



A STUDY ON JOB SATISFACTION OF PUBLIC SECTOR BANK EMPLOYEES

Pinak Deb¹

¹Ph.D Research Scholar, Department of Commerce, Assam University, Silchar, Assam, India.

Prof. Dinesh Kumar Pandiya²

²Professor, Department of Commerce, Assam University, Silchar, Assam, India.

Dr. Kingshuk Adhikari³

³Assistant Professor, Department of Commerce, Assam University, Silchar, Assam, India.

ABSTRACT

The objective of the study is to analyse the relative importance of the select organisational factors capable of influencing job satisfaction of employees working in branches of United Bank of India (UBI) in four districts (Cachar, Karimganj, Hailakandi and Dima-Hasao) of South Assam. The study also makes an attempt to examine the degree of job satisfaction of the bank employees. The statistical techniques, such as, Mean and Coefficient of Variation (CV %) were used to analyse the data and to arrive at the findings of the study. The study revealed that the factor Pay & Allowances was perceived as the most important factor capable of influencing the degree of job satisfaction of the bank employees. Further, the bank employees were found by and large satisfied with their job but to a very modest degree.

KEY WORDS: *Employees, Factor, Importance, Pay, Satisfaction.*

INTRODUCTION

Job satisfaction is considered as a primary dependent variable in terms of which effectiveness of an organization's human resource is evaluated (Mobley, 1979). Job satisfaction is one of the most complex areas, facing by today's managers when it comes to managing their employees (Aziri, 2011). Job satisfaction is very important because most of the people spend a major portion of their life at their work place and therefore, it has impact on the general life of the employees also. From the organizational point of view, studying job satisfaction of employees is important because from the existing literature it is found that the job satisfaction of employees is an important determinant in increasing the productivity & efficiency of an organisation. Therefore, stable and satisfied workforce is one of the pre-condition for the survival and development of the organisation in the long run.

Job satisfaction is a positive state of mind and it is important to an employee irrespective of the type of organisation in which he/she works (Pandiya et.al, 2012) but existing literature states that the bank employees often remain dissatisfied with their job. Against this backdrop, it became necessity to understand the relative importance of various factors capable of influencing the job satisfaction of the bank employees on the one hand and to examine the degree of job satisfaction on the other. The employees of United Bank of India (UBI) working in South Assam have been selected for the present study. The UBI is one of the 14 major banks which were nationalized on July 19, 1969 and in South Assam (Cachar, Karimganj, Hilakandi and Dima-Hasao), with Fifty-one (51) bank offices, it is the leading bank among these fourteen banks. Moreover, UBI is operating as a Lead bank in three districts of South Assam, namely, Cachar, Karimganj and Hilakandi.



Thus, the present study is undertaken to analyse the relative importance of various factors influencing their job satisfaction as well as to examine the degree of job satisfaction of the bank employees.

REVIEW OF LITERATURE

In his study, Hoppock (1935) identified six major components of job satisfaction, such as, the way an individual reacts to unpleasant situations, the facility with which he/she adjusts himself to other person, the relative status in the social and economic group with which he/she identifies himself/herself, the nature of the work in relation to abilities, interest, security and loyalty (Pestonjee, 1991). Herzberg and his associates (1959) identified two set of factors contributing to job satisfaction and dissatisfaction. These are Hygiene factors such as salary, relation with superior, co-workers and subordinates, technical supervision, company policy and administration, working condition, job security etc. and Motivation factors such as advancement and possibility of growth, achievements, recognition, work itself and responsibility. Pathak (1983) revealed that the bank officers were having maximum need gap for 'recognition' for good work done followed by opportunity for 'personal growth and development' and 'decision making authority'.

Vigg et.al (2007) revealed social and economical benefit as one of the most important factors that influence the level of job satisfaction of bank employees. Further, they found that the variables namely, authority to take decision, achievement, welfare schemes and organizational policy regarding security of service, promotion, transfer and working conditions play a significant role in determining bank employees' level of job satisfaction. Srivastava (2008) revealed that working condition, welfare provision, interpersonal relationship and trust and support predominantly contribute to employees' job behaviour and organizational effectiveness. Khalid & Irshad (2010) revealed that the factors such as pay and benefits, job security and recognition play a significant role in influencing one's perception of job satisfaction. Samartha et al. (2011) identified six factors, such as personal factors, work environment, administrative bottlenecks, work pressure, job insecurity and psychological strain, are capable of influencing job satisfaction in the changing competitive world. Adhikari & Deb (2012; 2013) found significant relation between organizational variables, such as, pay, work environment, promotion opportunities and relationship with co-workers and bank employees' overall job satisfaction of bank employees. They also found that employees of SBI were by and large satisfied with the factors such as pay, promotion, relation with colleagues,

supervision and work environment. In a recent study conducted by Indirajith (2014) revealed that the employees in the public sector banks were found dissatisfied with the overall human resource management practices.

The review of the existing literature helped in identifying the various factors capable of influencing the degree of job satisfaction of bank employees.

OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

1. To study the relative importance of select organizational factors capable of influencing job satisfaction of the employees of United Bank of India (UBI) working in South Assam.
2. To examine the degree of job satisfaction of the employees of United Bank of India (UBI) working in South Assam.

METHODOLOGY OF THE STUDY

Based on review of literature and pilot survey, eight factors have been selected for the study. The eight factors are Pay & Allowances, Welfare Facilities, Promotion & Transfer, Working Conditions, Nature of the Job, Inter-Personal Relation, Supervision and Leave.

Since the requirement of the study was to depend on the primary data, after having identified the organisation specific factors, the dependence was made on the structured schedule prepared for the purpose. The schedule studied in it eight organizational factors which entailed in it a total of 37 components. A five point rating scale, where the scale points are fully satisfied (5), moderately satisfied (4), neither satisfied nor dissatisfied (3), moderately dissatisfied (2) and fully dissatisfied (1), was employed to get the response of the bank employees. In addition, through a separate question, the overall job satisfaction of the employees was also measured. The constant sum scaling technique (100 points) was employed to get the response of the bank employees about the relative importance of the eight select organisational factors.

Before the disclosure of the method of the data collection it is necessary to delineate a brief picture of the population of the study. The population of the study comprised of the employees, in the ranks ranging from Single Window Operator (SWO) to Senior Manager, working in 51 bank offices of United Bank of India (UBI) scattered over four districts (Cachar, Karimganj, Hailakandi and Dima-hasao) of South Assam. As on 31st March 2014, the total numbers of employees were 283 (*As per unpublished office documents*) though only 264 could be found during the survey period. The *Census Survey* method of data collection was used to have the responses of the bank employees. For the

reasons beyond the control of the researcher only 91% (approx) of them could be brought in the purview of the study, i.e., out of 263 employees the responses of only 240 employees could be had. Further, to arrive at the findings

of the study, statistical tools such as mean and CV (%) have been used. Further, based on mean score of relative importance and mean score of satisfaction the ranks of the factors have been determined. The following table shows the profile of the respondents.

Table 1: Profile of the Respondents

Gender	Number of Employees	Percentage
Male	215	89.6
Female	25	10.4
Marital Status		
Single	111	46.2
Married	129	53.8
Category of Emplacement		
Officer	141	58.8
Single Window Operator	99	41.2

Source: Field Survey

RELATIVE IMPORTANCE OF THE FACTORS INFLUENCING JOB SATISFACTION OF THE BANK EMPLOYEES

While joining an organisation an individual brings with him/her certain needs to be satisfied. If the employee is able to satisfy those needs, he/she is expected to develop a positive attitude towards job and thus, may have a greater satisfaction. Therefore, it becomes a prerequisite to understand the relative importance of the factors capable of influencing job satisfaction of the bank employees before measuring the factor wise degree of satisfaction and the degree overall job satisfaction. The following table delineates the relative importance of the select organisational factors capable of influencing job satisfaction of bank employees.

Table 2 reveals that the factor Pay & Allowances was perceived as the most important factor determining the degree of job satisfaction of the bank employees under study. This revelation by the respondents is on the expected lines as this high priority of the salary paid employees over monetary benefits has been and still is a major determinant of job satisfaction in the countries which are either undeveloped or at the developing stage where the workers are, in many cases, still not getting the expected monetary rewards i.e., living wage. In other words

what got discovered by the probe, as indicated by the concerned mean score, was that- this factor is capable of determining the job satisfaction/dissatisfaction of the employees to the highest extent. The extent of its importance may also be understood from the fact that the difference of mean score with the factor ranked next is 8.61 which is the highest out of the seven differences and thus quite significant for this factor.

The factor which is ranked second in being able to influence the feeling of job satisfaction of the bank employees is Working Conditions, meaning thereby, the bank employees had considered the arrangements to facilitate hassle free work environment in the office premises as the second most important factor influencing satisfaction followed by Promotion & Transfer, indicating that the bank employees had rated this factor as the third important factor influencing degree of job satisfaction. To put it differently the bank employees tend to get comparatively little more satisfaction when they see opportunities to excel in their career, which is quite natural with the youth of present day. It may be noteworthy to mention here that in terms of importance, there is very marginal difference (0.02) between the importance of second and the third ranked factors, which is evident from the mean score of relative importance allocated for them.

Table 2: Relative Importance of the Factors Influencing Job Satisfaction of the Bank Employees

Factors	Mean Score of Relative Importance	Rank
Pay & Allowances	23.21	1 st
Working Conditions	14.60	2 nd
Promotion & Transfer	14.58	3 rd
Nature of the Job	12.00	4 th
Welfare Facilities	10.76	5 th
Inter-Personal Relation	10.11	6 th
Leave	7.54	7 th
Supervision	7.20	8 th

Source: Field Survey

The fourth important factor in the list, as perceived by the bank employees, is Nature of the Job, meaning thereby the bank employees were of the opinion that the very nature of their work in terms of job rotation, opportunities to use skills and abilities, work load, working hours, autonomy etc., though does affect their job satisfaction yet only after the above three. To put it differently the bank employees do value the contents and the nature of their assigned work and, therefore, in terms of importance the factor is rated 2.58 points higher than the next ranked factor and has been considered more important than four other factors. The factor which is ranked fifth is Welfare Facilities, which is followed by the factor Inter-Personal Relation having a difference of (0.65) which means the preference for the respondents for Welfare Facilities was neither very high nor very low.

Unlike the five factors already analysed the bank employees had considered the inter-personal relationship, which in many cases is like that of informal relations among colleagues, as a comparatively weaker source of getting job satisfaction. The two factors which stood at the lower space of the ladder out of the eight factors capable of influencing job satisfaction of bank employees were Leave and Supervision. It seems that the age of the banking industry of the country is a reason behind this low preference of the respondents for matters like leave. In the last seven decades the industry has taken proper care for the matters like leave and the rules in this regard have been set in consultation with the employees'

representatives. Further the same reason i.e., the age of the industry is again responsible for the poor capacity to influence the satisfaction/dissatisfaction of the respondents over the matter like supervision as the rules etc., for day to day functioning are duly led down and, therefore, supervisors do not have that much discretion which can unduly either dominate or dictate their subordinates. It may be noteworthy to highlight here that the bottom three factors, based on rank, in the list of factors has no direct relation with any monetary gains.

DEGREE OF JOB SATISFACTION OF THE BANK EMPLOYEES

The following table showing the list of select organisational factors along with their rank based on the degree of satisfaction as perceived by the bank employees as well as the degree of variation in the responses of the bank employees.

Table 3 entails in it the factor wise degree of satisfaction and the ranks of the factors based upon it. It is evident from mean value associated with the factors that the Inter-Personal Relation topped the list as being able to give highest degree of satisfaction than any other factor listed above and thus it is ranked 1st in the list of factors followed by the factor Supervision. The factor which is ranked 3rd in the list is Leave. It is noteworthy to mention here that all the first three components are non-monetary aspects of the Job.

Table 3: Factor Wise Degree of Satisfaction of the Bank Employees

Factors	Mean Score of Satisfaction	Rank	CV (%)	Rank
Pay & Allowances	3.19	7 th	26.03	6 th
Working Conditions	3.36	5 th	26.04	7 th
Promotion & Transfer	3.24	6 th	26.68	8 th
Nature of the Job	3.12	8 th	24.33	5 th
Welfare Facilities	3.39	4 th	20.52	3 rd
Inter-Personal Relation	3.93	1 st	15.90	1 st
Leave	3.60	3 rd	20.98	4 th
Supervision	3.63	2 nd	20.13	2 nd
Overall Job Satisfaction	3.67		23.62	

Source: Field Survey

The factor which is ranked 4th is Welfare facilities followed by the factor Working Conditions. The mean values associated with these two factors indicate that the bank employees derived very nominal degree of satisfaction from these two. Therefore, it may be understood that all the components included in these two factors failed to generate desired degree of satisfaction among the employees of UBI working in South Assam. The factors that are ranked 6th and 7th were respectively Pay & Allowances and Promotion & Transfer. These two factors are mostly monetary in nature and the mean values associated with these factors reveals that the employees were satisfied to a very little extent with the monetary benefits they were getting and the opportunity to excel further in their career. The factor Nature of the Job is ranked last i.e. 8th as being having the lowest mean value indicates that the very nature of the job was not satisfactory as the job often demands more working hours than usual due to heavy work load.

The mean score associated with the overall job satisfaction indicates that the bank employees were by and large satisfied with their job but the degree of job satisfaction is not very high. It may be attributed to the fact that out of eight factors only one factor i.e. Inter-Personal Relations had higher mean score of satisfaction than the composite feeling i.e. the overall job satisfaction of the bank employees. Therefore, the poor performance of all the other seven factors may be viewed as a prime cause of such lower degree of overall job satisfaction.

Table 3 also shows the rank of the factors based on degree of variation in the responses of bank employees. In regard to the factor Inter-Personal Relation least variation in the responses of the bank employees was observed and thus the factor is ranked 1st in the list. The

factors, namely, Supervision, Welfare Facilities, Leave and Nature of the Job, based on their respective CV (%), are ranked 2nd, 3rd, 4th and 5th respectively. It is noteworthy to mention here that out of these first five factors, four factors are non-monetary in nature. Therefore, it may be understood that the responses of the bank employees are not very divergent in case of non-monetary factors. The factors, namely Pay & Allowances, Working Conditions and Promotion & Transfer, are ranked 6th, 7th and 8th respectively. Here, out of the last three factors two are directly and/or indirectly monetary in nature. Thus, it may be understood that the responses of the bank employees varied greatly across monetary aspects of the job. Whereas, the disparity in the responses with regard to the factor Working Conditions may be mainly due to the infrastructural problems at branch level as great number of branches are located at the rural and semi urban areas.

Table 4 reveals that the male employees had registered highest degree of satisfaction over the factor Inter-Personal Relation and hence ranked 1st based on the mean score of satisfaction followed by the factors Supervision, Leave, Welfare Facilities, Working Conditions, Promotion & Transfer and Pay & Allowances. The factor Nature of the Job has got the 8th (i.e. last) rank based on the mean score of satisfaction allocated by the bank employees. Surprisingly, apart from the factors namely, Welfare Facilities (5th) and Working Conditions (4th), the ranks of all the other six factors are same in case of female employees also. However, it may be worthy to mention here that over all the factors the female employees had registered higher degree of satisfaction than their male counterparts.

Table 4: Gender wise Degree of Satisfaction of the Bank Employees over the Select Factors along with their Rank

Factors	Male				Female			
	Mean Score of Satisfaction	Rank	CV (%)	Rank	Mean Score of Satisfaction	Rank	CV (%)	Rank
Pay & Allowances	3.16	7 th	26.20	7 th	3.36	7 th	24.54	2 nd
Working Conditions	3.33	5 th	26.05	6 th	3.66	4 th	24.89	4 th
Promotion & Transfer	3.21	6 th	26.59	8 th	3.44	6 th	27.05	8 th
Nature of the Job	3.10	8 th	24.03	5 th	3.23	8 th	26.96	7 th
Welfare Facilities	3.38	4 th	20.04	3 rd	3.45	5 th	24.63	3 rd
Inter-Personal Relation	3.91	1 st	14.80	1 st	4.04	1 st	23.13	1 st
Leave	3.58	3 rd	20.31	4 th	3.79	3 rd	25.52	6 th
Supervision	3.60	2 nd	19.37	2 nd	3.83	2 nd	25.05	5 th

Source: Field Survey

Table 4, further, reveals the degree of variation in the responses of the both male and the female bank employees under study. The values of CV (%) shows that the variation in the responses of the male bank employees was lowest in case of Inter-Personal Relation followed by the factors Supervision, Welfare Facilities, Leave, Nature of the Job, Working Conditions and Pay & Allowances. The factor Promotion & Transfer was the one over which the

responses of the male employees varied to the highest extent. In case of female bank employees, lowest degree of variation was observed in the responses over the factor Inter-Personal Relation followed by Pay & Allowances, Welfare Facilities, Working Conditions, Supervision, Leave and Nature of the job. As in the case of male employees, once again Promotion & Transfer was the one over which the responses of the female employees varied to the highest extent.

Table 5: Gender wise Degree of Job Satisfaction of the Bank Employees

Gender	Mean Score of Job Satisfaction	CV (%)
Male	3.62	23.45
Female	4.04	23.13

Source: Field Survey

Table 5 shows the degree of job satisfaction of the employees of UBI working in South Assam, gender-wise. The table reveals that as for overall job satisfaction of the bank employees is concerned what got discovered was- even though the female employees were found more satisfied than their male counterparts, the interrelationship between their satisfaction over the eight factors under study and their composite job satisfaction communicated by them was high and, therefore, had a similar pattern. Further, the table shows that there exists a comparatively lower degree of variation in the responses

of the female bank employees which is evident from the value of CV (%) associated with male and female bank employees.

This pattern of views over employment related matters is largely on the expected lines as working female employees in the country in the cadre under study largely come from the same economic and social strata and, therefore, they think more alike than their male counterparts who in some cases not only represent more diverse economic and social strata but also, being male, enjoy more freedom to hold their opinion on whatever matter.

Table 6: Marital Status wise Degree of Satisfaction of the Bank Employees over the Select Factors along with their Rank

Factors	Unmarried				Married			
	Mean Score of Satisfaction	Rank	CV (%)	Rank	Mean Score of Satisfaction	Rank	CV (%)	Rank
Pay & Allowances	3.27	7 th	23.96	5 th	3.11	8 th	27.72	7 th
Working Conditions	3.29	6 th	27.46	8 th	3.421	5 th	24.80	6 th
Promotion & Transfer	3.35	4 th	24.21	6 th	3.14	7 th	28.60	8 th
Nature of the Job	3.03	8 th	26.34	7 th	3.19	6 th	22.51	5 th
Welfare Facilities	3.34	5 th	20.55	3 rd	3.423	4 th	20.53	3 rd
Inter-Personal Relation	3.93	1 st	15.70	1 st	3.92	1 st	16.12	1 st
Leave	3.50	3 rd	21.04	4 th	3.69	2 nd	20.69	4 th
Supervision	3.66	2 nd	20.20	2 nd	3.60	3 rd	20.12	2 nd

Source: Field Survey

Table 6 reveals that the unmarried employees had registered highest degree of satisfaction over the factor Inter-Personal Relation and hence ranked first based on the mean score of satisfaction followed by the factors Supervision, Leave, Promotion & Transfer, Welfare Facilities, Working Conditions, and Pay & Allowances. The factor Nature of the Job has got the last rank (i.e. 8th) based on the mean score of satisfaction allocated by the bank employees. As in the case of unmarried ones, the married employees had also registered highest degree of satisfaction over the factor Inter-Personal Relation followed the factors, namely, Leave, Supervision, Welfare Facilities, Working Conditions, Nature of the Job and Promotion & Transfer. Unlike the unmarried ones, the married employees had registered lowest degree of satisfaction over the factor Pay & Allowances.

The table also reveals the degree of variation in the responses of the both unmarried and the married bank employees under study. The values of CV (%) shows that the variation in the responses of the unmarried bank employees was lowest in case of Inter-Personal Relation followed by the factors Supervision, Welfare Facilities, Leave, Pay & Allowances, Promotion & Transfer and Nature of the Job. The factor Working Conditions was the one over which the responses of the unmarried employees varied to the highest extent. In case of married bank employees, as in the case of the unmarried ones, lowest degree of variation was observed in the responses over the factor Inter-Personal Relation followed by Supervision, Welfare Facilities, Leave; Nature of the Job, Working Conditions and Pay & Allowances. The factor Promotion & Transfer was the one over which the variation in the responses of the married employees was found the highest extent.

Table 7: Marital Status wise Degree of Job Satisfaction of the Bank Employees

Marital Status	Mean Score of Job Satisfaction	CV (%)
Unmarried	3.71	22.80
Married	3.63	24.38

Source: Field Survey

Table 7 entails in it the marital status wise degree of overall job satisfaction of the bank employees under study. In regard to the overall job satisfaction of the bank employees, the table reveals that the unmarried employees were more satisfied than their counterparts who were married. This phenomenon does not need any clarification as it is almost obvious that those who have

entered into 'real' life situation i.e., after marriage they have tasted the fruits of pragmatism. The married ones not only need little more time to fulfill their familial/ social responsibilities but also more money. Quite naturally they look towards their employer for such concessions and one they do not get these they tend to develop negative feelings even though they understand the limitations on the part of their employer.

The fact that the responses of the married employees were more dispersed on the matter in question draws the attention towards the fact that every married employee has a different experience and, therefore, this dispersion in opinion. On the other hand the responses

of the ones who were unmarried being less diverse naturally forces to think that most of them were on the same boat that is not having tasted the bitter or otherwise pills of the life.

Table 8: Category of Employment Wise Degree of Satisfaction of the Bank Employees over the Select Factors along with their Rank

Factors	Officer				SWO			
	Mean Score of Satisfaction	Rank	CV (%)	Rank	Mean Score of Satisfaction	Rank	CV (%)	Rank
Pay & Allowances	3.22	6 th	19.49	2 nd	3.13	7 th	21.06	3 rd
Working Conditions	3.44	5 th	14.71	1 st	3.24	6 th	17.53	1 st
Promotion & Transfer	3.17	7 th	24.90	6 th	3.33	4 th	27.46	8 th
Nature of the Job	3.12	8 th	19.53	3 rd	3.11	8 th	21.73	4 th
Welfare Facilities	3.48	4 th	23.18	5 th	3.26	5 th	26.04	7 th
Inter-Personal Relation	3.93	1 st	26.93	7 th	3.92	1 st	24.67	5 th
Leave	3.76	2 nd	27.42	8 th	3.38	3 rd	25.54	6 th
Supervision	3.60	3 rd	20.35	4 th	3.66	2 nd	20.28	2 nd

Source: Field Survey

Table 8 reveals that the officers had registered highest degree of satisfaction over the factor Inter-Personal Relation and hence ranked first based on the mean score of satisfaction followed by the factors Leave, Supervision, Welfare Facilities, Working Conditions, Pay & Allowances and Promotion & Transfer. The factor Nature of the Job has got the last rank (i.e. 8th) based on the mean score of satisfaction allocated by the bank employees. As in the case of officers, the SWOs had also registered highest degree of satisfaction over the factor Inter-Personal Relation followed the factors, namely, Supervision, Leave, Promotion & Transfer, Welfare Facilities, Working Conditions and Pay & Allowances. Just like the Officers, the SWOs had also registered lowest degree of satisfaction over the factor Nature of the Job.

The table also reveals the degree of variation in the responses of the officers and the SWOs under study. The values of CV (%) shows that the variation in the responses of the officers was lowest in case of Working Conditions followed by the factors Pay & Allowances, Nature of the Job, Supervision, Welfare Facilities, Promotion & Transfer and Inter-Personal Relation. The factor Leave was the one over which the responses of the Officers varied to the highest extent. In case of SWOs, lowest degree of variation was observed in the responses over the factor Working Conditions followed by the factors Supervision, Pay & Allowances; Nature of the Job, Inter-Personal Relation, Leave and Welfare Facilities. The factor Promotion & Transfer was the one over which the variation in the responses of the SWOs was found to the highest extent.

Table 9: Category of Employment wise Degree of Job Satisfaction of the Bank Employees

Category of Employment	Mean Score of Job Satisfaction	CV (%)
Officer	3.65	24.04
SWO	3.69	23.13

Source: Field Survey

Table 9 delineates the degree of job satisfaction of the officers and SWOs under study. In regard to the overall job satisfaction of the bank employees, the table above delineates that the employees who were in the

rank of officers were little less satisfied than their colleagues who were in the rank of SWO which is evident from the mean score of job satisfaction. This may be attributed to the fact that it is the responsibility of the

officers to complete the day's business that very day and therefore need to spend more time in the office than their colleagues in the rank of SWO. In addition to this being senior colleagues the officers are not only responsible for any small mistake or deficiency which they might have committed but also for the ones which might have been committed by their juniors. The seniors i.e., the officers need to spare time from their own slot to guide and train their juniors, when so needed, and thus they are to spend more time.

The fact that the responses of the employees in the rank of officers were more dispersed on the matter in question than the responses of their colleagues in the rank of SWO, draws the attention towards the fact that every officer has got a different experience as there is every possibility that many of them, if not all, might have acted as branch manager or so in different branch and, therefore, this dispersion in opinion. On the other hand the responses of the ones who were in the rank of SWO being less diverse seemingly is because of the fact that most of them might not have tasted the work culture of varied branches and, therefore, they did not have to face that much strain to cope up with their changed responsibilities in their new assignment, popularly known as posting.

SUMMARY OF MAJOR FINDINGS AND CONCLUSION

The summary of the major findings of the study are outlined below:

- The factor Pay & Allowances was perceived as the most important factor capable of influencing the job satisfaction of the bank employees and the two factors namely, Supervision and Leave were perceived as the two least important factors out of the eight factors. Further, the factors, namely, Working Conditions and Promotion & Transfer were also found as important determinants of job satisfaction of the bank employees.
- The bank employees were by and large satisfied with all the select organisational factors at varying degrees ranging from very nominal to moderate degree of satisfaction and the degree of overall job satisfaction was also not very high.
- As for overall job satisfaction is concerned, the female employees were found more satisfied than their male counterparts. The unmarried employees were found more satisfied than the married bank employees under study. The employees who were in the rank of officers were

found little less satisfied than their colleagues who were in the rank of SWO.

The employees still attach more importance to hygiene factors as compared to motivating factors as Pay & Allowance still remains the most dominant factor influencing the job satisfaction of the bank employees. Therefore, it is not at all an encouraging picture as being a **hygiene factor**¹ present low level of satisfaction may lead to lower degree of overall job satisfaction or even job dissatisfaction. In fine, it may be concluded that job satisfaction is dependent upon a host of inter-related factors and it is not always guided by rationality. The employees who are satisfied today may not remain satisfied tomorrow; therefore, the management should not sit complacent and should constantly put efforts to further the degree of satisfaction of its employees.

Note

1. Herzberg and his associates (1959) interviewed two hundred accountants and engineers to find out what factors made them like their work and what made them dislike their work. On the basis of their findings, they argued that there are factors which if present help in increasing satisfaction and there are other factors, the absence of which leads to decrease in satisfaction. The first group of factors was termed as motivators and the second group of factors was termed as hygiene factors.

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