

“JOB SATISFACTION AMONG BANK EMPLOYEES”**DR. ROHIT MARKAN**

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Abstract :

Job satisfaction is a widespread problem. Productivity, efficiency are related to work force. To achieve those one should be committed to the organisation to the long term. This in turn depends on the level of job satisfaction and the morale of the employees. Job satisfaction improves the performance of an organisation. The research problem selected is entitled as “Job satisfaction of employees in SBI, Korba”. This study is undertaken to find out the level of job satisfaction among the employees of SBI. Moreover, this study is to know the impact of working conditions, company policies and its impact on the job satisfaction. This study will help the organisation to design their job satisfaction programme. Management can decide whether the existing job satisfaction programme should be continued or revised.

Introduction

Human asset is a significant resource of any association. In this period of cutthroat world, outcome of any association relies upon its human asset. Banks are no exemption for this. The representatives of the Bank are important resources for the association. Assuming that they are exceptionally happy with the gig they produce more which is beneficial for the association. So in this serious climate, the fundamental thing is to know the perspectives on workers toward their work and to quantify the degree of fulfilment with different parts of occupation fulfilment. Productive human asset the board and keeping up with higher work fulfilment level in Banks decide the exhibition of the Bank as well as influence the development and execution of the whole economy. Thus, for the progress of banking, to oversee human asset successfully and to find regardless of whether its representatives are fulfilled is vital, provided that they are fulfilled, they will work with responsibility and undertaking a positive picture of the association. Work fulfilment is a basic part for the climate of association and a significant component for the connection among the board and representatives. The term 'work fulfilment' signifies people profound response to work. A positive close to home state happens when an individual's occupation appear to satisfy significant work values gave. The goal of our review is to gauge the degree of fulfilment of workers of SBI Bank. There are various strategies for estimating the work fulfilment of representatives, for example, studies, talking with workers and checking execution targets. Overviews are a typical strategy for estimating position fulfilment. An overview can survey fulfilment in the space of pay, advancement, oversight, undertakings and collaborators. Interview of the representatives as a technique for estimating position fulfilment is generally

valuable in associations that have positive associations with workers and accept the issue is too refined to ever be perceived with an overview. In the event that representatives have little to no faith in the association or questioner, in any case, reactions may not be completely legit. Organizations with low work fulfilment or representatives who dread being given up may find the workers hesitant to talk about the circumstance since they might fear it could adversely influence them later on.

Literature Review

Work fulfilment has been widely concentrated on throughout the long term. Work fulfilment has been characterized in more ways than one and a conclusive assignment for the term is probably not going to emerge. A straightforward or general method for characterizing it hence is as an attitudinal variable: Job fulfilment is just the way that individuals feel about their positions and various parts of their positions. It is the degree to which individuals like (fulfilment) or abhorrence (disappointment) their positions (Spector, 1997). Locke (1976) has characterized work fulfilment as the pleasurable profound state coming about because of the examination of one's work or professional adventures. Work fulfilment as a successful reaction or response to many circumstances or parts of one's work European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.6, No.17, 2014 71 like compensation, oversight, and working circumstances is characterized by French (1982) and Tziner and Vardi (1984). Others characterize it an emotional direction towards expected result (Wanous and Lawler, 1972) or an assertion to depict the sensations of representatives about their work (Arches, 1991). This assertion communicates the hole between what people feel they ought to get from their work and what they get from the real circumstance. A feeling of fulfilment or its nonappearance is, consequently, a person's abstract, close to home response to their work (AbuBader, 1998). McNeely (1984) observed that ladies are inherently more fulfilled than men. Greenberg and Baron (1993) revealed that utilized ladies, as a general rule, appear to be less happy with their work than their partner men. In the new year's, banking area has had the option to draw in youthful gifts who have picked financial calling as their favoured profession. The idea of work is changing at tornado speed, and the variables that keep a representative happy with their occupation are additionally evolving. Contemporary financial business considers the occupation of fulfilling their representatives generally significant for holding their important gifted labour force (Islam and Hasan, 2005). Data week overview announced that the difficulties of the gig and the obligation related with it will generally matter more than the compensation (Hannay and Northam, 2000; Mateyaschuk, 1999). Work climate seems, by all accounts, to be one of the most outstanding hunters of occupation fulfilment (Rust et al., 1996). As indicated by Benders and Van De Looj (1994), there is no immediate connection between work fulfilment and pay. Their examination recommended that more youthful representatives have a more noteworthy inclination to stop their positions than more seasoned workers and show a more prominent propensity to stay at work longer than required. More youthful representatives additionally will generally be less happy with their compensation. Vermon (1931) found that the need fulfilment concentrates on underscored that assuming the occupation neglected to satisfy worker's necessities of different classifications; need-hardship would will generally cause truancy. Fair compensation, lovely working circumstances, great cooperation, investment, sensation of belongingness, a chance for discussion, and ego involvement were seen as elements that influence the degree of occupation fulfilment. Afroze (2008) attempted to inspect the work

fulfilment of representatives, especially staff dealing with the store floor level at Nandan Mega Shop. She observed that the more the association can meet worker assumptions, the more their encounters and in this manner prompting a more fulfilled representative. Wong and Heng (2009) recognized the variables that action work fulfilment of employees at two chose colleges in Malaysia. They observed that the significant causes of occupation fulfilment are demonstrated to be strategy, organization and compensation. Uddin et al (2005) distinguished eight variables in light of component loadings named as better work space, official's view, worked productively, present work, working on relational relationship, bank treatment, partners, and testing work. Faruqui and Islam chipped away at work fulfilment of staff of private colleges. They observed that proficient connection with different offices, associates and work space is appropriate, relationship with prompt chief/manager, social relationship with different resources, independence and autonomy of work and opportunity of work are not many work fulfilment factors/motivations to work for private colleges. Nahar et al (2008) made that the progress of any association significantly relies upon its certified, effective, and devoted labor force. This is additionally vital to realize how much fulfilled the workers are in the association with its ongoing offices, rules and guidelines and other work related factors, as their fulfilment level will influence their work execution. They observed that the workers are reasonably happy with their work. The most unmistakable variables are remuneration and different advantages gave to them.

Objectives of the study

1. To study the level of job satisfaction in SBI
2. To study the effects and outcomes of job dissatisfaction
3. To identify potential causes for job satisfaction
4. To measure the level of job satisfaction in relation to various factors like the physical and social environment, training and development, goals, rewards remuneration etc.

Scope of the study

This research will help to know about the job satisfaction level of employees in banking sectors that what are the various factors that enhance the satisfaction level of employees. What are the various rules and regulations and policies which influence the satisfaction level of an employee?

Limitations of the study

- The sample size was limited
- It includes the officers and clerks of the Main Office only and not the organisation as a whole.
- Respondents did not answer a few questions.
- Opinion of the respondents may be raised.
- The study is sensitive in nature and there might be a colour of bias in answering the questionnaire.

Sources of Data**Primary Data**

Primary data has been collected through administering the questionnaires personally to employees of SBI. The response will be analysed and evaluated to extract the required information.

Secondary Data

Secondary data has been collected by way of personal meeting with employees of SBI and also various reports collected from them.

Information was also collected from websites, brochures, bank journals, magazines etc.

Sample Size

The sample size of 100 employees from different banks covering different areas within Municipal Limits is to be taken.

Sampling technique

Only simple random sampling technique is adopted in selection of the sample.

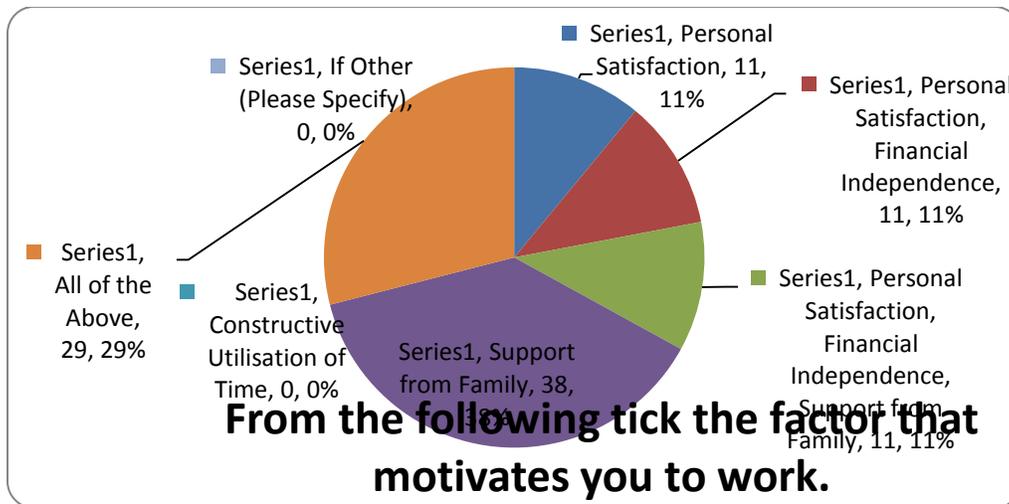
Research Instrument

Exploratory and descriptive research design was used for the study. The instruments used for research are mainly questionnaires and interviews. A set of questionnaires was presented to respondents. Because of its flexibility, it is by far the most common instrument used to collect primary data. Questions were carefully developed, tested and debugged before administering in a large scale. The questions and their form, wording and sequence were carefully chosen. Close ended questions were chosen specifying all possible answers. Under close-ended questions, the following types of questions were asked in the questionnaire.

Discussion :

From the following tick the factor that motivates you to work?

Personal Satisfaction	Personal Satisfaction, Financial Independence	Personal Satisfaction, Financial Independence, Support from Family	Support from Family	Constructive Utilisation of Time	All of the Above	If Other (Please Specify)
11	11	11	38	0	29	0



From the following tick the factor that motivates you to work 11% Personal Satisfaction, 11% Personal Satisfaction as well as financial independence, 11% Personal Satisfaction, financial independence and support from family, 38% Support from Family and rest 29 % is from all of the above.

Findings of the study

Hurdling may be an appropriate metaphor for what researchers face when the fact is considered that learning to hurdle makes better runners. This research involved multifarious hurdles; but the outcome of the struggle has been fruitful from the bank's perspective as well as from the researcher's perspective. The findings arrived at from "A SURVEY ON JOB SATISFACTION", are summarised as under: They meet out the demands of their job. Computers, pagers, cell phones and Internet have resulted in increasing pressure to constantly work at high performance levels and they feel comfortable to work with latest technologies in the organization. There is constant force on employees to learn new software all the times. They are able to receive good support from their family members. They usually miss out quality time with their family and friends because of pressure of work. They suffer from stress related diseases like hypertension, obesity, diabetes, frequent headaches, etc. They experience excessive work load and long hours work, on overtime and even on holidays. They engage there self in stress relieving and entertainment program. Factor that motivates their work is 11% Personal Satisfaction, 11% Personal Satisfaction as well as financial independence, 11% Personal Satisfaction, financial independence and support from family, 38% Support from Family and rest 29 % is from all of the above. Since SBI is the largest bank in India, the employees feel good to be associated with this bank as it also has an international reputation. The overall job satisfaction level of the employees is extremely good. The extremely good figure could be attributed to the job security in public sector banks and also the satisfaction level considered from the other attributed mentioned. Also, the average no. of years of service on an employee being 14.8 yrs. justifies the reason for an extremely good job satisfaction level.

Suggestions and recommendations

After analysing the feedback given by the employees, the following suggestions can be considered to improve the job satisfaction level: Since all major banks are fully computerised, some of the older employees are not well versed with the usage of computers; thorough training should be given to such employees as it will help them to carry out their job more efficiently. With the entry of private players, SBI is facing tough competition with banks like AXIS, HDFC, ICICI, HSBC etc. Therefore, the staff should be trained so that they can face the competition. They should be adequately trained about the modern ways of banking. The software and hardware equipments should be maintained properly for smooth functioning. Since, employees of public sector banks are prone to transfers; technical know – how should be considered before transferring an employee. This will increase the productivity of the employee. Needy employees must be granted a transfer on special conditions. Job rotation should be done especially for clerical jobs, as the same kind of work leads to boredom. Strong emphasis should be laid on team work. Leaders must stress on team building. Employees must be encouraged to participate in decision making. The employee giving the most valuable suggestion must be rewarded. Team work must be compulsorily rewarded to further motivate employees. The rigid policies of promotion must be done away with. Instead, deserving employees must be promoted. This will lead to better job satisfaction. The democratic way of looking at things is obsolete. It hampers growth. Hence, managers must have a global view. Rewarding system should be made more transparent. Each department should select "Employee of the month". That particular employee must be rewarded for his/her hard work. This type of social recognition leads to high self esteem in the employee thus, leading to better job satisfaction. Informal get-togethers can be organised in order to facilitate better relationships among the employees.

CONCLUSION

The future of an organisation largely depends on its productivity and productivity depends on the employees who work for the organisation. If the employees are very productive in nature, no one can beat the organisation. To make the employees more productive, the organisation should try to satisfy the employees to the maximum extent. Every organisation must conduct employee survey every year to compare the present satisfaction level with the past. These surveys help to indicate the mirror of management in the minds of the employee as well as management about their feelings, opinions and attitude. Observations, interviews and questionnaire feedback helped me to understand the perception of job satisfaction.

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Annexures

A study on “Job Satisfaction Among Bank Employees”.

I.		Identification of Data				
	a)	Name				
	b)	Age & Sex				
	c)	Qualification				
	d)	Occupation				
	e)	Annual House Hold Income				
	f)	Annual Savings				
	g)	Mode of Investment				
	h)	Cadre				
	i)	Grade				
	j)	No. of Years in Organisation				
II.	k)	Marital Status				
	l)	If Marries No. of Children				
	a)	Is teamwork rewarded.	YES		NO	
	b)	Do you feel it is high time you got promoted.	YES		NO	

III.	c)	Do you receive rewards and recognition for work well done.		Always		Sometime	
	d)	How good is the quality of training being given.		Usually		Never	
	e)	What is the culture of your organisation.		Poor		Satisfactory	
	f)	Considering everything how satisfied are you with your job.		Good		Very Good	
	g)	Mention in brief what you feel could be done to improve the overall working conditions.		Excellent			
	Rate the Following on a scale of 1 to 4 (Tick any one)			Authoritarian		Participative	
				Mechanistic		Organic	
				Very dissatisfied		somewhat dissatisfied	
				Somewhat satisfied		Very satisfied	
	a)	Do you receive regular feedback about your job performance.		1. To a very small extent 2. To a small extent 3. To a large extent 4. To a very large extent			
	b)	Do you feel free to communicate with your superiors.		1	2	3	4
	c)	Are the important decisions of your department communicated to you.		1	2	3	4
	d)	Is the amount of work you are expected to do reasonable.		1	2	3	4
	e)	Are the individual differences respected. (educational background, gender, race)		1	2	3	4
	f)	Are your opinions and suggestions heard and welcomed.		1	2	3	4
g)	Are you satisfied with the general amenities like canteen, toilet facilities etc.		1	2	3	4	
h)	Are you satisfied with the workspace provided to you.		1	2	3	4	
i)	Is teamwork and cooperation present among individuals.		1	2	3	4	
j)	Are you satisfied with your remuneration.		1	2	3	4	
k)	Are you satisfied with your appraisal system.		1	2	3	4	
l)	When was your last promotion. (no. of years)		1	2	3	4	
m)	Are you satisfied with the medical facilities.		1	2	3	4	
n)	Is the reward and punishment system effective.		1	2	3	4	

o)	Are you clear about the goals of your department.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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p)	Are you clear with the goals expected from you.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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q)	Are you clear about the company's vision and goals.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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r)	Are you satisfied with the medical facilities.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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s)	Are you satisfied with the education and scholarship facilities provided to your children.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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t)	Are you clear about the goals of your department.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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u)	Are you clear with the goals expected from you.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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v)	Are you clear about the company's vision and goals.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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w)	Do your superiors give attention to your training needs.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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x)	Has the training you received helped you to do your job better.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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y)	Are you satisfied with the amount of time you have spent on training	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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z)	Do your superiors focus on team building and teamwork.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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aa)	Do your superiors pay attention to your grievances.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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ab)	Do your superiors motivate you.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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ac)	Are you satisfied and proud of working for the organisation.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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ad)	I worry about the lay offs and dismissal in the company.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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ae)	I am able to meet out the demands of my job.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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af)	Computers, pagers, cell phones and Internet have resulted in increasing pressure to constantly work at high performance levels.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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ag)	I feel comfortable to work with latest technologies in the organization.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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ah)	There is constant force on employees to learn new software all	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> </table>	1	2	3	4
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	<p>the times.</p> <p>aj) I am able to receive good support from my family members.</p> <p>ak) I usually miss out quality time with my family and friends because of pressure of work.</p> <p>al) I suffer from stress related diseases like hypertension, obesity, diabetes, frequent headaches, etc</p> <p>am) I experience excessive work load.</p> <p>an) I work for long hours, on overtime and even on holidays.</p> <p>ao) From the following tick the factor that motivates you to work.</p> <p>ap) Do you engage yourself in your own stress relieving and entertainment program.</p>	<table border="1" style="width: 100%; text-align: center;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> </table> <table border="1" style="width: 100%; text-align: center;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> </table>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
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			Personal satisfaction	
			Financial independence	
			Support from family	
			Constructive utilization of time	
			If Other (please specify)	
	1	2	3	4