

# Job Satisfaction of Employees in Banks: A Study in Public Sector Banks Dharwad District

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**Abstract :** Human resource is a most important, complicated and potential resource to any organisation. The human resource is a most crucial resource acting as a major determinant factor of any concern's success or failure. Employees management in an organisation is not that easy as the organisation manages its non-human resource. Therefore, it is a crucial area in an organisation to which requires special attention and care and bring the best out of it. The present study will focus on to know the job satisfaction of employees and their problems in their job and working place in banks. The study will also explore the need and job satisfaction and the factors determining the job satisfaction of employees in the public sector banks.

**Key words:** Human Resource, Job Satisfaction, Public Banks, Employees.

## I. INTRODUCTION

Human resource management is a challenging job in a firm, since the human resource has inconsistent feelings, ideas, emotions made the job difficult to manage the human resource. Once the human resource is satisfied with their job, it is a success of an organisation at its first step towards success of the firm. It is highly challenging task of the firms to identify the factors which determines the job satisfaction of employees in banks. Of course there are different factors working in banks at different types of banks such as public sector banks and private sector banks. The job satisfaction is the amount of happiness of employees on their jobs and the amount of positivity of employees towards their job determines the level of contribution of employees towards the institutional development. The more the job satisfaction of employees will absolutely more the productivity of employees towards the bank. Job satisfaction refers to one's overall attitude about their work and the discrepancy between the compensation they feel they deserve and what they actually receive. Every organization's backbone is its employees; without them, nothing gets done. Employee satisfaction is therefore quite high important. If they receive what they anticipated, employees will be more content at work; job satisfaction is related to employees' inner feelings.

## II. STATEMENT OF THE PROBLEM

The job satisfaction of employees in banks is a crucial factor which determines the growth and development of the banks, hence, identifying the factors influencing and determining the job satisfaction among banking employees is most important. The study will definitely important to identify the factors determining job satisfaction of bank employees and the level of satisfaction of bank employees in their job.

## III. REVIEW OF LITERATURES

**Devi and Suneja (2013)** investigated the Job Satisfaction Among Bank Employees by comparing Public Sector with Private Sector Banks. The researchers approached 110 employees of selected banks to identify their views job satisfaction. They selected three determinants like pay and fringe benefits, supervision, training and development for job satisfaction.

**Jabeen et al. (2007)** examined the Job Satisfaction as Related to Organizational Climate and Occupational Stress: A Case Study of Indian Oil. The study concluded that that there is no significant difference between managers and engineers in terms of their job satisfaction and both the groups appeared almost equally satisfied with their jobs. The researchers found that both the groups differed significantly.

**Ahmed and Uddin (2012)** conducted a study on Job Satisfaction of Bankers and Its Impacts on Janata Bank. The study showed that job satisfaction of bankers mainly depends on some aspects of job satisfaction, like salary, fair promotion policy, others financials facilities, supervision, rewards system, operating procedure, colleagues' relationships, and opportunities for open communication.

**Velnampy (2008)** examined the Job Attitude and Employees Performance of Public Sector Organizations in Jaffna District, Sri Lanka. The researcher concluded that job satisfaction does have impact on future performance through the job involvement, but higher performance also makes employees feel more satisfied and committed. It is a cycle of event that is clearly in keeping with the development perspective. Attitudes such as satisfaction and involvement are important to the employees to have high levels of performance. The results of the study examined that attitudes namely satisfaction and involvement, and performance are significantly correlated.

**Chahal et al. (2013)** conducted a study on Job Satisfaction among the Bank Employees: An Analysis of Contributing Variables towards Job Satisfaction. The study suggested some important factors to improve job satisfaction of bank employees such as: smart salary, performance evaluate system, fair promotion strategies, employee's relationship with management and others co-workers, training and development programs work stress and working hours.

**Shahu and Gole (2008)** investigated the Effect of Job Satisfaction on Performance. The study concluded that the companies are lagging behind in certain areas of job satisfaction & job stress need to be developed so that their employees show good performance level, as it is provided that performance level lowers wit high satisfaction scores.

**Hoque and Hossain (2011)** found that significantly higher number of respondents were satisfied with their job than those who were not satisfied with the job. The researchers also found that job safety, well relation with their colleagues, supervision,

recognition, good working environment were rated more important than wages, promotion, autonomy in work and participation in decision making.

**Islam and Hossan (2005)** in a study on Employee Satisfaction of Private Sector Bank in Dhaka City the found that the most of the employees were highly satisfied with their job. Promotion, others financial benefits were key factors of their satisfaction. They did not find any significant impact of personal factors for their overall job satisfaction.

**Jeet and Uzzafae (2014)** In his study on private sector banking employees, he examined the impact of human resource practices on job satisfaction. Bowra and Nasir (2014) In their study in Pakistan, they suggest various factors that affect job satisfaction level of employees. These factors include salary, working conditions, job enrichment, job enlargement, job security, etc. They determine the performance appraisal of employees through various techniques.

**Kamal and Sen Gupta (2019)** focused on factors like occupational, demographical and organizational factors that directly affect the job satisfaction level of employees in the banking industry.

#### IV. RESEARCH GAP

There are lot of studies have been done on employees' job satisfaction among employees in both public and private banks as well as other organisations in different states, districts and urban areas across the country (Jabeen et al. 2007), (Ahmed and Uddin 2012). There are quant studies have been conducted on job satisfaction of among employees in public banks in north Karnataka including Dharwad (Shiralashetti A.S & Gasti, A 2017), Triveni, S., & Amminabhavi, V. A. 2005) but no studies in recent days have been conducted on Job satisfaction of employees in public banks in Dharwad, hence, to fill this research gap, the present study has been conducted.

#### V. RESEARCH OBJECTIVES

Following are the objectives of the study;

- To know the status of public sector banks in Dharwad district.
- To identify the factors influencing on job satisfaction of managerial employees of public sector banks in Dharwad district.
- To analyse the level of job satisfaction of managerial employees of public sector banks in Dharwad district.
- To offer workable suggestions based on the findings for improving the job satisfaction of employees in public sector banks.

#### VI. RESEARCH HYPOTHESES

Based on the above mentioned research objectives, the present study has been made some research hypotheses as under

- Job satisfaction of managers is poor.  
H<sub>0</sub>: Managers are satisfied with their job  
H<sub>1</sub>: Managers are not completely satisfied with their job.
- H<sub>0</sub>: The job is not making any difference in the socio-economic life of the managers.  
H<sub>1</sub>: The job makes significant difference in the socio-economic life of the managers.
- H<sub>0</sub>: There is no significant difference in the Psychological behaviour of the employees.  
H<sub>1</sub>: There is a significant difference in the Psychological behaviour of the employees.

#### VII. RESEARCH METHODOLOGY

**Type of Data:** The present is confined with both primary and secondary data. The required primary data has been collected through structured questionnaire from the concerned respondents and secondary data has been collected from various websites, text books etc.

#### Sample Size and Sampling Technique:

The present study has been chosen 115 managerial employees for the study using convenient sampling technique.

#### Plan of analysis

To achieve the research objectives, to analyse and interpret the data, the present study has been used percentile and graphs methods.

#### Statistical tools:

To test the research hypotheses, the present study has been Two-Way ANOVA and Tukeys' test.

#### VIII. SCOPE OF THE STUDY

The present study is going to cover managerial employees of public sector banks in Dharwad District.

#### IX. LIMITATIONS OF THE STUDY:

The present study covers only managerial employees job satisfaction of public sector banks in Dharwad district rather than other designated employees in the public sector banks.

#### X. DATA ANALYSIS AND INTERPRETATION

##### The job satisfaction of managerial employees

Gender \* Age

Crosstab

Table 1

			Age				Total	Chi square value	P-value
			21--30	31-40	41-50	Above 50			
Gender	Male	Count	14	24	12	10	60		
		% of Total	14.9%	25.5%	12.8%	10.6%			
	Female	Count				34			

		8	17	5	4	36.2%	1.184	0.757
	% of Total					94		
	Count	8.5%	18.1%	5.3%	4.3%	100.0%		
Total	% of Total	23.4%	43.6%	18.1%	14.9%			

From the chi-square test for independence of attributes variables gender and age are found to be non-significant at 5% level of significance and they are independent in the table 1. The test reveals that there is no relation between gender and age. Age is not influencing by gender.

**Education \* Age  
Crosstab  
Table 2**

		Age				Total	Chi square value	P-value
		21--30	31-40	41-50	Above 50			
PUC	Count		2	0	1	4		
	% of Total		2.1%	0.0%	1.1%	4.3%		
Degree	Count		18	8	8	43		
	% of Total		19.1%	8.5%	8.5%	45.7%		
PG	Count	1	9	9	5	47	2.290	0.891
	% of Total	1.1%	22.3%	9.6%	5.3%	50.0%		
Education	Count	12	41	17	14	94		
	% of Total	12.8%	43.6%	18.1%	14.9%	100.0%		
Total	Count	22	41	17	14	94		
Total	% of Total	23.4%	43.6%	18.1%	14.9%	100.0%		

From the chi-square test for independence of attributes variables age and education are found to be non-significant at 5% level of significance and they are independent in the table 2. The test reveals that there is no relation between age and education. Education is not influencing by age.

**Marital status \* Age  
Crosstab  
Table 3**

		Age				Total	Chi square value	P-value
		21--30	31-40	41-50	Above 50			
Married	Count	7	36	17	13	73		
	% of Total	7.4%	38.3%	18.1%	13.8%	77.7%		
Unmarried	Count	15	5	0	1	21	35.834	0.000
	% of Total	16.0%	5.3%	0.0%	1.1%	22.3%		
Marital status	Count	22	41	17	14	94		
	% of Total	23.4%	43.6%	18.1%	14.9%	100.0%		

From the chi-square test for independence of attributes for the variable age and marital status is found to be highly significant at 5% level of significance and they are dependent in the table 3. The test reveals that there is a relation between age and marital status. Marital status is varying with respect to age. It is observed from the cross table at the age group 21-30 total percentage of managers are 23.4% in that 16% are unmarried and in the age group above 50 total percentage of managers are 14.9% in that 13.8% are married, it indicates the age factor influences on marital status.

**Social status \* Age  
Crosstab  
Table 4**

	Age		P-value
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		21--30	31-40	41-50	Above 50	Total	Chi square value	
Social status	Count	7	13	11	7	38	12.350	0.194
	% of Total	7.4%	13.8%	11.7%	7.4%	40.4%		
	GM Count	8	14	3	1	26		
	OBC % of Total	8.5%	14.9%	3.2%	1.1%	27.7%		
	SC Count	4	8	3	5	20		
	ST % of Total	4.3%	8.5%	3.2%	5.3%	21.3%		
Total	Count	3	6	0	1	10		
	% of Total	3.2%	6.4%	0.0%	1.1%	10.6%		
	Count	22	41	17	14	94		
	% of Total	23.4%	43.6%	18.1%	14.9%	100.0%		

From the chi-square test for independence of attributes variables Age and social status are found to be non-significant at 5% level of significance and they are independent in the table 4. The test reveals that there is no relation between age social status. Age is not influencing social status.

**No. of earning members in a family \* Age**

**Crosstab**

**Table 5**

		Age				Total	Chi square value	P-value
		21-30	31-40	41-50	Above 50			
NO. of earning members in a family	Count Only 1	10	16	7	8	41	4.084	0.665
	% of Total	10.6%	17.0%	7.4%	8.5%	43.6%		
	Count 2-3	11	23	9	4	47		
	% of Total	11.7%	24.5%	9.6%	4.3%	50.0%		
	Count More than 3	1	2	1	2	6		
	% of Total	1.1%	2.1%	1.1%	2.1%	6.4%		
Total	Count	22	41	17	14	94		
	% of Total	23.4%	43.6%	18.1%	14.9%	100.0%		

From the chi-square test for independence of attributes variables Age and No. of earning members in a family are found to be non-significant at 5% level of significance and they are independent the table 5. The test reveals that there is no relation between age social status. Age is not influencing no. of earning members in a family.

**Work experience in years \* Age**

**Crosstab**

**Table 6**

		Age				Total	Coefficient of Correlation	P-value
		21-30	31-40	41-50	Above 50			
Work experience in years	Count Below 5 years	8	2	0	0	10		
	% of Total	8.5%	2.1%	0.0%	0.0%	10.6%		

Total	6-10 years	Count	10	29	2	0	41	0.726	0.000
	11-20 years	% of Total Count	10.6%	30.9%	2.1%	0.0%	43.6%		
	More than 20 years	Count	4	7	9	1	21		
	5.00	% of Total Count	4.3%	7.4%	9.6%	1.1%	22.3%		
		Count	0	2	6	13	21		
		% of Total	0.0%	2.1%	6.4%	13.8%	22.3%		
		Count	0	1	0	0	1		
		% of Total	0.0%	1.1%	0.0%	0.0%	1.1%		
		Count	22	41	17	14	94		
		% of Total	23.4%	43.6%	18.1%	14.9%	100.0%		

From the Karl-Pearson’s correlation coefficient for the variable age and Work experience, it is found to be highly significant at 5% level of significance and they are dependent in the table 6. The correlation coefficient between age and Work experience is highly positive. It is observed from the cross table at the age group 31-40 total percentage of managers are 43.6% in that 30.9% are having experience 6-10 years that indicates maximum number of managers are appointed around 6 years back and in the age group more than 20 years’ experience managers are 14.9% in that 13.8% are having more than 20 years of service. So Work experience is increasing as age increases and they are dependent.

**Monthly Income \* Age  
Crosstab  
Table 7**

	Age				Total	Coefficient of Correlation	P-value	
	21-30	31-40	41-50	Above 50				
monthly Income	up to 25000	Count	0	2	0	2	0.140	0.179
	26000-35000	% of Total Count	0.0%	2.1%	0.0%	2.1%		
	36000-50000	Count	1	0	0	1		
	Above 50000	% of Total Count	1.1%	0.0%	0.0%	1.1%		
	Total	Count	4	9	5	18		
		% of Total Count	4.3%	9.6%	5.3%	19.1%		
		Count	17	30	12	14		
		% of Total	18.1%	31.9%	12.8%	77.7%		
		Count	22	41	17	14		
		% of Total	23.4%	43.6%	18.1%	14.9%		

% of Total	23.4%	43.6%	18.1%	14.9%	100.0%		
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From the above table 7 it is observed the Karl-Pearson’s coefficient of correlation is found positive and non-significant at 5% level of significance. This test interprets that age and income are not dependent. We can observe above 50000 salary for all the age groups instead of above 50 or 40 age groups.

**Hypothesis testing**

1. Job satisfaction of managers is poor.

H<sub>0</sub>: Managers are satisfied with their job.

H<sub>1</sub>: Managers are not completely satisfied with their job.

**ANOVA**

Job satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	15.690		3.138	3.988	.001
Within Groups	439.053	5	.787		
Total	454.743	558			
		563			

**Post Hoc Tests**

**Homogeneous Subsets**

**Job satisfaction**

**Tukey HSD**

Factors	N	Subset for alpha = 0.05	
		1	2
Job Security	94	1.8404	
Salary is enough to lead comfortable life	94	2.0319	
Safety measures in the bank	94	2.0426	2.0426
Increments are given on the basis of efficiency	94	2.0957	2.0957
Benefits and services provided in the job	94	2.1064	2.1064
Responsibility of an employee quoted with rewards and appreciations	94		2.4043
Sig.		.312	.060

Means for groups in homogeneous subsets are displayed. a. Uses Harmonic Mean

Sample Size 94.000.

From the One-way analysis of variance test for several means it is found highly significant at 5% level of significance therefore the null hypothesis is rejected. To understand actually for which particular variable response of the respondent are significantly varying it is tested the Tukey’s post hoc test. From the post hoc test it is found two homogeneous subsets with p-value 0.312 and 0.060 respectively.

Here the factors within the subset are non-significant and between the subsets are significant. So that the statement “Managers are satisfied with their job.” is rejected.

H<sub>0</sub>: The job is not making any difference in the socio-economic life of the managers.

H<sub>1</sub>: The job makes significant difference in the socio-economic life of the managers

**ANOVA**

Manager Socio-economic

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	199.616	7	28.517	31.163	.000
Within Groups	680.819	744	.915		
Total	880.435	751			

**Post Hoc Tests**  
**Managers socio-economic job satisfaction**  
 Tukey HSD

Fact manager		Subset for alpha = 0.05			
		1	2	3	4
Boss and subordinate relationship	94	1.7872			
Relationship with other branch employees	94	1.8191			
The relationship among co-worker	94	1.8511			
Personal relationship with the public			2.1489		
Social status of job	94	1.9894			
Social concern of bank about employees	94	2.1489			
Functions of unions	94		2.4787	2.4787	
Local Trips	94			2.6064	
Sig.		.160	.261	.985	3.3936 1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 94.000.

From the One-way analysis of variance test for several means it is found highly significant at 5% level of significance therefore the null hypothesis is rejected. From the post hoc test it is found four homogeneous subsets with p-value 0.160,0.261,.985 and 1.000. which subsets are non-significant within the subset and significant between the sets. Here it is observed for local trips the average response is 3.393, which is nearer to scale 4(i.e. poor) and the p-value is 1.000 which indicates the response of the respondents is totally differs to this particular factor and that is poor. The job is not making any difference in the socioeconomic life of the managers” is rejected.

H<sub>0</sub>: There is no significant difference in the Psychological behaviour of the employees.

H<sub>1</sub>: There is a significant difference in the Psychological behaviour of the employees.

**ANOVA**

Manager psychological job satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.391	3	.797	.587	.624
Within Groups	504.968	372	1.357		
Total	507.359	375			

One-way analysis of variance test for several means is found to be non-significant at 5% level of significance; therefore, the null hypothesis is accepted. That is the job environment is not making any disturbance on the psychological factors of the employees. From the means plot it is observed that the average response is lying between 2.5 to 2.9 i.e. near to average so it is not effecting on employees adversely. Therefore, the statement “there is no significant difference in the Psychological behaviour of the employees.”

**XI. FINDINGS OF THE STUDY**

1. From the chi-square test for independence of attributes variables gender and age are found to be non-significant at 5% level of significance and they are independent in the table 1. The test reveals that there is no relation between gender and age. Age is not influencing by gender.
2. From the chi-square test for independence of attributes variables age and education are found to be non-significant at 5% level of significance and they are independent in the table 2. The test reveals that there is no relation between age and education. Education is not influencing by age.
3. From the chi-square test for independence of attributes for the variable age and marital status is found to be highly significant at 5% level of significance and they are dependent in the table 3. The test reveals that there is a relation between age and marital status. Marital status is varying with respect to age. It is observed from the cross table at the age group 21-30 total percentage of managers are 23.4% in that 16% are unmarried and in the age group above 50 total percentage of managers are 14.9% in that 13.8% are married, it indicates the age factor influences on marital status.
4. From the chi-square test for independence of attributes variables Age and social status are found to be non-significant at 5% level of significance and they are independent in the table 4. The test reveals that there is no relation between age social status. Age is not influencing social status.
5. From the chi-square test for independence of attributes variables Age and No. of earning members in a family are found to be non-significant at 5% level of significance and they are independent the table 5. The test reveals that there is no relation between age social status. Age is not influencing no. of earning members in a family.

6. From the Karl-Pearson's correlation coefficient for the variable age and Work experience, it is found to be highly significant at 5% level of significance and they are dependent in the table 6. The correlation coefficient between age and Work experience is highly positive. It is observed from the cross table at the age group 31-40 total percentage of managers are 43.6% in that 30.9% are having experience 6-10 years that indicates maximum number of managers are appointed around 6 years back and in the age group more than 20 years' experience managers are 14.9% in that 13.8% are having more than 20 years of service. So Work experience is increasing as age increases and they are dependent.
7. It is observed from table 7 that, the Karl-Pearson's coefficient of correlation is found positive and non-significant at 5% level of significance. This test interprets that age and income are not dependent. We can observe above 50000 salary for all the age groups instead of above 50 or 40 age groups.
8. From the One-way analysis of variance test for several means it is found highly significant at 5% level of significance therefore the null hypothesis is rejected. To understand actually for which particular variable response of the respondent are significantly varying it is tested the Tukey's post hoc test. From the post hoc test it is found two homogeneous subsets with p-value 0.312 and 0.060 respectively. Here the factors within the subset are non-significant and between the subsets are significant. So that the statement "Managers are satisfied with their job." is rejected.
9. From the One-way analysis of variance test for several means it is found highly significant at 5% level of significance therefore the null hypothesis is rejected. From the post hoc test it is found four homogeneous subsets with p-value 0.160,0.261,.985 and 1.000. which subsets are non-significant within the subset and significant between the sets. Here it is observed for local trips the average response is 3.393, which is nearer to scale 4(i.e. poor) and the p-value is 1.000 which indicates the response of the respondents is totally differs to this particular factor and that is poor. The job is not making any difference in the socioeconomic life of the managers" is rejected.

## XII. SUGGESTIONS

The study is recommending that, though there is job satisfaction of managerial employees on their job, but the public sector banks should draft the appropriate HR policies to tackle time to time challenges to enhance the job satisfaction of managerial employees performance. The public sector banks should also provide financial security and work proportionate allowances to boost up the socio-economic life of managerial employees.

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