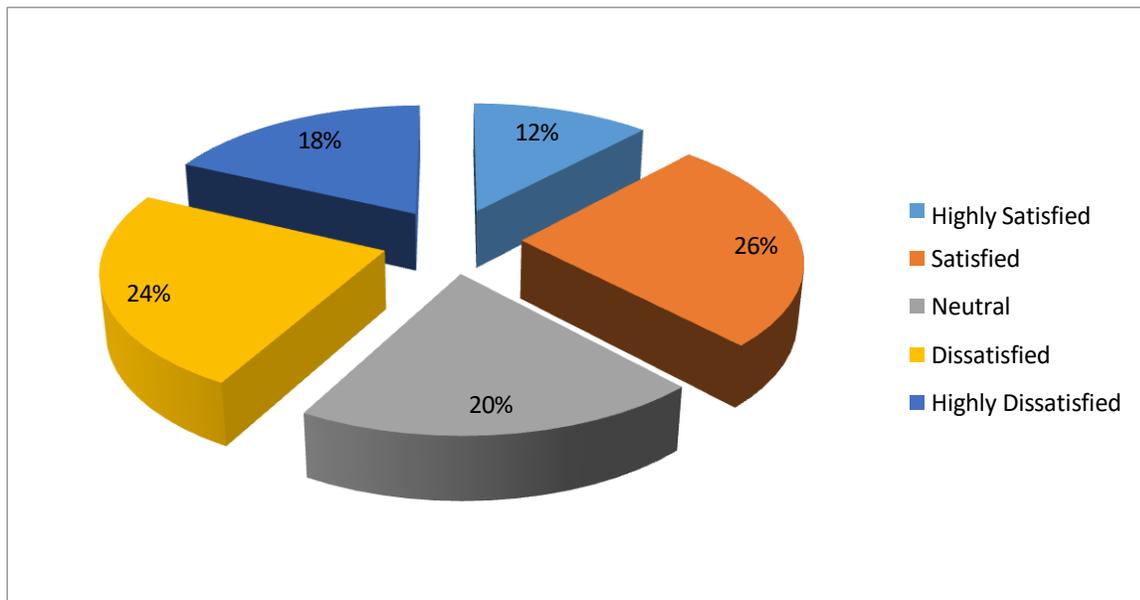
Responses	Percentage	No. of respondent
Highly satisfied	12%	6
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	16%	8
Highly dissatisfied	12%	6
Total	100%	50



Interpretation: In public sector bank, a well established and an ongoing consultative machinery is functioning, while in private sector banks, there is no any fix criteria for it, this depends on internal matters and relationship with superior and supervisor.

19. Does your organization provide job security?

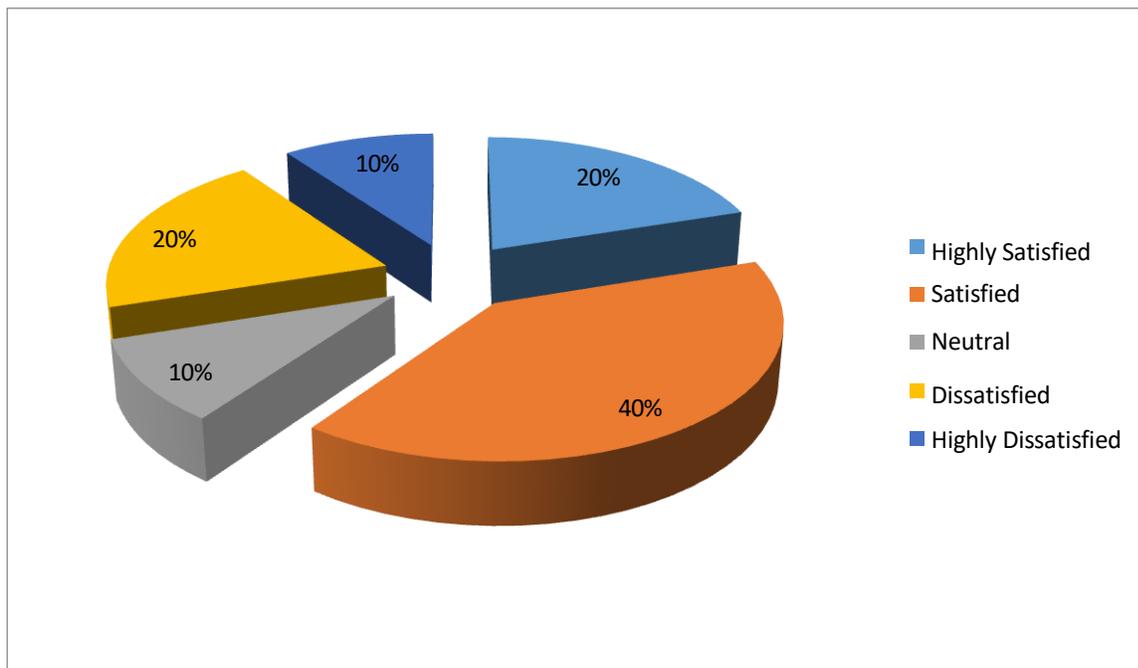
Responses	Percentage	No. of Respondent
Highly Satisfied	20%	10
Satisfied	28%	14
Neutral	24%	12
Dissatisfied	16%	8
Highly Dissatisfied	12%	6
Total	100%	50



Interpretation: Out of 50 respondents, 10 employees are highly satisfied, 14 employees are satisfied as they belong to public sector bank where job security is high. Whereas, those employees who are dissatisfied belongs to private sector where job security depends on performance.

20. In totality are you satisfied with your job?

Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	40%	20
Neutral	10%	5
Dissatisfied	20%	10
Highly dissatisfied	10%	5
Total	100%	50



Interpretation: Out of 50 respondents 11 were highly satisfied by the nature of job, 17 were satisfied, 14 were neutral regarding their response, and 14 were dissatisfied whereas 10 were highly dissatisfied.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION



FINDINGS

1. 36% of the respondents are satisfied that they enjoy their work.
2. 40% of the respondents are satisfied regarding goal of the organization.
3. 36% of the respondents are satisfied regarding supportiveness of their superiors whereas 20% were dissatisfied.
4. 32% employees agree that management involve them in decision making. whereas 30% gave neutral response regarding this.
5. 30% employees are satisfied that organization is very open to ideas and suggestion given by employees. Whereas some employees said that organization take their suggestion occasionally.
6. 40% of the respondents were satisfied with the teamwork present between the employees.
7. 34% employees are satisfied with the communication between peer and superiors.
8. 36% of the respondents are satisfied with the leadership of their superiors. 16% gave neutral response.
9. 24% of the respondents are satisfied that their job role is interesting and challenging.
10. 40% employees are satisfied with the work environment.
11. 44% are satisfied with the salary and bonus being offered to them. 20% gave neutral response.
12. 36% employees are satisfied with the performance appraisal system of the organization.
13. 40% employees are satisfied with the promotion policy of the organization.
14. 34% employees are satisfied with the training and development program of the organization.
15. 34% employees are satisfied with the leave policy of the organization.
16. 36% of the respondents are satisfied that environment in the organization support a balance between and personal life.
17. All the employees are satisfied with the flexibility with respect to their family requirement.
18. 40% employees satisfied with grievance handling procedure.
19. 28% employees are satisfied with job security.
20. Majority of the employees are satisfied with their job.

SUGGESTIONS

- Proper action should be taken by organization to reduce the work load of employees.
- Superior should support the employees. They should share a good relation with employees
- Management should involve the employees in Decision making.
- To motivates the employees mostly suggestion should be taken from them.
- Strong emphasis should be laid on team work. Team work should be rewarded to further motivate employees.
- Communication (free and frank exchange between employees and employers) may be given more importance.
- Salary and bonus should be appropriate.
- Performance appraisal should be done in fair and just manner.
- The rigid policy of promotion must be done away with. Instead, deserving employees must be promoted. Promotion decisions should be made in fair and just manner. This will lead to better job satisfaction.
- External training /seminar related to technical development should be introduced in organisation to increase effectiveness of training programme.
- Proper leave policy should be followed.
- Organization should provide such work environment that is conducive to their overall development.
- Employee's grievance should be redressed properly.
- The organization should provide Job security to its employees to a great extent.

CONCLUSION

According to the study conducted we can conclude that the overall job satisfaction level of employees at banking sector is moderate. The research is conducted using primary data and secondary data.

Most of the employees are satisfied with the communication network and relationship between all the members of the organization.

Majority of the employees are satisfied with their job because of the organization provide the adequate facilities like training and development, leave facilities etc.

However there are some employees who are dissatisfied with the grievance handling procedure, performance appraisal system, participation in decision making etc.

The success or failure of any organization depends on its employees. They are one of pillar of the organization. Hence, organization should try to satisfy the employees to the maximum extent.

LIMITATIONS OF THE STUDY

- All the factors affecting job satisfaction is not taken into consideration.
- Sample size was limited.
- Because of a small period of time only small sample had to be considered which doesn't actually reflect an accurate and intact picture.
- Some of the respondents were not co-operative. They have not given any answer to the questions which may affect the analysis.
- Due to lockdown the research exercise was conducted within a limited duration. So a detailed study could not be made.
- The study is sensitive in nature and there might be a colour of bias in answering the questionnaire.

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QUESTIONNAIRE

1. Do you enjoy your work?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

2. How clear are the employees regarding goals of their department and the organization?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

3. Do you find your superiors as being helping and supportive?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

4. Does the management involve you in the decision making?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

5. Do you agree the organization is very open to ideas and suggestion given by employees?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

6. Are you satisfied with the teamwork present between the employees?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

7. Are you satisfied with the communication between the peers and superiors?

- A) Highly Satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

8. Are you satisfied with the leadership of your superior?

- A) Highly Satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

9. Do you find your job role interesting and challenging?

- A) Highly Satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

10. Are you satisfied with the work environment?

- A) Highly Satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

11. Are you satisfied with the salary and bonus being offered to you?

- A) Highly Satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

12. Are you satisfied with the performance appraisal system of your organization?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

13. Are you satisfied with the promotion policy of your organization?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly Dissatisfied

14. Are you satisfied with the training and development program of your organization?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly dissatisfied

15. Are you satisfied with the leaves provided to you?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly dissatisfied

16. The environment in the organization supports a balance between work and personal life?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly dissatisfied

17. Are you satisfied with the flexibility with respect to your family requirement?

- A) Yes
- B) No

18. Do you agree that your organization effectively handle employee's grievances?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly dissatisfied

19. Are you satisfied with the job security of your organization?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly dissatisfied

20. In totality are you satisfied with your job?

- A) Highly satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Highly dissatisfied