

A STUDY ON JOB SATISFACTION OF BANK EMPLOYEES (WITH SPECIAL REFERENCE TO KANGRA CENTRAL CO-OPERATIVE BANK)

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Abstract

The investigation of occupation fulfillment among Bank workers is significant in light of the fact that there are different parts of the gig that are exceptionally alluring and lead to fulfillment and parts of the gig that lead to disappointment. Positive angles incorporate the potential chance to work in Bank and representatives to achieve shared objectives, creating banking foundation and the capacity to work with associates. It is vital to distinguish which elements add to work fulfillment as well as those that might prompt work disappointment to guarantee that the administrator transport is appealing to strong. There are numerous factors that have been guessed to be a consequence of occupation fulfillment or disappointment.

It's undeniably true that the outcome of any association relies upon the fulfillment of its work force. The point of this study is to verify that bank representatives are happy with their work and furthermore to recognize those factors that are of high worry to bank representatives in regards agreeable to them.

Keywords: Job Satisfaction; Bank Employees; Work Environment; Promotion.

Introduction

Human existence has become extremely complicated and finished in now-a-days. In present day culture the necessities and prerequisites of individuals are truly expanding and always showing signs of change. In this period of serious world, outcome of any association relies upon its human asset. Banks are no special case for this. The workers of the Bank are important resources for the association. Assuming that they are exceptionally fulfilled they produce more and it is beneficial for the association. So in this aggressive climate it is important to realize the representatives sees toward their work and to gauge the degree of fulfillment with different perspectives work fulfillment. Productive human asset the board and keeping up with higher work fulfillment 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 it is vital to oversee human asset successfully and to find regardless of whether its representatives are fulfilled provided that they are fulfilled, they will work with responsibility and venture a positive picture of the association. Assuming they are exceptionally fulfilled they produce more and it is beneficial for the association.

Work fulfillment is an overall disposition towards one's work, the distinction between how much prize specialists get and the sum they accept ought to get. Representative is a spine of each and every association, without worker no work should be possible. So worker's fulfillment is vital. Representatives will be more fulfilled assuming that they get what they expected, work fulfillment connects with inward sensations of laborers.

Objective of the Study

- To study the job satisfaction of employees in relation to working conditions.
- To analyze the job satisfaction of employees in relation to promotion.
- To identify and suggest some measures for improving the satisfaction level of the bank employees.

Need and Scope of the Study

The current review is centered around the dissecting the Work Fulfillment of Bank Representatives whose Work Culture is different to other kind of representatives. This concentrate additionally planned to dissect the different elements which emphatically influence the work fulfillment of representatives.

Limitations of the Study

- 1) This research was conducted in a limited area.
- 2) The sample size was confined only to 60 respondents.
- 3) Satisfaction level to environment factor may differ from person to person.
- 4) Measuring human attributes is complex.

Meaning

Job satisfaction means an extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job dignity.

Definition

Hoppack introduced the term “job satisfaction” in 1953 in his book on job-satisfaction. **Hoppack** defined job satisfaction as “Any combination of psychological, physiological and environmental circumstances that make a person say I am satisfied with the job”

Factors Determining Job Satisfaction

• Compensation/salary

Compensation can be defined as the monetary benefit given to the employees by the company for their services given to the company.

• Supervisor support

It is one of the important factors for employee retention. It is defined as the extent to which leaders care about their employee’s welfare and value their contributions. A leader with high supervisor support is one that makes employees feel appreciated, heard and cared about.

• Working environment

The working conditions include office space, equipments, comfortable chairs, air conditioning, tools etc. when working environment is good for an employee, then his/her productivity level automatically goes up.

• Job security

Job security is the chance that a person or an employee will keep his or her job; a person with the job would have a little possibility of becoming unemployed if his/ her job has an elevated level of job satisfaction.

• Employee empowerment

Empowerment involves giving employees the autonomy to make decisions they go about their daily activities so empowerment enhances the motivation of employees to go through their goals grooming their performances that satisfaction regarding their jobs

• Promotional policies

Fair promotional policies in any organization become their foundation of growth. When an employee gets fair promotion, which is generally based on his true assessment, he gets a type of recognition, and hence, increases his job-satisfaction. Promotions increases employee’s perceptions of the quality of their job and thereby enhance both their satisfaction and commitment.

• **Organizational commitment**

Organizational commitment is an important organizational subjects as committed employees benefit their organizations, and displays various favorable organizational outcomes. Maintenance of organizational commitment is a viable organizational goal. A variety of factors have been identified that shape organizational commitment. Such factors include job- related factors, employment opportunities, personal characteristics, and positive relationships.

• **Work Environment**

Work environment involves all the aspects which act and react on the body and mind of an employee. Under organizational psychology, the physical, mental and social environment where employees are working together and there work to be analyzed for better effectiveness and increase productivity. The major purpose is to generate an environment which ensures the ultimate ease of effort and eliminates all the causes of frustration, anxiety and worry. If the environment is congenial, fatigue, monotony and boredom are minimized and work performance can be maximized.

Elements of Work Environment

1) **Physical Environment**

- Ventilation & temperature:
- Noise
- Infrastructure & Interior
- Amenities

2) **Social Environment:** social environment denotes to the cluster to which an employees to be appropriate. Within an enormous ceremonial work group employees from casual cluster in their personal. Employees develop an intellect of belonging to their cluster. The standards and privileged of the cluster impact significantly the attitude and behaviour of individual employees.

Characteristics of Work Environment

- 1) **Apparent and Open Communication:** In essence, it addresses the employees feel that they are appropriate in the organization. However it is necessary for staff to deliberate the organization's philosophy, mission and values.
- 2) **Stability of Work-Life:** There has to some sort of balance between work and personal life. In general having the sense of balance will improve job satisfaction among employees.
- 3) **Impartiality:** Employees need to identify that they are being impartially rewarded established on their performance. Impartiality means that the consequences of performance are resolute by the quantity and quality of the performance.
- 4) **Consistency:** Consistency means predictability. Subordinates want to know how their supervisor will react in a given situation. According to management studies consistency is a single most effective standard to establish with your own leadership.

Promotion

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. According to Pigors and Myers, promotion is an advancement of an employee to better job, better in terms of greater responsibilities, more prestige or status, greater skill and specially increased rate of salary.

From another viewpoint, promotion is a movement to a position in which responsibility and prestige are increased. Promotion involves an increase in rank ordinarily. Again promotion is regarded as a change that results in higher earnings; but increased earnings are essential in a promotion. A promotion can be both horizontal and vertical. In horizontal promotion, an employee is promoted from lower level to higher level where as on the other hand, in vertical promotion an employee is promoted from lower level to higher level or sustains at the same level with more responsibilities only by changing his or her department.

Whatever the promotion is, from organizational perspective, promotion provides an employee higher position and salary, respect, facilities etc. From psychological point of view promotion satisfies the demand both for job security and career development of an employee. Sometimes dry promotion is taken place without increasing employee’s salary which cannot reduce the attractiveness of promotion to an employee because these promotions give satisfaction to the promoted employees in the form of feeling of pride and wellbeing or bring greater esteem and higher status.

Review of Literature

According to **Dr. M.G.Varshney and Sangeeta Malpani (Feb2014)** have been suggested the levels of job satisfaction of SBI employees in udaipur and rajsamand districts and the factors contributing to job satisfaction. Finally the research concluded that dimensions and degree of jobsatisfaction of bank employees of udaipur and rajsamand are not uniform and there is no single dimension.

Ankita Sharma et al., (Aug. 2014) investigated the level of job satisfaction of public sector bank employees in district Hamirpur. The research concluded that increase in level of salary of employees, performance appraisal system, promotional strategies, training and development program improves overall satisfaction of employees.

According to **Vrinda N.N. and Nisha Ann Jacob (Feb. 2015)** studied the impact of jobsatisfaction on job performance. This study investigated the most satisfying event of an employee in the job, why employees stay and leave the organization and also the determination of job satisfaction. The study concluded that job satisfaction and performance was found to be even higher for professional jobs than for less complex jobs.

Research Methodology

To complete the research work Kangra Central Co-Operative Bank was used as a sample unit in which primary and secondary data were used where questionnaire was used as tool to collect the data with a sample size of 60 which was selected by using simple random sampling technique. In order to analyse the data percentage method and quartile analysis was used.

Analysis and Interpretation

Demographic Analysis

The respondents profile with respect to Age, Gender and Marital Status is analysed and delineated below.

Age:

The Age of respondents is tabulated in Table 1.

Table 1: Age distribution of Respondents

Experience in Years	Frequency	Percent
<30 years	14	23.33
30-40 years	18	30.0
41-50 years	15	25.0
>50 years	13	21.67
Total	60	100.0

The data indicates that majority (30%) of respondents are in 30 – 40 years age group. The lowest percentage of respondents (21.67%) is above 50 years old.

Gender:

The gender of respondents is analysed and presented in table 2:

Table 2: Gender distribution of Respondents

Gender	Frequency	Percent
Male	42	70.0
Female	18	30.0
Total	60	100.0

It can be inferred from Table 2 that most respondents are male and form 70% of respondents. Female respondents form the rest 30%.

Marital Status:

The Marital status of respondents is analysed and presented in table 3:

Table 3: Marital Status distribution of Respondents

Marital Status	Frequency	Percent
Married	30	50.0
Unmarried	24	40.0
Widow/Widower	6	10.0
Total	60	100.0

Majority of respondents are married (50%), widows/ widowers form 10% of respondents.

Residence, Qualification and Designation:

The analysis of respondents profile with respect to their place of residence, Educational Qualification and work designation in Indian bank was carried out.

The residential area of respondents is analysed and presented in table 4:

Table 4: Residence distribution of Respondents

Residence Area	Frequency	Percent
Rural	24	40
Urban	26	43.33
Semi Urban	10	16.67
Total	60	100.0

Majority of respondents are in rural area, followed by 43.33% who live in Urban area. 40% respondents live in rural area.

5: The Educational Qualification of respondents of respondents is analysed and presented in table

Table 5: Educational Qualification of Respondents

Educational Qualification	Frequency	Percent
+2	10	16.67
Graduate	30	50
PG	14	23.33
Others	6	10
Total	60	100.0

Majority of respondents are Graduates, followed by 23.33% of PG educated respondents. Respondents holding ‘Other’ qualifications form lowest 10% of respondents.

The Designation of respondents is analysed and tabulated in table 6:

Table 6: Designation of Respondents

Designation	Frequency	Percent
Officer	10	16.67
Clerk	16	26.67
Accountant	16	26.67
Cashier	10	16.67
Manager	8	13.32
Total	60	100.0

Majority (26%) of respondents are Accountants and clerks, followed by 16.67% officers and cashiers.

Job Satisfaction

Job Satisfaction is measured using two parameters - Work condition at bank and Promotion in bank. The responses given to questions under these two parameters are scored and the total score is used to analyse if respondents are Highly Satisfied, Satisfied or Not Satisfied. The scores given to response ‘Strongly disagree’ is 1, to ‘Disagree’ is 2, 3 for ‘Neutral’, 4 for ‘Agree’ and 5 for ‘Strongly agree’. The scores are summed and Quartile analysis is carried out. The result of Quartile analysis is presented in Table 7

Table 7: Quartile Analysis

Percentiles	Work Condition	Promotion
25	16	13
50	20	15.5
75	22	18

Based on quartile analysis, the satisfaction of respondents is classified into three groups. Respondents whose total score was equal to or greater than 22 for Work Condition considered as Highly Satisfied and less than 16 were considered as not satisfied and whose Promotion total score was greater than 18 were considered as highly satisfied where as less than 13 were considered as not satisfied.

Designation and Job satisfaction:

Analysis with respect to designation of respondents is tabulated in Table 8 below

Table 8: Designation Wise Satisfaction

Designation	Work Classify						Promotion Classify					
	Highly Satisfied		Satisfied		Not Satisfied		Highly Satisfied		Satisfied		Not Satisfied	
	N	%	N	%	N	%	N	%	N	%	N	%
Officer	6	60%	3	30%	1	10 %	7	70%	1	10 %	2	20%
Clerk	7	43.75%	8	39.58%	1	16.67%	8	50.0%	2	12.5 %	6	37.5%
Accountant	6	37.50%	7	43.75%	3	18.75%	7	43.75%	4	25%	5	31.25%
Cashier	2	20%	3	30%	5	50%	5	50%	4	40%	1	10%
Manager	3	37.50%	2	25%	3	37.50%	4	50%	1	12.5 %	3	37.5%
Total	23	38.33%	24	40%	13	21.67%	31	51.67%	12	20.0%	17	28.33%

N= Number of Respondents

From table above it can be noted that 60 % of Officer, 43.75% of the clerks, 37.5% % of accountants and managers and 20% cashier are highly satisfied. Dissatisfaction level is highest among accountants and clerks. Over all 38.33% respondents are highly satisfied with their work condition in Kangra central co-operative bank and 21.67% are not satisfied. As far as Promotion related factors are concerned, 51.67% are highly satisfied, 20% are satisfied and 28.33% are not satisfied. The Officers form largest percentage of ‘Highly Satisfied’ respondents. 37.5% Clerks and managers are not satisfied with promotion.

Educational Qualification and Job satisfaction:

Analysis of Job Satisfaction with respect to educational qualification of respondents is tabulated in Table below

Table 10: Educational Qualification and Job Satisfaction

	W o r k C l a s s i f y						P r o m o t i o n C l a s s i f y						
	Highly Satisfied		Satisfied		Not Satisfied		Highly Satisfied		Satisfied		Not Satisfied		
Qualification	N	%	N	%	N	%	N	%	N	%	N	%	
+2	2	4	40%	5	50%	1	10%	5	50%	4	40%	1	10%
Graduate	15	50%	8	26.67%	7	23.33%	15	50%	9	30%	6	20%	
PG	6	42.86%	3	21.43%	5	35.71%	7	50%	2	14.28%	5	35.72%	
Others	2	33.33%	1	16.67%	3	50%	2	3.33%	-	0%	4	66.67%	
Total	28	46.66%	16	26.67%	16	26.67%	29	48.33%	15	25%	16	26.67%	

N= Number of Respondents

From above table in case of work classify it can be noted that 50% of graduates, 42.86 % of respondents with of PG and 40 % of +2 are highly satisfied.

In case of promotion in Kangra central co-operative bank, maximum ‘Highly Satisfied’ respondents are with the education qualification of +2, Graduates and Post Graduate.

Major Findings

Based on analysis of data, the major findings of the study are:

- As far as working condition is concerned, overall 46.66% respondents are highly satisfied with their work condition in Kangra Central Co-operative Bank and 26.67% are not satisfied.
- As far as Promotion related factors are concerned, 48.33% are highly satisfied, 25% are satisfied and 26.67% are not satisfied.
- When designation is taken into consideration, it is found that 60% of Officer are highly satisfied, 37.50% of Accountant, 20% of Cashier, 37.50 % of Manager are highly satisfied.
- Majority of Officers are Highly Satisfied with work condition. Dissatisfaction level related to work condition is highest among Cashiers and Managers.
- The Officers form largest percentage of ‘Highly Satisfied’ respondents as far as promotion is concerned.
- As far as Work condition is concerned, maximum ‘Highly Satisfied’ respondents are Post Graduates.
- In case of promotion in Kangra Central Co-Operative Bank, maximum ‘Highly Satisfied’ respondents are Post Graduate, Graduates.

Suggestions

- Working condition in Kangra Central Co-Operative Bank needs to be improved.
- Suggestions to improve work condition can also be taken from respondents who are highly satisfied with work condition. The difference in perception between those who are Highly satisfied and those who are dissatisfied will help the personnel manager to decide on course of action. If the difference is entirely perceptual, the dissatisfied respondents can be satisfied by reducing their perceptual dissonance else physical enhancements to work place can be carried out.
- Cashiers and Managers form the largest group of respondents which are dissatisfied with work condition hence special concentration should be given to improve their work condition by getting feedback specifically from them
- Majority of Officers are highly satisfied with work condition. Personnel managers can seek to maintain the satisfaction level by enhancing the positive aspects of Manager's working environment.
- Most of the respondents apart from the considered education qualification are not satisfied with work condition. This is probably due to them occupying lower position in the bank. Personnel manager can take step to improve basic working conditions of employees in lower grade .
- Post Graduates are highly satisfied with both work condition and promotion hence no special attention is required to improve the job satisfaction among them.
- Most of the graduates are dissatisfied with promotion. It is suggested that proper internal career guidance can be arranged for Graduates in bank to show and guide them through various path of promotions.

Conclusion

This study concentrated on Job Satisfaction of Kangra Central Co-Operative Bank employees and analysed the Job satisfaction's two main parameters - Work condition at bank and Promotion in bank. Job satisfaction was analysed threadbare with respect to designation and educational qualification of respondents. The insights gained by this differential analysis have brought out areas of improvement and has given a clear path to personnel managers to improve Job Satisfaction among Kangra Central Co-Operative Bank employees. The study has a broader appeal and can be extended to other banks and financial institutions to gain helpful insights into Job Satisfaction of the employees.

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