

A STUDY OF JOB SATISFACTION IN PUBLIC & PRIVATE BANKING SECTOR EMPLOYEES OF MEERUT REGION

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Abstract

This study finds out the effect Types of Bank (A), Cadre (B), Length of Service (C) and Gender (D) of the employees on job satisfaction. 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 120 bank employee consisted of 60 employee of below 5 years and 60 employee of above 10 years, In each subgroup of 30 subjects, 15 were Male and 15 Female. Effects of this The first independent variable, type of bank was varied at two type i.e., Private Sector (A1) and Public Sector (A2), Second variable cadre has two categories Officer (B1) and Clerical (B2). Third variable length of service has two categories i.e., below 5 years (C1) and above 10 years (C2) fourth variable gender has two categories, i.e., Male (D1) and Female (D2). Job Satisfaction Scale: This test was developed by Prof. S.K. Srivastava of Gurukul Kangri University; Haridwar. As the design of the study is 2x2x2x2 between group fractional designs, with 16 cells was used to examine the effect of three independent variable on job satisfaction. ANOVA was used as statistical technique to analyze the data followed by Mean and Newman-Keuls Multi-group Comparison Test.

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



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Introduction

Are most people satisfied with their jobs? The answer seems to be a qualified "yes" in the in most developed countries. Independent studies, conducted on workers over the past 30 years, generally indicate that the majority of workers are satisfied with their jobs, While the

percentage range is pretty wide—from the low 50s to the high 70s - more people report that they're satisfied. Moreover, these results are generally applicable to all developed countries. For instance, comparable studies among workers in Canada, Mexico, and Europe indicate more positive than negative results.

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
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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 the effect of type of Bank, i.e., Private Sector and Public Sector of Meerut Region on job satisfaction.
2. Second problem was to find out the effect of Cadre of employees i.e., Officer and Clerical on job satisfaction.
3. Third problem was to find out the effect of length of service i.e., below 5 years and above 10 years on job satisfaction.
4. Fourth problem was to find out the effect of Gender, i.e., Male and Female on job satisfaction.
5. Fifth problem was to find out the interaction effect between types of Bank and Cadre of employees on job satisfaction.
6. Sixth problem was to find out the interaction effect between types of Banks and Length of Service on Job satisfaction.
7. Seventh problem was find out the interaction effect between types of Bank and Gender of the employee on job satisfaction.

Hypothesis:

1. There will be significant difference in mean job satisfaction of the employees working in two types of bank, i.e. Private and Public Sector Bank.
2. There will be significant difference in job satisfaction of employees coming from two Cadre i.e., Officer and Clerk.
3. There will be significant difference in the job satisfaction score of employees with different length of service.
4. There will be significant difference in the job satisfaction of Male and Female employees.
5. There will be significant interaction between job satisfaction score of two types of Bank and employees of two Cadre.
6. There will be significant interaction effect between the job satisfaction of employee's two types of bank and length of service of the employees.

7. There will be significant interaction between job satisfaction of employees of two types of Bank and Gender.

Description of Variables:

Independent Variable:

1. Degree of types of banks has been manipulated at two levels, i.e., Private Sector and Public Sector.
2. Two types of Cadre i.e., Officer and Clerical.
3. Two types of length of Service i.e., below 5 year and above 10 years.
4. Gender have two category, i.e., Male and Female.

Dependent Variable:

1. Job Satisfaction

Research Design

In the present study $2 \times 2 \times 2 \times 2$ between group fractional designs, with 16 cells was used to examine the effect of four independent variable on job satisfaction. The four independent variables were, Types of Bank (A), Cadre (B), Length of Service (C) and Gender (D).

The first independent variable, type of bank was varied at two type i.e., Private Sector (A1) and Public Sector (A2), Second variable cadre has two categories officer (B1) and Clerical (B2). Third variable length of service has two categories i.e., below 5 years (C1) and above 10 years (C2) fourth variable gender has two categories, i.e., Male (D1) and Female (D2).

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. Each group of 120 individuals consisted of 60 officers and 60 clerical staff. Each group of 120 bank employee consisted of 30 employee of below 5 years and 30 employee of above 10 years, In each subgroup of 60 subjects, 15 were Male and 15 Female.

Tools: Job Satisfaction Scale developed by S.K.Srivastava

Statistical Analysis of Job Satisfaction Scores

The effect of type of bank, cadre, length of service and gender of the employees on job satisfaction. The first independent variable, i.e., type of bank is symbolized here as 'A' and its two different types are Private Bank (A1) and Public Bank (A2) of Meerut Region. The second independent variable cadre of the employees is symbolized as B and its two

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levels are Officer (B1) and Clerk (B2). The third independent variable is length of service which has been categorized as (C). Employees below 5 years of service (C1) and above 10 years of service (C2). The last independent variable is gender of the employees, i.e., Male symbolized as (D1) and Female symbolized as (D2).

Effect of Type of Bank (A)

Table-1: Mean Job Satisfaction Scores of Employees working in Private (A₁) at Public Sector (A₂) Levels of Type of Bank Variable (A)

Type of Bank (A)	Total Score	N	Mean
Private Bank (A ₁)	13137	120	109.47
Public Bank (A ₂)	12926	120	107.42

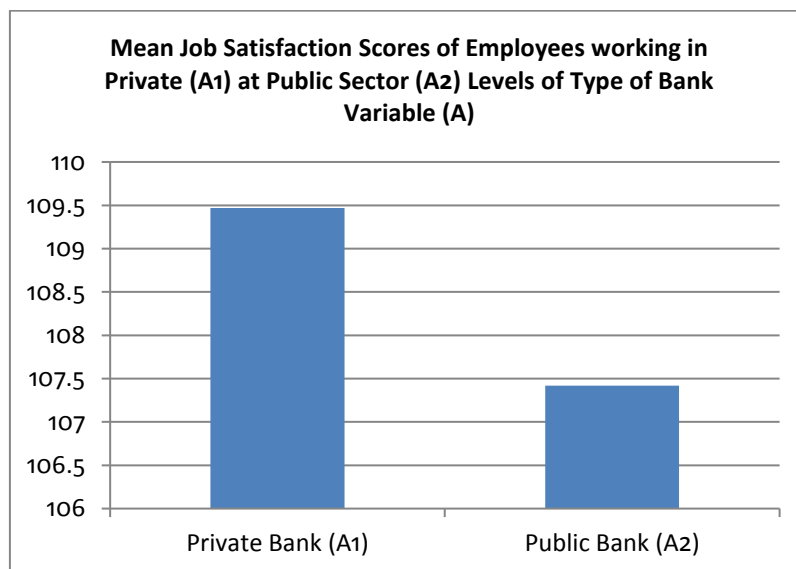


Figure-1: Mean Job Satisfaction Scores of Employees working in Private (A₁) at Public Sector (A₂) Levels of Type of Bank Variable (A)

A close inspection of table 1 reveals the fact that employees of Private and Public Bank do not differ significantly on job satisfaction which means that type of bank is not important determinant of job satisfaction of employees. In order to make results more clear mean of job satisfaction score of Private and Public Bank employees were represented in Figure-1.

It is clear from the Figure-1 that the mean job satisfaction score of Private (M=109.47) and Public (M=107.42) Bank employees are almost equal.

Effect of Cadre (B) on Employees Job Satisfaction

Summary table of ANOVA given in Table-2 reveals the fact that employees of two Cadre, i.e. Officer (B1) and Clerk (B2) do not differ in their mean job satisfaction score. Mean job satisfaction score of Officer (B1) and Clerk (B2) are given.

Table–2: Mean Job satisfaction Score at two Level of Cadre (B)

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

A close inspection of mean job satisfaction score of two categories of Bank employees, i.e. Officer (B₁) and Clerk (B₂) reveals the fact that Officer (B₁) have higher mean job satisfaction than the Clerk (B₂). 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 (B₁) and Clerk (B₂) 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 Figure number 2. A close inspection of Figure-2 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.

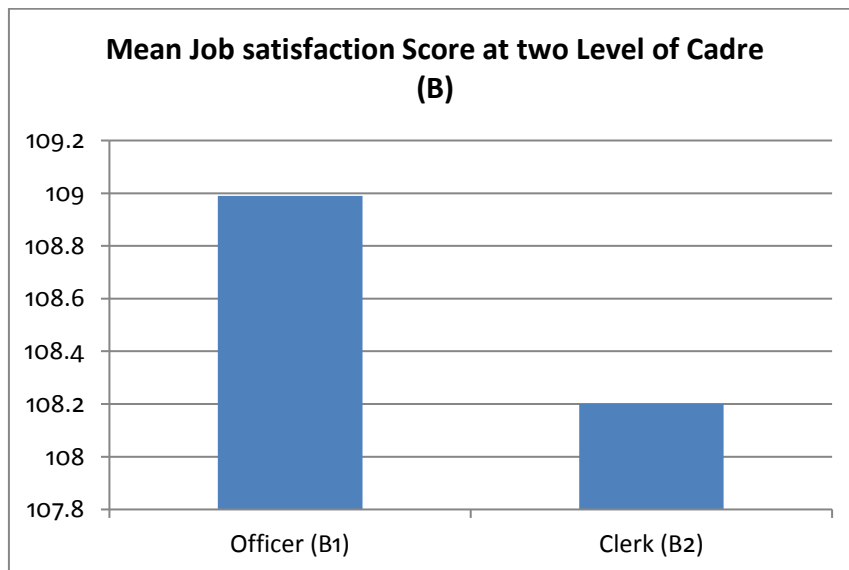


Figure –2: Mean Job satisfaction Score at two Level of Cadre (B)

Effect of Length of Services (C) on Job Satisfaction

Table–3: Mean Job satisfaction Score at Two Level of Length of Service (C)

Length of Service (C)	Total Score	N	Mean
Below 5 years (C ₁)	12834	120	106.95
Above 10 years (C 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 .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-3 showing mean job satisfaction of employees below 5 years and above 10 years length of service.

A close look at Figure 3 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.

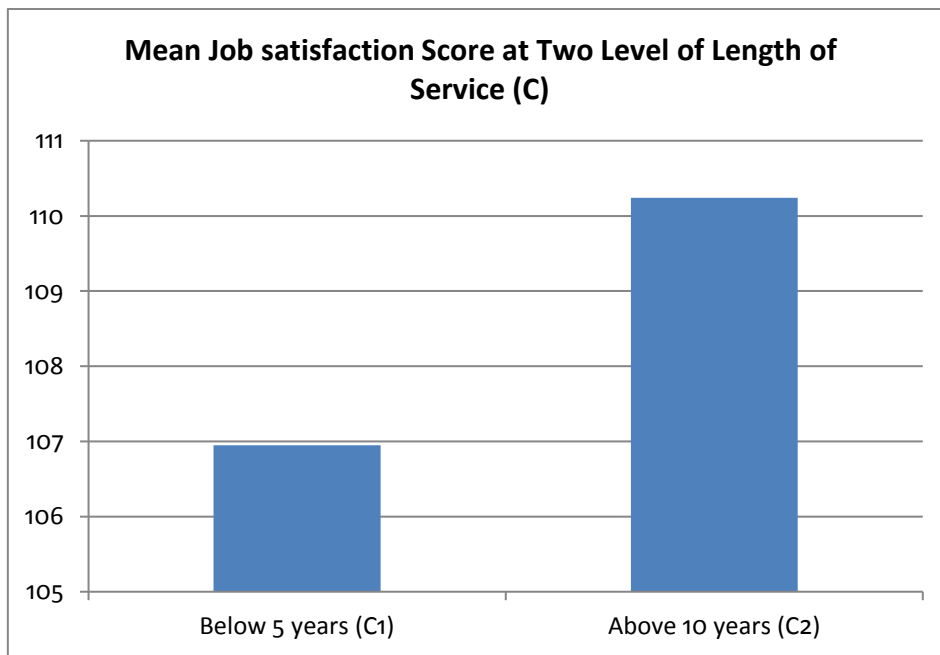


Figure –3: Mean Job satisfaction Score at Two Level of Length of Service (C)

Effect of Gender (D) of Employees on Job Satisfaction

With a view to know the effect of gender on employees job satisfaction , in this section an attempt has been made to present mean job satisfaction of Male (D1) and Female

(D2) Bank employees in table 4. The data obtained from these two categories Male (D1) and Female (D2) employees in terms of mean job satisfaction scores were presented in tabular form (Table-4).

Table-4: Mean Job satisfaction Score of Two Type of Gender (D)

Gender (D)	Total Score	N	Mean
Male (D ₁)	10674	120	88.95
Female (D ₂)	15389	120	128.24

A close inspection of mean job satisfaction score obtained from Male (Mean 88.95) and Female (Mean 128.24) show that Female bank employees were having higher job satisfaction (M=128.24) as compared to Male bank employees (M=88.95). In order to find out the significant difference among these two groups ANOVA was applied and F value was found to be (F=493.85) which is significant at .01 level of confidence.

In order to make this part of result more clear these mean job satisfaction scores were plotted graphically in Fig. 4 through Bar-diagram. Inspection of Figure-4 reveals the fact that Male bank employees have lower job satisfaction in comparison of Female employees.

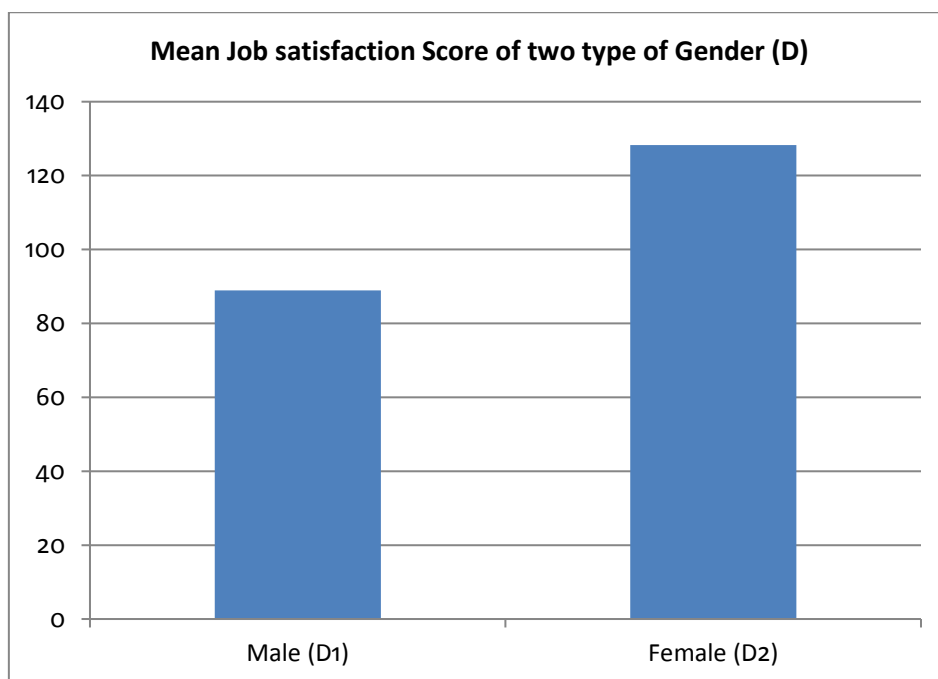


Figure -4: Mean Job satisfaction Score of Two Type of Gender (D)

TWO FACTOR INTERACTION EFFECT OF A×B

Table–5: Interaction between Types of Bank (A) × Cadre of Employees (B)

Cadres (B)	Type of Bank (A)	
	Private Bank (A1)	Public Bank (A2)
Officer (B ₁)	110.32	107.66
Clerks (B ₂)	108.63	107.77

A close inspection of Table 5 and Figure 5 based on the mean value reveals the fact that maximum job satisfaction have been found in the Officer of Private Bank (M=110.32) followed by Clerk of Private Bank (M=108.63), Clerk of Public Bank (M=107.77) and Officer of Public Bank (M=107.66). F value obtained from ANOVA is .409 which is not significant at any respectable level of confidence. Thus all four groups have almost equal job satisfaction.

In figure 5 mean job satisfaction scores have been plotted on Y-axis and four treatment groups on X-axis. Both the slops of graph are almost parallel.

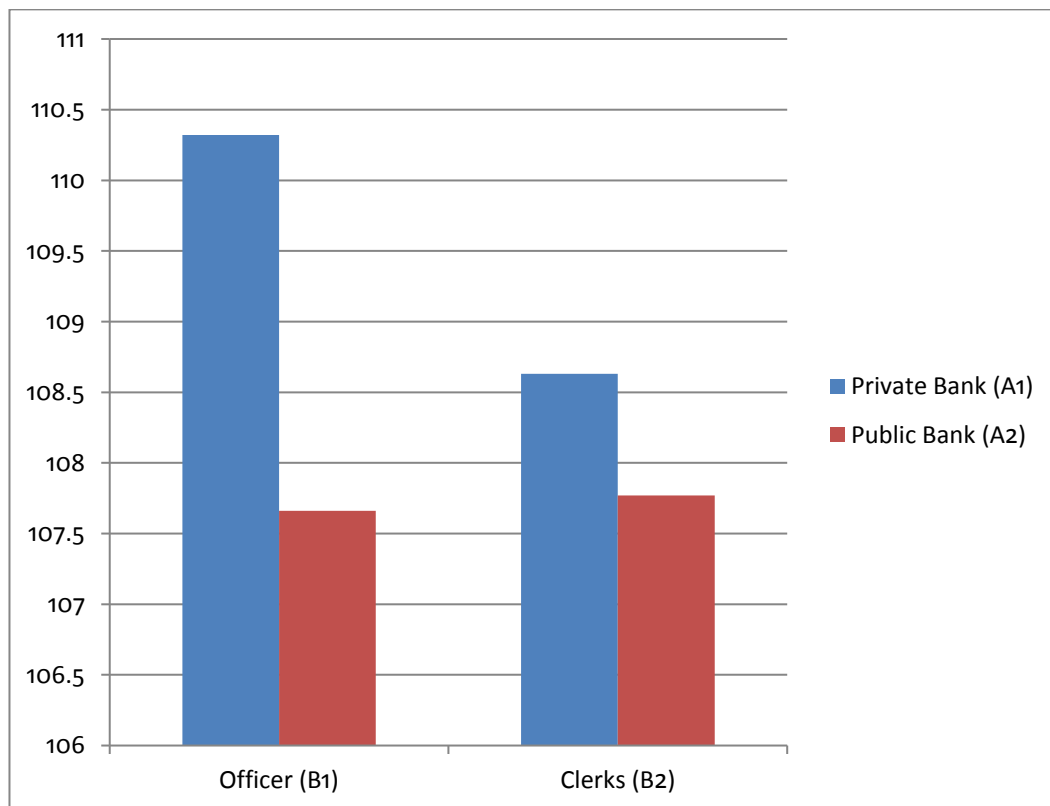


Figure –5: Interaction between Types of Bank (A) × Cadre of Employees (B)

Interaction Effect of A×C

Table–6: Interaction between Types of Bank (A) × Length of Service (C)

Length of Service (C)	Type of Bank (A)	
	Private Bank (A1)	Public Bank (A2)
Below 5 years (C ₁)	109.42	104.48
Above 10 years (C ₂)	109.53	110.95

The F value from ANOVA table-2 reveals the fact that interaction effect between A×C is significant at .05 level of confidence. This shows that employees of two different category of Bank, i.e. Private and Public have different job satisfaction at different level of service experience, i.e. below 5 years and above 10 years. These mean values of job satisfaction scores have been further plotted in Figure 6 showing type of bank on X-axis and mean job satisfaction on Y-axis.

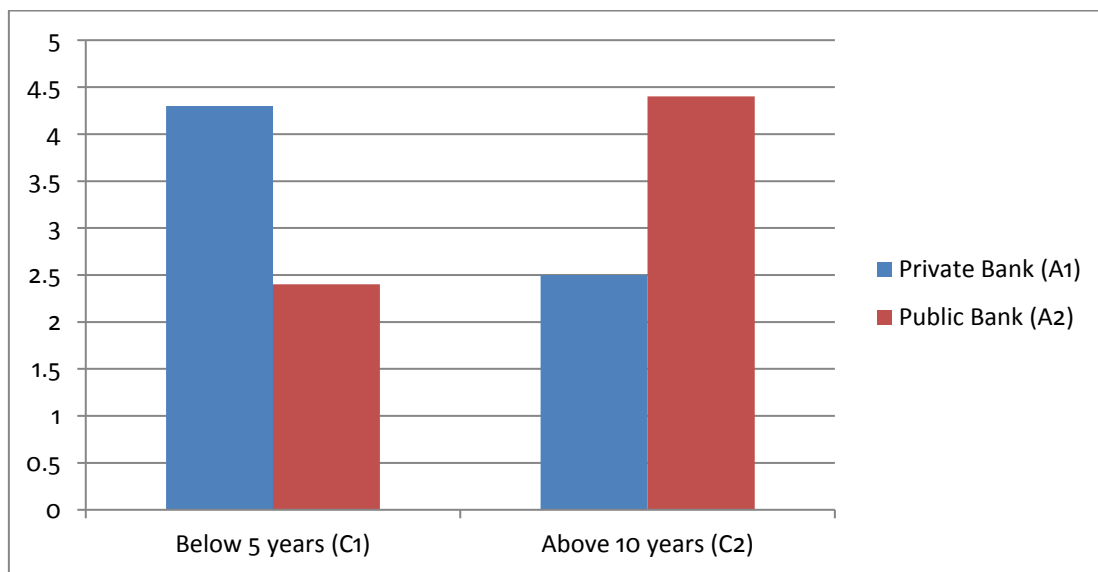


Figure –6: Interaction between Types of Bank (A) × Length of Service (C)

Interaction Effect of A×D

Table–7: Interaction between Types of Bank (A) × Gender (D)

Gender (D)	Type of Bank (A)	
	Private Bank (A1)	Public Bank (A2)
Male (D ₁)	88.30	127.60
Female (D ₂)	130.12	126.37

F value of A×D interaction as shown in ANOVA summary table reveals the fact that obtained F value is not significant at any respectable level of confidence. Thus, we may conclude that Male and Female employees of Private and Public Sector Bank have almost similar job satisfaction. These four mean job satisfaction scores shown in table 7 are not significantly different. These four mean scores are further plotted in figure-7 showing gender on X axis and mean occupational score on Y axis of the graph.

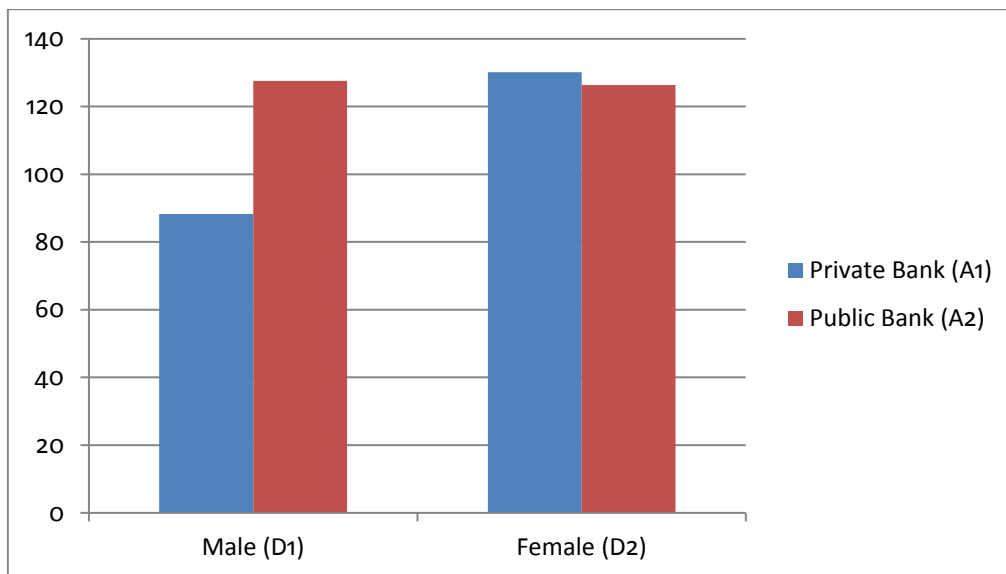


Figure –7: Interaction between Types of Bank (A) × Gender (D)

SUMMARY OF THE RESULT

1. No significant difference in the job satisfaction of Private and Public Bank employees was found to be significant. In other words employees of two types of bank do not difference in terms of job satisfaction.
2. 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.
3. Length of service, which was manipulated at two level below 5 years service and above 10 years service have produced a significant effect on employees 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.

4. Difference in the mean job satisfaction of Male and Female employees was found significant at .01 level of confidence. Female employees were having higher job satisfaction than the Male bank employees.
5. Interaction effects between type of Bank and Cadre of employees have no significant differential effect on job satisfaction.
6. Bank employees of Private and Public Sector Bank have significantly different level of job satisfaction of two length of service. Bank employees of Public Sector Bank having higher length of service have maximum job satisfaction in comparison of remaining three groups.
7. The interaction effects between type of Bank and Gender of employees have not yielded a significant effect on job satisfaction.

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