
Study of Employee Job Satisfaction in the Indian Banking Sector

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Abstract

The aim of this study is to look at employee satisfaction in various commercial banks, including private and public banks, and to see how various variable factors influence employee job satisfaction. The factors that contribute to a higher level of job satisfaction are described in this report. These elements have to do with the manager, remuneration, reorganization, remuneration, promotion, work safety, and work relationships. According to the findings, there is a positive connection between work satisfaction and awards, remuneration, job security, promotion opportunities, and good employee relations. According to the survey results, the majority of bank workers in the banking sector are happy with their organization culture, but wages and working hours are still a major concern for them.

Introduction

Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology. Job satisfaction of employees determine whether a company succeeds or fails, particularly in the banking industry. Employees can be considered inner consumers of any bank organization, and they must be satisfied if outside consumers are to be held up and satisfied. At the end of the day, successful banking institutions can only maintain their desired role by ensuring employee satisfaction and then motivating them to continue to grow [1]. Employees who spend more time at workplace after home. Researchers examined the definitions of work satisfaction and productivity in order to integrate variables that affect their interactions in achieving authoritative goals. Any bank's competitiveness and profitability are determined by its employees. As a result, it is critical for the success of banking to efficiently handle human resources and determine whether or not its workers are happy. High job satisfaction indicates a well-run business. It is a metric for determining whether or not an organization's working climate is positive [2].

Job satisfaction is influenced by a number of factors that contribute to the desired outcome. It is the positive and negative attitude towards the job of the employee. 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. Job satisfaction is an important technique used to motivate the employees to work harder. It is often said that “a happy employee is a productive employee” [3]. A satisfied, happy and hardworking employee is an important asset of any organization, including banks.

Workplace frustration may be caused by a lack of any of these factors. Income level, nature of job and social status & reputation, increased workplace safety, lack of uncertainty in roles, physical condition, organizational structure and culture, as well as contact with coworkers through features, performance appraisal, versatility, and creative approach [4].

Literature Review

Locke [5] defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction, according to Smith [6], is a wonderful and upbeat state that arises from the assessment of expert or worker self-experience. In his later work [7], he showed that job satisfaction is determined by how well the workplace meets and fulfills the individual needs of workers. Job satisfaction, according to Robbins [8], is the difference between the amount of awards an individual earns and the anticipated reward.

Job satisfaction was defined by Chahal et al. [4] as the degree to which individuals have positive feelings or attitudes toward their employment, and it is influenced by a number of factors including employee salary, performance appraisal system, promotional strategies, employee relationship with management and coworkers, training and development program, work burden and working hours, nature of job, and working environment. Employee health and job security should be given top priority so that employee turnover can be kept to a minimum. If these aspects are given a little more attention, the company would be able to retain good employees who are satisfied, committed, and involved in the organization. As a result, their work would be more productive and efficient, resulting in improved productivity. Overall, the researcher found that bank officers are satisfied with their employment, despite the fact that it is not very huge. However, there is still a lot of space for change. A company should make every effort to improve employee job satisfaction because if workers are happy, consumers who do business with them will be happy as well.

Job satisfaction, according to Dr. Varshney and Sangeeta Malpani [9], is a psychological concept that is largely dependent on employees' internal feelings. Job satisfaction is influenced by a variety of independent variables. Educational skills, nature of employment, salary, job security, advancement opportunities, and family and work-life balance are all factors to consider. Employee satisfaction leads to increased efficiency and profit. They suggested factors that contribute to job satisfaction in SBI employees in Udaipur and Rasam, as well as factors that contribute to job satisfaction in neighborhoods. Finally, the researchers concluded with a note that, the dimensions and level of job satisfaction of Udaipur employees and Rasam bank are not consistent and that there is no consistent dimension [10].

Lease [2] and Sharma and Khanna [3] revealed that the employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives.

Monga et al. [11] discovered that variables such as pay, interpersonal relationships, and communication, as well as supervisors' attitudes, working conditions, and teamwork, are more important in assessing employee job satisfaction. Because of the drastic changes in classification or compensation, Ahmed and Ali [12] stressed that morale and work satisfaction would change in lockstep. The more rewards and recognition that are prominent, the higher the degree of satisfaction would be. In addition, Hunjra [13] found a optimistic & important bond among employee satisfaction & leadership behaviors such as group work, leadership and independence. Shallu [14] stated that “the relationship between socio-personal factors and job satisfaction is related to age & income, and employee satisfaction is significantly and positively correlated”.

According to Hong et al. [15] workplace climate, pay and salary, and promotion qualifications have a significant impact on employees' job satisfaction, while business fairness has no significant impact on employees' job satisfaction. Sattar and Ali [16] stated that promotions, work climate, leadership behavior, and job satisfaction all have a major relationship with employee job satisfaction.

Anita Sharma et al. [17] examined the job satisfaction of employees of public sector banks in the Hamirpur district. Overall employee satisfaction is improved by increasing employee pay, performance assessment method, promotion plan, and training and development program, according to the report. The effect of job satisfaction on work performance was investigated by Vrind N.N. and Nisha Ann Jacob [18]. This study looked at why workers stay and leave the company, as well as how job satisfaction is determined. Job satisfaction and efficiency was also higher in more diverse professions, according to the study.

Methodology

Scope of the study

To understand the factors that results in a better job satisfaction in the Indian baking sector.

Objectives of the study

- To assess the employees job satisfaction level in SBI and ICICI banks.
- To identify the factors, influence the job satisfaction of employees.
- To identify the factors improves the satisfaction level of employees.

Research Hypothesis

H₀: There is no significant relationship between job satisfaction and employee retention

H₁: There is significant relationship between job satisfaction and employee retention

Data collection method

Primary data: The primary data was collected from the respondents by administering a structured questionnaire and also through observation.

Secondary data: Apart from primary data collected, the data collected through textbooks, the records of SBI and ICICI banks, journals from the library, academic reports and internet is used for the study.

Sampling Design

Sample parameter: The research was conducted at SBI and ICICI branches at Jaipur District.

Sample size: The sample taken amongst bank employee's i.e., 40 respondents per bank.

Sample technique: Convenience sampling

Tools used for analysis

Contact instrument: A structured closed-end Questionnaire. The types of questions were dichotomous and likert scale.

Formula used: Percentage of respondent = No. of Respondents/ Total no. of respondents * 100.

Data Collection

Convenience sampling was initially done as mentioned in the methods. Then, the questionnaire method was used to collect information. The questionnaire consists of two parts including demographic part and another part is on factors affecting job satisfaction. A five-point Likert scale has been used to rank the collected data. The researchers have used percentage and chi-square test to analyze the collected data.

Table 1.Data on employee job satisfaction level at work–SBI

Degrees	No. of respondents	Percentage of respondents
Highly satisfied	08	20
Satisfied	18	45
Neutral	12	30
Unsatisfied	02	05
Highly unsatisfied	00	00
Total	40	100

Source: Primary Survey Data-SBI

Table 1 and 2 depicts the employee job satisfaction at work in SBI and ICICI banks, respectively. We see that 90% of the employees is found to be satisfied or highly satisfies in a private bank (ICICI). Where this drops to 65% in the case of a public bank (SBI).

Table 2.Data on employee job satisfaction level at work-ICICI

Degrees	No. of respondents	Percentage of respondents
Highly satisfied	20	50
Satisfied	16	40
Neutral	02	05
Unsatisfied	02	05
Highly unsatisfied	00	00
Total	40	100

Source: Primary Survey Data-ICICI

We see that high percentage (30%) of employees tend to be neutral in the work-life satisfaction at a public bank (SBI). Table 3 and 4 displays the various factors that affects the job satisfaction of the employees at SBI and ICICI banks, respectively.

Table 3.Data on factors that influences employees' job satisfaction-SBI

Responses	No. of respondents	Percentage of respondents
Good pay	16	40
Promotion	08	20
Prestige	06	15
Good working condition	02	05
Relation with managers	02	05
Job security	06	15
Total	40	100

Source: Primary Survey Data-SBI

Various factors with the level of importance can be obtained from these tables. We can clearly see that both SBI and ICICI banks have similar trends with respect to factors that affect the job satisfaction of the employees at the respective organizations.

Table 4.Data on factors that influences employees' job satisfaction-ICICI

Responses	No. of respondents	Percentage of respondents
Good pay	12	30
Promotion	10	25
Prestige	06	15
Good working condition	04	10
Relation with managers	02	05
Job security	06	15
Total	40	100

Source: Primary Survey Data-ICICI

Data Analysis

Table 5. Relationship between job satisfaction and employee retention

	Value	df	Assump. Sig. (2 sided)
Pearson chi-square	20.739 a	39	0.002
Likelihood ratio	28.430	39	0.000
Linear-by-linear association	12.922	02	0.000
No. of valid cases	40.000		

Table 5 displays the association between the employee job satisfaction and the employee job retention. Hypothesis used for the analysis is mentioned in the section 3.3. It is found that 8 cells (66.7%) have expected count less than 5. The minimum expected count is 1.68. A chi-square test of association was performed by cross tabulating two variables namely job satisfaction and employee retention. Result from table shows a chi-square value of 20.739a and probability value of 0.002. The null hypothesis is dismissed since the p-value is less than 0.005, indicating that there is a strong association between job satisfaction and employee retention; happier an employee is, the longer they stay with an organization.

Findings

There are several factors that determines the job satisfaction of the employees. Some of the important ones are mentioned and discussed briefly in this section.

Good Pay

It is an undeniable factor that has a significant impact on job satisfaction, especially pay and value. If compensation is matched, the worker may be persuaded to devote sufficiently extra time. Pay, according to Sehgal [19], is one of the most important sources of authoritative expenses. Some people believe that there is no fair connection between pay and job satisfaction. According to Locke [5], their level of satisfaction rises when the representative's level of compensation exceeds their needs, and vice versa.

Promotion

Career development is necessary not only to meet material but also psychological needs, and it often leads to increased productivity and the establishment of a positive and progressive relationship between promotion and productivity. Employee satisfaction is influenced by a number of factors, one of which is promotion.

Good working conditions

The working conditions or working environment refers to the location where employees perform their duties. Employee satisfaction with their work environments is influenced by a variety of variables, including air quality and temperature, building design, lighting, and noise, according to

several reports. Few scholars and researchers agree that the workplace should achieve three goals: meet the needs of employees, meet the needs of clients, and strive for organizational excellence.

Work design

Many scholars and researchers agree that work design, which includes autonomy, motivation, job choice, and recognition, has a significant impact on job satisfaction, and that the absence of any of the factors listed above may reduce job satisfaction.

Managers

Management plays an important role in employee happiness. Supervisors or managers allow workers the freedom to express themselves and make them so loyal. Employee respectability is essential from the perspective of the employees. The relationship between a worker and an associate and director, especially those that have proven to be straightforward, is one of the most important factors that can influence representative satisfaction and behavior.

Working hours

Conflicts between workers occur when the balance between individual desires and job requirements is disrupted. There is a disagreement if the employee feels uncomfortable at work. Job satisfaction is often linked to factors such as giving and investing extra time, as well as working at inconvenient hours. For quite some time, the reason for this connection between working hours and worker satisfaction has been that each representative spends on his job.

Demographic features

Statistics attributes include things like gender, age, education, and experience. A lot of research has been done on these components and their relationship to job satisfaction, and it has been discovered that both of these demographic variables have an effect on job satisfaction.

Human resources department

The function of human resources is inextricably linked to employee satisfaction. This division is responsible for the organization's planning, board changes, market change management, and representative behavior in regard to prerequisites, planning, grants, human asset review, and so on.

Stress

Stress is a mental and physical imbalance that causes workers to have objective or abstract problems. There are a variety of factors, such as a lack of liquidity and congestion, that can cause

workers to be concerned. Hong's research [15] found a strong connection between stress and job satisfaction. Employees who are under a lot of pressure are less satisfied with their employment.

Recommendations

Some of the suggestions/ recommendations based on this study are listed in this section. Several theorists and researchers agree that the quality of customer service has a positive impact on employee satisfaction. An employee is considered productive when he is happy. Satisfied workers are more probable to attract more consumers in a friendly & friendly way, & unfortunate employee can lead consumers to leave. Employees' ability to leave or stay at work is determined by their level of satisfaction. Hence, job satisfaction of the employees becomes an important issue for any organization. Recommendations that can be suggested from the results of this study are as follows:

- Bank employees should fairly remunerate behavior and commitments of representatives. They should be given satisfactory motivating forces to be efficient representatives.
- Promotion is more than just assigning a responsibility; it's a strategic mechanism in which adequate compensation and appreciation are provided in relation to the risk and responsibility involved.
- Seniors should have a constructive attitude toward their subordinates in order to assist them in performing their assigned tasks with greater efficiency and thereby adapting peacefully to the cooperation of others.
- Workplace working conditions must be improved; research shows that good working conditions enable employees to concentrate on their core domain.
- Banks can also strengthen community building and teamwork by using effective communication channels.
- Job security has long been regarded as one of the strongest aspects of banking institutions, and they must have outstanding plans related to annuity, tip, retirement, and other related benefits to enhance the representative's belief that all is well and good, as well as fulfillment.
- Status-based promotion arrangements in banks should be avoided to promote a competitive culture.
- Banking institutions must improve workers' compensation satisfaction by providing a compensation framework that is based on one's credibility and effort. This has been currently followed in some of the other sectors like software industries. It should be realized that keeping the employees ever motivated is an important task for banks.

Limitations

There are some limitations of this study. They are listed below:

- The data have been collected only from the Jaipur district. So, it is difficult so show the whole scenario of job satisfaction in banks throughout India.

- Only two banks are considered (one as public; one private). More banks should have been considered to get a better picture.
- The sample size is only 40 employees per bank (SBI and ICICI). This sample size is small to conclude the results that are obtained.
- At the time of data collection, it can be a possible situation that some respondents feel hesitate to provide actual information about their job. So, it may affect the actual results of the study.
- Demographic ratio chosen for the study is unknown. It might be possible that only one of the genders are in majority. If that is the case, then it is difficult to know the actual situation of opposite gendered employees' job satisfaction.
- Job satisfaction is a qualitative thing. The level of satisfaction differs from one person to another.

Conclusion

This study is about job satisfaction among bank employees and key parameters of job satisfaction has been analyzed. The results of this differential study defined areas for change and provided staff managers with a consistent path to improving employee satisfaction at the Bank. Good pay is something that motivates workers the most. Acknowledgement and customer satisfaction are the second and third factors, respectively. Employees maintain cordial relationships with their employers and partners, sharing useful ideas and knowledge, and as a result, they are happy with their workplace relationships. Long working hours and a complex pay system have been identified as major sources of job dissatisfaction. They were also dissatisfied with their working hours. The absence of hurried clients, swarm branch, remote client, and individual lack of liquidity are all factors that cause them concern. Consumer loyalty, board of directors, condition, colleges, workplaces, and measure of compensation have all affected the degree of representative satisfaction individually.

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