



JOB SATISFACTION IN PUBLIC AND PRIVATE BANKING SECTOR EMPLOYEES

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Abstract

This study finds out the effect of Job satisfaction on Cadre of Employees and Length of Service and interaction between cadre of employees and length of service. 240 subjects were used as sample of the research, 120 subjects were of Public Sector Bank and 120 of Private Bank of Meerut Region. Each group of 120 individuals consisted of 60 Officers and 60 Clerical staff. Each group of 60 bank employee consisted of 30 employee of below 5 years and 30 employee of above 10 years. Effects of this independent variable cadre have two categories officer (A1) and Clerical (A2). Second variable length of service has two categories i.e., below 5 years (B1) and above 10 years (B2). Job Satisfaction Scale: This test was developed by Prof. S.K. Srivastava of Gurukul Kangri University; Haridwar. As the design of the study examine the effect of one dependent variable on job satisfaction and two independent variables were, Cadre (A), Length of Service (B). ANOVA was used as statistical technique to analyze the data followed by Mean.

Key words: Public Sector Banks, Private Sector Banks and Job Satisfaction.



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Introduction

Job satisfaction is an individual's feeling regarding his or her work. It can be influenced by a multitude of factors. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal the end state is feeling accompanying the attainment by an impulse of its objective. The term Job satisfaction was brought to limelight by Hoppock (1935). Hoppock describes job satisfaction as, "any combination of

psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job."

If we can improve job satisfaction and morale, we can improve job performance as well. Soon the management set about to take advantage of this newly found insight and they took action on two fronts. First, they initiated attempts to measure the state of employee-feeling in order to know where to concentrate their efforts in improving employee-satisfaction. Secondly, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could thereby be improved.

Since Herzberg's 1959 work on satisfiers and dissatisfies in the work place, job satisfaction has frequently been held up as means of improving employee motivation. With the improvement come increasing individual productivity, job longevity and organizational efficiency. The salience of the concept of job satisfaction has become so ingrained in thinking about jobs and employees that its importance is now taken for granted, as though it is a tenant of managerial faith. Today human resource managers want to know how to have satisfied employees, not why employees should be satisfied. In truth, employees and managers may have different reasons for wanting organizational conditions that foster job satisfaction. Employees spend most working hours at work, thinking about work, resting up for work, or preparing for work, because work provides "daily meaning as well as daily bread." Yet work is not always a place where workers feel satisfied.

Hackman and Oldham first outlined this view in 1975; their model has inspired thousands of research papers and its key concepts still provide the foundations of much job satisfaction and job characteristics research. The job characteristics model proposes that three psychological states of a jobholder result in improved work performance, internal motivation, and lower absenteeism and turnover. The motivated, satisfied, and productive employee is one who (1) experiences meaningfulness of work performed (2) experiences responsibility for work outcomes, and (3) has knowledge of the results of the work performed, Achieving these three psychological states serves as reinforcement to the employee and as a source of internal motivation to continue doing the job well.

Following problems were formulated:

1. First and foremost problem of present research was to find out the effect of Cadre of employees i.e., Officer and Clerical on Job Satisfaction.

2. Second problem was to find out the effect of length of service i.e., below 5 years and above 10 years on job satisfaction.
3. Third problem was to find out the interaction effect between cadre and length of service on job satisfaction.

Hypothesis:

1. There will be significant difference in job satisfaction of employees coming from two Cadre i.e., Officer and Clerk.
2. There will be significant difference in the job satisfaction score of employees with different length of service.
3. There will be significant interaction between Cadre of employees and length of Service.

Description of Variables:

Independent Variable:

1. Two types of Cadre i.e., Officer and Clerical.
2. Two types of length of service i.e., below 5 year and above 10 years.

Dependent Variable:

1. Job satisfaction

Research Design

In the present study, we have studied the effect of two independent variables or one Dependent variable i.e. Job satisfaction

Independent variable, 1. Cadre (A) was varied at two levels i.e. Officer (A1) and Clerk (A2) .
2. Length of service (B) was varied at two levels i.e. below 5 year (B1) and above 10 years (B2).

Sample:

In the present study, 240 subjects were used as sample of the research. Out of these 240, 120 subjects were of Public Sector Bank and 120 of Private Bank of Meerut Region. Each group of 120 individuals consisted of 60 officers and 60 clerical staff. Each group of 60 bank employee consisted of 30 employee of below 5 years and 30 employee of above 10 years.

Tools, Scoring and Interpretation: Job Satisfaction Scale developed by S.K.Srivastava

Statistical Analysis of Job Satisfaction Scores

Effect of Cadre (A) on Employees on Job Satisfaction

Summary table of ANOVA given in Table-1 reveals the fact that employees of two cadre, i.e. officer (A₁) and clerk (A₂) do not differ in their mean job satisfaction score. Mean Job Satisfaction score of officer (A₁) and clerk (A₂) are given.

Table-1: Mean Job Satisfaction Score at two Level of Cadre (A)

| Cadre of Employees (A) | Total Score | N | Mean |
|---------------------------|-------------|-----|--------|
| Officer (A ₁) | 13079 | 120 | 108.99 |
| Clerk (A ₂) | 12984 | 120 | 108.20 |

A close inspection of mean job satisfaction score of two categories of Bank employees, i.e. officer (A₁) and clerk (A₂) reveals the fact that officers (A₁) have higher mean Job Satisfaction than the clerk (A₂). However, further analysis of data using ANOVA reveals the fact that the F-value for cadre effect is not significant at any respectable level of confidence. The fact that cadre of employees representing officer (A₁) and clerk (A₂) do not affect of differentially the job satisfaction of Officer and Clerks. These data in terms of mean job satisfaction scores of employees of two Cadre presented through graph in Figure1. A close inspection of Figure-1 reveals the fact that the two bars representing mean job satisfaction score of officer and clerks are almost similar and cannot be considered as important determinant of employee’s job satisfaction.

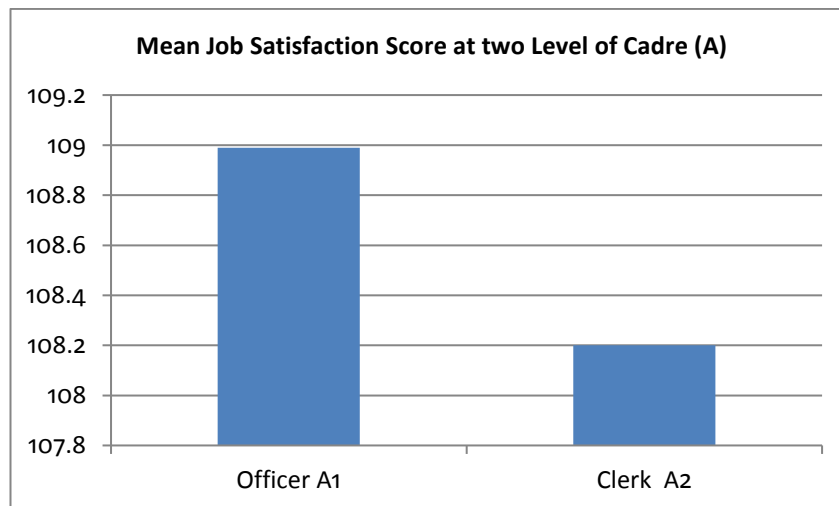


Figure-1 Mean Job Satisfaction Score at two Level of Cadre (A)

Effect of Length of Services (B) on Job Satisfaction

Table–2: Mean Job Satisfaction Score at Two Level of Length of Service (B)

| Length of Service (B) | Total Score | N | Mean |
|----------------------------------|-------------|-----|--------|
| Below 5 years (B ₁) | 12834 | 120 | 106.95 |
| Above 10 years (B ₂) | 13229 | 120 | 110.24 |

In order to find out the effects of length of service on job satisfaction the mean job satisfaction of bank employees with below 5 years length of service and employees having above 10 years length of service were calculated and these mean job satisfaction scores are shown in table 5. A close inspection of this table reveals the fact that employees with below 5 years length of service have low mean job satisfaction score in comparison of employees with above 10 years length of service. The data obtained from these two groups were subjected to analysis of variance and ANOVA value for this variable was found 5.571, which is significant at 0.01 level of confidence. This significant ANOVA value reflex that fact that bank employees with less than 5 years length of service have significantly low job satisfaction in comparison of employees having above 10 years length of service. These mean job satisfaction scores were graphically presented in Figure-2 showing mean job satisfaction of employees below 5 years and above 10 years length of service. A close look at Figure 2 reveals the fact that employees with higher length of service, i.e. above 10 years have more job satisfaction in comparison of employees having below 5 years length of service.

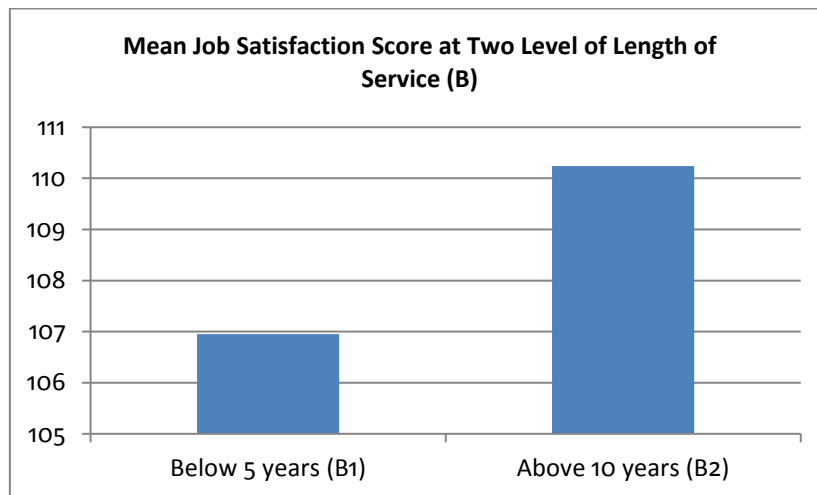


Figure 2: Mean Job Satisfaction Score at Two Level of Length of Service (B)

Interaction Effect between A×B

In table 3, Mean job satisfaction scores of four groups (A₁B₁), (A₁B₂), (A₂B₁) and (A₂B₂) have been presented.

Table–3: Interaction between Cadre of Employees (A) × Length of Service (B)

| Length of Service (B) | Cadre of Employees (A) | |
|----------------------------------|------------------------|------------|
| | Officer (A1) | Clerk (A2) |
| Below 5 years (B ₁) | 110.17 | 103.73 |
| Above 10 years (B ₂) | 107.81 | 112.67 |

F value obtained for A×B interaction as shown in summary table of ANVOA reveals the fact that this obtained F score is significant at .01 level of confidence. Thus, we may conclude that the effect on job satisfaction scores on Officers and Clerks are not similar at two lengths of service, i.e., below 5 years and above 10 years. These four mean job satisfaction score obtained in terms of mean score are plotted in Figure 3 showing mean job satisfaction score on Y axis and four mean groups combinations on X axis of the group.

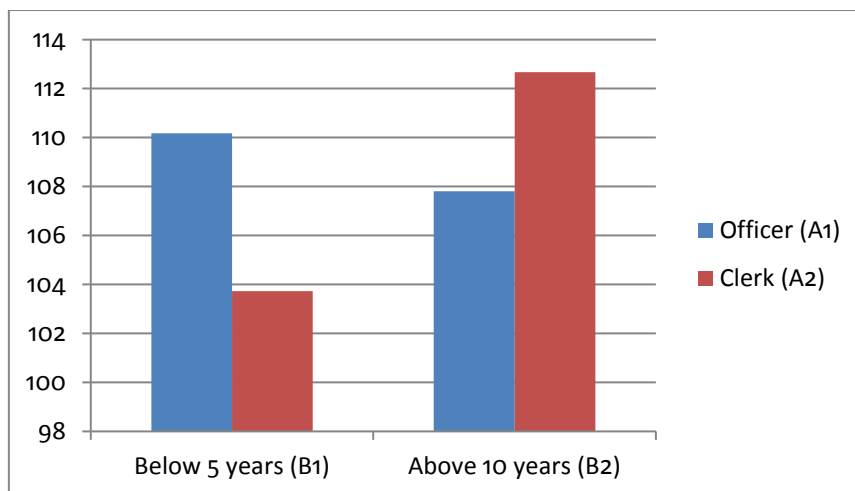


Figure –3: Interaction between Cadre of Employees (A) × Length of Service (B)

SUMMARY OF THE RESULT

1. Cadres of employees have no significant effect on job satisfaction level of the bank employees. Thus, it may be concluded that bank employees of Officer Cadre and Clerical Cadre has almost equal magnitude of job satisfaction.
2. Length of service, which was manipulated at two level below 5 years service and above 10 years service have produced a significant effect on employee’s job satisfaction. Employees of below 5 years of length service have low job satisfaction in comparison of employees having above 10 years length of service. The difference in the mean job satisfaction of two groups was found significant at .05 level of confidence.

3. Two way interaction effects between cadre of employees (A) and length of service (B) has yielded significant effect. The obtained value of F was found to be significant at .01 level of confidence.

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