



**PERCEPTION OF BANK EMPLOYEES TOWARDS JOB
SATISFACTION: SPECIAL REFERENCE TO STATE BANK OF INDIA IN
PATHANAMTHITTA DISTRICT**

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ABSTRACT

Job satisfaction is a positive feelings or attitudes that employees have towards their jobs. When an employee's feels that he has high job satisfaction, it means that he really like his job feels good. Job satisfaction is an important technique used to motivate and encourage the employees to work harder. This paper investigates the level of job satisfaction of State Bank of India employees in Pathanamthitta district identifying the satisfaction level of employees, this study is mainly based on 60 employees of nine branches which includes 25 officers, 25 clerical staff and 10 subordinate staff. Based on survey, the paper attempts to gain insights into the satisfaction level from the perspective of the bank employees. Factors including current job, promotional events, compensation, welfare, job timing and job security are found important for improving job

satisfaction of bank employees in State Bank of India. Increase in level of these factors improves overall job satisfaction of employees which is identified by using statistical techniques.

Keywords: Job satisfaction, current job, promotional events, compensation, welfare, job timing, job security.

1. Introduction

Nowadays Human life has become very complex and advanced. So the needs and requirements of the people are changing and increasing. If the people's needs are not fulfilled they become Dissatisfied. The dissatisfied people are likely to contribute very little in any field. In the field of organization, employee satisfaction is one among the most popular and widely used research topics.

In any organization, especially in banks, it is important to satisfy the needs and wants of employees' because it is a service industry to serve people effectively. Employees have a close contact with the customers so if the employees are dissatisfied it will affect the customers also. Job satisfaction has been defined in several ways but the most general way is to define it as an attitudinal variable. Job satisfaction is widely used in the domain of human resources development. It is the degree to that a person reports satisfaction with intrinsic and extrinsic features of the job. In other words, Job satisfaction is pleasurable emotional state resulting from the appraisal of one's job or job experience Satisfied employees develop job involvement and devote much of the time and give great focus to work for better achievement of his/her objective and organizational goals. Motivation is setting a person into motion or action to achieve needs or goals. Motivation and performance have a strong tie.

Every organization tries to achieve its objectives. In this connection, they must concentrate on many aspects. As the human resource of an organization is considered as an important resource, organizations wish to keep well trained and effective workforce. To make the best use of people as a valuable resource of the organization attention must be given to the relationship between staff and the nature and content of their jobs. The organization and the design of jobs can have a significant effect on staff. So, this study makes an attempt to reveal that whether there is a

perceived employee satisfaction among bank employees towards job in State Bank of India in Pathanamthitta district.

2. Review of Literature

Bajpai and Srivastava (2004) studied the satisfaction levels of employees of two public sector and two private sector banks in India. The results indicated that layoff threats, less welfare schemes, quick turnover, poor working environment less scope for growth and development enhanced job dissatisfaction. On the other hand, job security, career growth opportunities, working environment and welfare practices leads to better job satisfaction.

Hackman and Lawler (1971) found that job characteristics have an impact on the level of job satisfaction. The found that workers who perform tasks that have high skill variety, autonomy, feedback and job significance experience greater levels of job satisfaction than their counter parts who perform tasks that are low on these attributes.

Stringer (1968) indicated that job satisfaction increases as the individual perceives the environment as having more achievement opportunities. Individuals who are in achievement climate rate themselves as higher performers than individuals in less motivating climate. Salesmen are rated higher in performance if they perceive an achievement climate. Clerks are rated higher in performance if they perceive a power climate.

Steven Simons and Antony Scott (2001) found that even though majority of general practitioners were satisfied with their job, they were experiencing a number of pressure at work. They suggested that general practitioners participates in the work force could be promoted by introducing more flexible working pattern, by expanding the scope of contractual arrangements, and by making patients expectations more realistic by clearly communicating what actually is the role of a general practitioner

Sinha A.K.(1960)[58] found that job satisfaction is a resultant feeling of satisfaction which the employee actives by gaining from the job what he expects from it to satisfy his needs i.e. job satisfaction refers to an individual's complex reactions towards his/her job.

3. Research Questions

All the employees working in an organization experience in various level of job satisfaction. Because the job satisfaction determined by several factors depends on organisation. Such as promotion, pay working condition and the work itself, etc. Job satisfaction has a great influence in all the organizations. In this research, the main problem to be found out is to know the job satisfaction level of employees in State Bank of India and to examine the factors which caused job satisfaction. In this ground the research can be given in the form of following research questions:

1. To what extent employee's job satisfaction exist in State Bank of India?
2. What are the job satisfaction factors influences SBI bank employees?

4. Objectives

The main objectives of the study are as follows:

1. To examine the level of job satisfaction of the employees in State Bank of India.
2. To examine the factors responsible for job satisfaction.

5. Hypotheses of the study

H₁: The level of Employee Satisfaction in SBI is excellent.

H₂: Construct current job, promotional events, compensation, welfare, job timing, job security(ESa1-ESa6)has significant effect on Employee Satisfaction

6. Research Methodology

6.1 Data Source

This study used primary data which were collected with the help of questionnaire.

6.2 Instrumentation

The questionnaire was administrated to employees of State Bank of India in Pathanamthitta district in Kerala. A five point Likert scale from strongly disagree, Disagree, Neutral, Agree, and strongly agree was adopted to identify variables of job satisfaction.

6.3 Sample Design Method

For the purpose of the study, the researcher selected the nine branches of SBI in Pathanamthitta district on the basis of convenient sampling method.

6.4 Sample size

Sample size of the study is restricted with 60 employees of nine SBI bank branches in Pathanamthitta District, Kerala. The sample includes 25 officers, 25 clerical staff and 10 subordinate staff.

6.5 Data Analysis

The present study used Confirmatory Factor Analysis approach, correlation and regression models and one sample t-test to analyze the established objectives. One sample t-test used to identify the level of employee satisfaction in State Bank of India. Structural equation model used to identify the factors responsible for employee satisfaction.

7. Level of Employee Satisfaction in SBI bank employees

One of the objectives is to find the level of Employee satisfaction in SBI bank employees in Pathanamthitta district. For this the respondents are asked 6 questions on five point Likert scale. The responses are scored as 1 for 'Strongly Disagree', 2 for 'Disagree', 3 for 'Neutral', 4 for 'Agree' 5 for 'Strongly agree'. The total score of the 6 questions for all 60 respondents is found out, based on which we calculate the mean % score of level of Employee satisfaction in banks $\left[MPS = \frac{MeanScore \times 100}{Maximumpossiblescore} \right]$. This score is classified into one of the four groups as poor or low if the mean % score is less than 35%, average if the mean % score is between 35 to 50 per cent, good or medium if the mean % score lies in the interval 50 to 75% and excellent or high if the mean % score is above 75%. A one sample t test is carried out to test the significance. The following table gives the Mean, SD, Mean % Score and Z value of the variable considered (Loyd, B. H., & R. R. Abidin. R. R. 1985).

Level of Human resource Management Practices in banks is calculated using the above mentioned method and a 'One Sample Z Test' is carried out to test the significance. Table 1.1 gives the Mean, SD, Mean % Score and Z value of the variable considered.

Table 1.1**Employee Satisfaction: Responses of Employees**

Employee Satisfaction		SD	D	N	A	SA	Total
ESa1	I am satisfied with my current job.	4	0	17	23	16	60
ESa2	I am satisfied with the promotional events followed by in my bank.	0	3	13	30	14	60
ESa3	I am satisfied with the compensation provided by Bank	3	8	17	16	16	60
ESa4	I am satisfied with the welfare benefits provided by the bank.	0	9	7	29	15	60
ESa5	I am satisfied with the job timing fixed by the Bank.	2	5	14	24	15	60
ESa6	Our bank provides job security.	0	2	11	24	23	60

Source: Primary data

From the above table, Employee satisfaction is measured through six variables that are current job (ESa1), promotional events (ESa2), compensation (ESa3), welfare (ESa4), job timing (ESa5), and job security (ESa6).

Out of 60 respondents, 23 agreed, 17 were in neutral, 16 strongly agreed and 4 strongly disagreed that they are satisfied with their current job. Out of 60 respondents, 30 agreed, 14 strongly agreed, 13 were in neutral and 3 disagreed that they are satisfied with the promotional events followed by in their bank. Out of 60 respondents, 17 were in neutral, 16 agreed, 16 strongly agreed, 8 disagreed and 3 strongly disagreed that they are satisfied with the welfare benefits provided by their banks. Out of 60 respondents, 24 agreed, 15 strongly agreed, 14 were in neutral, 5 disagreed and 2 strongly disagreed that they are satisfied with the job timing fixed by the Bank. Out of 60 respondents, 24 agreed, 23 strongly agreed, 11 were in neutral and 2 disagreed that their bank provides good job security.

Next to measure employee performance level in SBI, statistical analysis is required. For analyzing employee satisfaction, t-test is used. The result is shown in table 1.2.

Table 1.2

Employee Satisfaction: Mean, Standard deviation and t value

Variable	N	Mean	Std. Deviation	Mean % score	CV	t	p value
Employee Satisfaction	60	19.07	3.86	76.27	20.23	0.636	0.527

Source: SPSS 20.0

Table 1.2 indicates that the mean percentage score Employee Satisfaction in SBI is 76.27% which indicate that level of satisfaction of bank employees in SBI is high or excellent. The CV= $\frac{\text{Standard deviation} * 100}{\text{Mean}}$ indicate that this score is not stable as the value is more than 20%.

To test whether the sample information that we observe exists in the population or to verify that the Employee Satisfaction in SBI is excellent or not, we formulate the hypothesis:

H₀:The level of Employee Satisfaction in SBI is good

H₁: The level of Employee Satisfaction in SBI is excellent

To test the above hypothesis used one sample t test and the result is exhibited in Table 1.1. From the table the p value is more than 0.05 which indicates that the test is not significant. So it is concluded that the level of Employee Satisfaction in SBI is good not excellent. Next hypothesis testing is to know the influence of variables on employee satisfaction.

H₀: Construct current job, promotional events, compensation, welfare, job timing, and job security (ESa1-ESa6)has no influence on Employee Satisfaction

H₁: Construct current job, promotional events, compensation, welfare, job timing, job security(ESa1-ESa6)has significant influence on Employee Satisfaction

Next a confirmatory factor analysis was performed to identify which among the factors,that cause job satisfaction the selected variables are current job, promotional events, compensation, welfare, job timing, and job security.Structural equation modeling (SEM) using AMOS 18.0 was used to perform the confirmatory factor analysis which is shown in table 1.2.

Table 1.2**Model fit Indices for CFA – Employee Satisfaction**

Variable	χ^2	DF	P	Normed χ^2	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Employee satisfaction	2.255	9	.987	.251	.987	.971	.976	1.142	1.000	.023	.000

Source: AMOS 18.0

From the above table, Confirmatory factor analysis revealed that the attributes current position, salary structure, welfare benefits, working hours and job security that caused job satisfaction loaded in accordance with the value more than 0.4. Also the value of the fit indices indicates a reasonable fit of the measurement model with data. So it is confirmed that these factors lead to Job Satisfaction. But the factor promotion policies don't have any significant impact on Job Satisfaction.

8. Influence of Variables on Employee Satisfaction

Regression coefficient from CFA analysis is used to know the level of influence of variables on employee satisfaction. The regression coefficients are shown in table 1.3.

Table 1.3**The regression Coefficients –Employee Satisfaction**

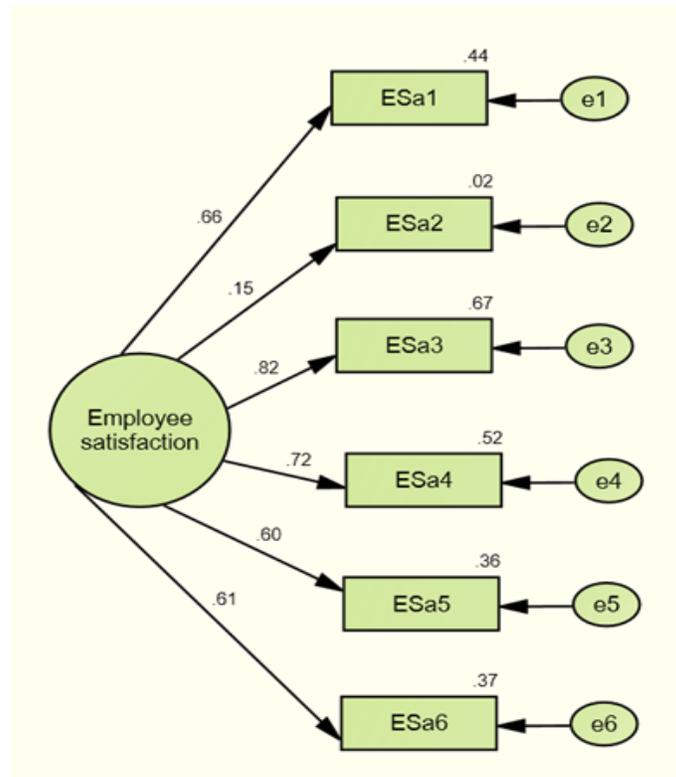
Path	Regression Coefficient	Critical Ratio (CR)	P	Variance explained	Rank
Current job→ Job Satisfaction	0.664	6.039	<0.001	44.1	3
Promotionalevents→ Job Satisfaction	0.153	1.164	0.249	2.3	6
Compensation→ Job Satisfaction	0.821	8.757	<0.001	67.4	1
Welfare → Job Satisfaction	0.722	6.884	<0.001	52.2	2
Job timing→Job Satisfaction	0.598	5.210	<0.001	35.8	5
Job security→ Job Satisfaction	0.610	5.352	<0.001	37.2	4

Source: SPSS 20.0

It is obvious from the above table that the most influencing factor of employee satisfaction is compensation (0.821) followed by welfare (0.722), current job (0.664), job security (0.610), job timing (0.598) and the least influencing factor is promotional events (0.153). Diagram of the model tested is shown in the figure 1.1.

Figure 1.1

Employee Satisfaction Model



9. Findings of the Study

This study was mainly conducted to know the level of satisfaction of employees in SBI and to determine the factors responsible for job satisfaction. For this purpose, the researcher considered six variables for the study and the result reveals that the mean percentage score Employee Satisfaction in SBI is 76.27%. So, the level of Employee Satisfaction in SBI is good not excellent. That is, the most influencing factor of employee satisfaction is compensation (0.821)

followed by welfare (0.722), current job(0.664), job security (0.610), job timing (0.598) and the least influencing factor is promotional events (0.153).

10. Conclusion

Based on summarized findings, we draw the following conclusions: The objectives of the study was to find out the level of job satisfaction of the employees that exists in State Bank of India and to examine the factors responsible for job satisfaction. It was concluded from the research that there was a positive relationship between all the variables. The variable selected for the study is current job, promotional events, compensation, welfare, job timing and job security. So it is concluded that these factors lead to Job Satisfaction. But the factor promotion policy does not have any significant impact on Job Satisfaction. So, banks should take necessary steps for improving the employee satisfaction of employees by providing good compensation in all levels, better welfare facilities and assurance of job security because satisfied employees are the asset of any organization.

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