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CHAPTER I

INTRODUCTION AND DESIGN OF THE STUDY

1.1. INTRODUCTION

The fundamental underlying premises underpinning any serious discussion or action within Human Resource Management or Strategic Human Resource Management is that a causal connection exists between HR practices and organizational performance (measured in various ways and against various outcome criteria). Some observers declare themselves convinced that there is now an accumulated body of
evidence that HR practices can be demonstrated to be connected with favourable measures of effectiveness. This leaves open question about the intervening processes. The premise is that, in some shape or form, HR policies have an effect on HR practices and these in turn influence staff attitudes and behaviours which will, in turn again, impart on service offerings and customer perceptions of value.

In vestments in HR may impact both individuals and organizations. At the individual or human capital levels investing in HR practices may increase the competence or commitment or the individual employee (Ulrich, 1998; Wright et al., 1994; Wright and Snell, 1998). This ‘human capital’ embedded in individuals can be enhanced through education, training and development or an aligned compensation system.

“HR builds both individual ability and organizational capability, Human capital and Social capital. When taken together, these individual (competence and commitment) and organizational (capability or social capital) outcomes concern co-operation and working together in a mutually dependent way to deliver positive outcomes.”
In view of the importance of individuals in the HR practices, improving their efforts in their work, sustaining their knowledge and skill and to keep them happy by giving them the most satisfaction in their jobs, wherein the HTR practices play the vital role. There are so many interventions in the process of HR practice. The researcher has considered the one, that is “Job Satisfaction” among the public and private sector banks in Udupi District, Karnataka State. Hence the title of this study is “A STUDY ON THE JOB SATISFACTION AMONG THE BANK EMPLOYEES OF SELECTED PRIVATE AND PUBLIC SECTOR BANKS IN UDUPI DISTRICT, KARNATAKA.”

Job Satisfaction

Job Satisfaction is defined as “an individual’s attitude toward his or her job”

The term ‘job satisfaction’ is quite frequently used for individuals’ attitude towards the specific aspects of total work situation. Since the time when the occupation of individuals became a socially significant phenomenon, social scientists focused their attention on job satisfaction. Even from early days, social scientists stressed the significance of studying job satisfaction of workers in an industrial atmosphere. Job satisfaction has been described as an output of a work environment.
Katzwl et al., (1961) observed the employee satisfaction and performance as the outputs and the working environment and the employees’ efforts as the inputs. Inputs affect the outputs via employees’ motivation and ability.

The agreement between the environment and the workers’ expectations result in job satisfaction. Lawler (1967) found employees who are not satisfied with their jobs are more likely to be absent and quit since they do not see any relationship between having the job and the satisfaction of their needs. Job satisfaction is person’s attitude towards the job. Positive attitude towards the job are equivalent to job satisfaction whereas negative attitude towards the job are equivalent to job dissatisfaction.

Bullock (2003) described job satisfaction as “an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with the job”. Peptone (1999) defined job satisfaction as summation of employees feelings in four important areas namely, job, management, personal adjustment and social relations. Hop Pock (1996) defined employee satisfaction as any combination of psychological, physiological and environment circumstances that causes the person truthfully to say I am satisfied with my job. In his study the compared the job satisfaction of public and private sectors and found the private sector professionals to be more satisfied than their counterparts in the public sector.
The belief that satisfied employees are more productive than dissatisfied employees has been a basic tenet among managers for years. Those researchers with strong humanistic values argue that satisfaction is a legitimate objective of an organization—not only is satisfaction negatively related to absenteeism and turnover, but they argue, organizations have a responsibility to provide employees with jobs that are challenging and intrinsically rewarding. Therefore, although, job satisfaction represents an attitude rather than a behaviour. A person with a high level of job satisfaction holds positive attitude about the job, while a person who is dissatisfied holds negative attitude about the job.

Organizations that put people first have a more dedicated and committed workforce. This, in turn, converts into higher employee productivity and satisfaction. “There is an increasing amount of evidence that successful organizations put people first”

However, some other argue that, putting people first is not necessarily consistent with long term competitiveness. Accordingly, to-day’s organizations are more typically pursuing a “labour-cost-minimization” strategy rather than a people first strategy.
Whatever be the arguments, men or the workforce is the most important in the successful running of the organizations. Hence, the human capital is considered as an important, unavoidable, and a must for the organization. The India’s pride and the development is very much based on the huge population of Human resource. How this enormous human resource could be properly utilized in the development of our country is very important to decide. Suitable strategy to be developed to retain the skill and knowledge of the employee and also to create a good atmosphere in the organization to keep then in cheer. The ultimate aim is to give them job satisfaction.

**Job Satisfaction some Contributing Factors:**

The factors, which are influencing the employees’ satisfaction, are broadly classified into three categories:

1. **Personal Factors:** They include workers gender, education, age, marital status and their personal characteristics, family background, socio-economic background and the like.

2. **Factors inherent in the Job:** These factors have recently been studied. Workers, supervisors and the skilled workers would rather like to be guided
by their own incrimination to choose jobs in consideration of ‘what they have to do’.

3. **Factors controlled by the management**: They include the nature of supervision, job security, kind of work group, wage rate, promotional opportunities, transfer policy, duration of work and sense of responsibilities. All these factors greatly influence the workers. Their presence in the organisation motivates the workers and provide a sense of job satisfaction.

“A study by Conference Board in America found that only 58.6 percent of Americans were satisfied with their job in 1995. By the year 2000, the percentage was down to 50.7 percent. This intuitively seems surprising, since those five years were ones of economic expansion, increased income, and a strong labour market. Apparently, economic prosperity does not necessarily translate into higher job satisfaction.”

“The experts suggest, it might be due to employers’ efforts at trying to increase productivity through heavier employee work loads and tighter dead lines. Another contributing factor may be a feeling, increasingly reported by workers, that they have less control over their work. While it is possible that higher pay alone translates into higher Job Satisfaction, an alternative explanation is that higher pay is reflecting different types of jobs.”

Higher paying jobs generally require higher skills, give
incumbents greater responsibilities, are more stimulating and provide more challenges, and allow workers more control. Hence the higher satisfaction among better paid workers reflects the greater challenge and freedom they have in their job rather than the pay itself.

**Determinants of Job Satisfaction**

The following are the determinants of the job satisfaction: Equitable Rewards, Mentally challenging work, Supportive Working conditions, Promotions, Supervision, Job security, Work group, Health, Welfare and safety, Opportunity for development, Employee satisfaction at Social Environment, Autonomy at work and Grievance redressal system.

**The Effect of Job Satisfaction on Employee Performance:**

Managers’ interest in Job Satisfaction tends to center on its effect on employee performance. They want to increase the productivity through better performance of the employees. Therefore, it is discussed here that whether individual level performance or the organizational level performance improve the productivity, also the researcher tried to give a summarized view on how the job satisfaction is related to productivity, absenteeism and turnover.
Satisfaction and Productivity:

“Interestingly, if we more from individual level to that of organization, there is renewed support for the organizational satisfaction-performance relationship.”\(^6\)

Considering the organization as a whole, the organization with more satisfied employees tend to be effective than organization with fewer satisfied employees. It cannot be said that a happy worker is more productive, it might be true that happy organizations are more productive.

Satisfaction and Absenteeism:

Generally, dissatisfied employees are more likely to miss work, other factors have an impact on the relationship and reduce the correlation co-efficient. Smith\(^7\) studied, that in the Sears and Roebuck, how satisfaction directly leads to attendance when there is a minimum impact from other factors.

Satisfaction and Turnover:
“Satisfaction is also negatively related to turnover.”

“Evidence indicates that an important moderator of the satisfaction-turnover relationship is the employee’s level of performance.” While superior performers get pay raises, praise, recognition, increased promotional opportunities, the opposite tends to apply to poor performers. In this context, the job satisfaction more important in influencing the poor performers to stay than superior performers.

**Employees’ ways of expressing dissatisfaction:**

The employees used to express their dissatisfaction in many ways through their behaviours and actions. For example, rather than quit, employees can complain, be subordinate, steal organizational properties, or skirt a part of their work responsibilities; These can be classified into two dimensions namely constructive/destructive and active/passive. These are as follows:

1. Exit: Dissatisfaction expressed toward leaving the organization, including looking for new job.
2. Voice: Actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activities.
3. Loyalty: Passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external criticisms and trusting the organization and its management to “do the right thing.”

4. Neglect: Passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced efforts and increased error rate.

**Job Satisfaction and Organizational Citizenship Behaviour (OCB)**

The satisfaction influences OCB, but through perception of fairness. “There is a modest relationship between Job Satisfaction and OCB.”\(^{11}\) “But satisfaction is unrelated to OCB when fairness is controlled for.”\(^ {12}\) If the employee does not like his superior, the organization’s procedure, or pay policies are fair, his job satisfaction is likely to suffer significantly.

**Job Satisfaction and Customer Satisfaction:**

Schneider and Bowen studied the employee and customer perceptions of service in banks and revealed that satisfied employees increase customer satisfaction and
loyalty; Satisfied employees are more likely to be friendly, upbeat and responsive which customer appreciate. And because satisfied employees are less prone to turn over, customers are more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty.

**Guidelines for Promoting Job Satisfaction:**

In view of the negative consequences of dissatisfaction, it made sense to consider ways of raising satisfaction and preventing dissatisfaction on the job. Some of them are:

1. Make job fun
2. Pay people fairly
3. Match people to jobs that fit their interests
4. Avoid boring, repetitive jobs.

1.2 **STATEMENT OF THE PROBLEM**

Human resource at present is considered to be a valuable asset to an organisation. The survival of a business unit is dependent to a great extent on its employees’ capacity to work, willingness to perform
their jobs, their motivation and above all, their satisfaction with their present jobs. So to say, an employee’s job involvement is a necessary condition to work to his optimum capacity provided the organisation creates a workable environment. Job satisfaction is an expected outcome of positive job involvement. High job satisfaction contributes to organisational commitment, job involvement, better physical and mental health and quality of life to the employees.

The banking industry being a service-oriented industry, its man power is its prime asset. Its efficiency or inefficiency in delivering services to the customer has a direct bearing on its organisational success. The customer’s perception of the organisation is therefore largely based on the quality of services rendered by the banks. The satisfaction of the employees in their job is of paramount importance in determining the success with which any organisation functions.

Job satisfaction has the same relation with the mental health of the employees; it has some degree of positive correlation with the physical health of the employees. When they have job satisfaction their performance will be high and naturally the involvement in the job will be more. In the environment prevailing today, it is necessary to study the job satisfaction of employees who contribute much to the development of banks as well as the customers.
Hence, the present study tries to get an insight into job satisfaction in terms of pay pocket and other benefits involved with the job and job involvement of bank employees of the private and public sectors. The study tries to examine the impact of the socio-economic background on job satisfaction, the determinants of job satisfaction, the perception, aspiration and quality of work life of the bank employees of Udupi district.

1.3 SCOPE OF THE STUDY

Udupi district has 14 public sector banks with 190 branches and seven private sector banks with 64 branches. The Karnataka State Finance Corporation one branch and PCARD has three branches in the district. But the study analyses only private and public sector banks in Udupi District.

An attempt has been made to analyse the level of job satisfaction of bank employees in general and also of the officers and clerks in particular. The intention of the study is to help the bank organisations to draw up plans for increasing the job satisfaction of their employees.
1.4. PROFILE OF THE STUDY AREA

Since this study has been conducted in selected public and private banks’ employees, of Udupi District, Karnataka State, it is considered to be mandatory to present some of the important details like, the demography, revenue administration, Boundaries, principle crops being cultivated, main rivers, transports (roads), sea ports, educational institutions, industries, banks and its financial performance and other establishments of the Udupi District.

Revenue Administration:

The Udupi District in Karnataka state was inaugurated on 25th August 1997. There are three Taluks and Nine Hoblies (Firkhas) in the district. The Udupi town is the only one City Municipality, Kundapur and Karkala are the other two Town Municipalities. The only one Town Panchayat is Saligrama, and there are 146 village (Gram) Panchayats.
TABLE 1.1

REVENUE ADMINISTRATION

<table>
<thead>
<tr>
<th>Taluks</th>
<th>Hoblies (Firkas)</th>
<th>Village (Gram) Panchayats</th>
<th>Inhabited Villages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kundapur</td>
<td>3</td>
<td>56</td>
<td>99</td>
</tr>
<tr>
<td>Karkala</td>
<td>2</td>
<td>29</td>
<td>50</td>
</tr>
<tr>
<td>Udupi</td>
<td>4</td>
<td>61</td>
<td>99</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9</strong></td>
<td><strong>146</strong></td>
<td><strong>248</strong></td>
</tr>
</tbody>
</table>

**Boundaries:**

Udupi district is in the South Western parat of the Karnataka State. It is surrounded by Uttara Kannada and Shimoga districts in the North, Chigmagalur district in the West, Mangalore district in the South and Arabian Sea in the West. The total coastal length is 98 km and the total land area of the district is 3575 Sq.km.
Demography:

The density of population is 311 per Sq.Km. The area wise details of population has been presented below in tables.

**TABLE 1.2**

**RURAL POPULATION – UDUPI DISTRICT**

<table>
<thead>
<tr>
<th>Taluks</th>
<th>Population</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Kundapur</td>
<td>160536</td>
<td>188293</td>
<td>348829</td>
<td></td>
</tr>
<tr>
<td>Udupi Rural</td>
<td>176451</td>
<td>200128</td>
<td>376579</td>
<td></td>
</tr>
<tr>
<td>Karkala Rural</td>
<td>84069</td>
<td>96413</td>
<td>180482</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>421056</td>
<td>484834</td>
<td>905890</td>
<td></td>
</tr>
</tbody>
</table>

Source: Census 2001.
### TABLE 1.3

**URBAN POPULATION – UDUPI DISTRICT**

<table>
<thead>
<tr>
<th>Taluks</th>
<th>Population</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(CMC/TMC-wise)</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Kundapur Urban</td>
<td>13919</td>
<td>14672</td>
<td></td>
</tr>
<tr>
<td>Udupi Urban</td>
<td>74570</td>
<td>78076</td>
<td></td>
</tr>
<tr>
<td>Karkala Urban</td>
<td>12686</td>
<td>12430</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>101175</strong></td>
<td><strong>105178</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Census 2001.

### TABLE 1.4

**UDUPI DISTRICT POPULATION**

<table>
<thead>
<tr>
<th>Categories</th>
<th>Population</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
</tr>
<tr>
<td>Rural</td>
<td>421056</td>
<td>484834</td>
<td>905890</td>
</tr>
<tr>
<td>Urban</td>
<td>101175</td>
<td>105178</td>
<td>206353</td>
</tr>
</tbody>
</table>
The villages form major part in the district. Therefore, the rural population (9,05,890) in the district is more than that of the Urban population (2,06,353). The male population in the rural is 4,21,056 and the urban is 1,01,175. The female population in the rural is 4,84,834 and in the urban is 1,05,178. In both the segment, the population of female surpassed the male and hence, in the district, the population of female is more than that of the male.

**Principal Crops:**

28 types of crops are mainly cultivated in the district. They are, Paddy, Sugarcane, Areca nut, Coconut, Chilly, Ginger, Ground nut, banana, Sweet Potato, Topiaco, Cocco, Pepper, Pulses, Sesame, Mulberry, Pine Apple, Rubber, Amla. The public and private sector banks are extending loan facilities for every crop and the loan amount is vary according to the crop per acre.

**Main Rivers Flowing in the District:**
Nine main rivers are flowing in the district, making the district more fertile and enable the agricultural activities a primary one. They are, Swarna, Sista, Chakra, Vrahi, Kollur, Madikal, udayavara, Haladi and Gangothri.

**Land Routes:**

The 101 KM Railway line feeds the people as a meaningful transport of all goods and the agricultural proceeds. The road transport plying to the extent of 3,088 KM catering the needs of the population.

**Sea Ports:**

Since, the western border of the district is bound by the sea shore, naturally the three sea ports namely Malpe, Gangolli and Hungarkatta are very much useful in transporting goods via sea and for exporting the native products to the other parts of the country and also to the other Nations. So, more economic development envisages in the district.

**Educational Institutions:**
Various types of educational institutions play vital role in imparting education to the people of the district. They are:

**TABLE 1.5**

**EDUCATIONAL INSTITUTIONS**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Type of Institutions</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Primary Schools</td>
<td>920</td>
</tr>
<tr>
<td>2.</td>
<td>High Schools</td>
<td>201</td>
</tr>
<tr>
<td>3.</td>
<td>Pre-University Colleges</td>
<td>73</td>
</tr>
<tr>
<td>4.</td>
<td>General Colleges</td>
<td>8</td>
</tr>
<tr>
<td>5.</td>
<td>Deemed to be University</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Census 2001.

**Industries:**

Eventhough, the Udupi district is a small one comparing to other districts in Karnataka, and also recently inaugurated one, there are 14 medium and large scale industries, one Industrial area and three Industrial Estates. The district is poised to start further industries in the coming years.
Other Establishments:

Some of the other establishments which are considered to be civic needed are presented in Table.

TABLE 1.6

OTHER ESTABLISHMENTS

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Type of Establishments</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Police Stations</td>
<td>22</td>
</tr>
<tr>
<td>2.</td>
<td>Fire Stations</td>
<td>3</td>
</tr>
<tr>
<td>3.</td>
<td>Hospitals</td>
<td>50</td>
</tr>
<tr>
<td>4.</td>
<td>Primary Health Centres</td>
<td>51</td>
</tr>
<tr>
<td>5.</td>
<td>Nursing Homes</td>
<td>25</td>
</tr>
<tr>
<td>6.</td>
<td>Post Offices</td>
<td>331</td>
</tr>
<tr>
<td>7.</td>
<td>Telegraph Offices</td>
<td>4</td>
</tr>
<tr>
<td>8.</td>
<td>Bank Branches</td>
<td>258</td>
</tr>
<tr>
<td>9.</td>
<td>No. of ATMs</td>
<td>89</td>
</tr>
</tbody>
</table>

Financial Scenario:

258 bank branches from private and public sectors participate in the economic development of the Udupi district by extending credit facilities to the Primary(Agricultural), Secondary and Tertiary sectors.

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Public Sector Banks</th>
<th>No. of Branches</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Bank of Baroda</td>
<td>2</td>
</tr>
<tr>
<td>2.</td>
<td>Bank of India</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>Bank of Maharashtra</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>Canara Bank</td>
<td>24</td>
</tr>
<tr>
<td>5.</td>
<td>Central Bank of India</td>
<td>2</td>
</tr>
<tr>
<td>6.</td>
<td>Corporation Bank</td>
<td>28</td>
</tr>
<tr>
<td>7.</td>
<td>Indian Bank</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Bank Name</td>
<td>Total</td>
</tr>
<tr>
<td>---</td>
<td>------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>8.</td>
<td>Indian Overseas Bank</td>
<td>3</td>
</tr>
<tr>
<td>9.</td>
<td>Punjab National Bank</td>
<td>1</td>
</tr>
<tr>
<td>10.</td>
<td>State Bank of India</td>
<td>7</td>
</tr>
<tr>
<td>11.</td>
<td>Syndicate Bank</td>
<td>7</td>
</tr>
<tr>
<td>12.</td>
<td>Syndicate Bank</td>
<td>70</td>
</tr>
<tr>
<td>13.</td>
<td>Union Bank of India</td>
<td>1</td>
</tr>
<tr>
<td>14.</td>
<td>Vijaya Bank</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Private Sector Banks</strong></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Axis Bank</td>
<td>1</td>
</tr>
<tr>
<td>16.</td>
<td>Federal Bank</td>
<td>1</td>
</tr>
<tr>
<td>17.</td>
<td>HDFC Bank</td>
<td>2</td>
</tr>
<tr>
<td>18.</td>
<td>IDBI Bank</td>
<td>2</td>
</tr>
<tr>
<td>19.</td>
<td>ICICI Bank</td>
<td>2</td>
</tr>
<tr>
<td>20.</td>
<td>ING Vysya Bank</td>
<td>1</td>
</tr>
<tr>
<td>21.</td>
<td>Karnataka Bank</td>
<td>22</td>
</tr>
<tr>
<td>22.</td>
<td>KVG Bank</td>
<td>12</td>
</tr>
<tr>
<td>23.</td>
<td>SCDCC Bank</td>
<td>21</td>
</tr>
<tr>
<td>24.</td>
<td>KSFC Bank</td>
<td>1</td>
</tr>
<tr>
<td>25.</td>
<td>PCARD Bank</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>68</strong></td>
</tr>
</tbody>
</table>

Fourteen Public Sector banks are operating in the Udupi district with 190 branches. Eight private sector banks and one Co-operative bank are also with their 64 branches play an important role as that of the public sector banks. Apart from that, Two Finance Development Corporations rim nu the State government also operating with 4 of its branches. Altogether, there are 258 financial institutions trying their best with utmost efforts to develop the economy of the district in all the ways.

**TABLE 1.8**

**CREDIT GIVEN BY FINANCIAL INSTITUTIONS ON VARIOUS YEARS**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Year</th>
<th>Credit Plan (Rs. in crores)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2006-07</td>
<td>914</td>
</tr>
<tr>
<td>2.</td>
<td>2007-08</td>
<td>1164</td>
</tr>
<tr>
<td>3.</td>
<td>2008-09</td>
<td>1452</td>
</tr>
<tr>
<td>4.</td>
<td>2009-10</td>
<td>1659</td>
</tr>
</tbody>
</table>

Source: District Credit Plan 2009-10, Syndicate Bank (Lead Bank).

Increasing in the credit has been noticed from the above table. The credit of Rs.914 crores in the year 2006-07 has been increased to Rs 1,659 crores in the year 2009-10.
1.5 CONCEPTUAL FRAMEWORK OF THE STUDY

A critical review of literature including various studies conducted in India and aboard related directly or indirectly to the topic of the study has facilitated the identification and selection of various human resource practices contributing to organizational performance. All the studies have implied the practice to make the work force satisfied in their jobs. Various HRM practices, which are perceived to affect the organizational performance, in terms of employee productivity, have been identified and selected on the basis of their relevance to the banking sector. It has been possible
only after a review of literature develop the main parameters of the problem, to find out the importance of the job satisfaction.

While manpower has been considered important for enabling the production in the industries, vis-a-vis in the bank, to satisfy the customers in the way they should rely on the bank and to sustain the relationship. This can be given only by the employees who have fullest satisfaction in their jobs. It is highly impossible to satisfy all the wants of the employees. However, it is possible to satisfy the needs of the employees at the work environment. In this context the need theory plays important role in job satisfaction. The feeling that the employee care for them and that their needs receive the utmost care acts as a greater motivating factor than the facilities themselves. Mayo, Parker, Follet, Fayol etc., felt that human relations and treating the human being as such and creating a group atmosphere helps the worker. Mcdonald “People orientation” is most striking. Japanese have repartition for “reliability” and “people approach”. Loyalty, commitment through effective training, personal identification with the company’s success, human relationship between employer and employee are all their motivating factors”.

Some Theories on Human Relations

John Cardher in “morale” observes, “man is a stubborn seeker of meaning”. McGregor’s as well as Urvick’s theories deal with human relations only. Essentially these theories postulated the theme that man is a pain avoiding pleasure seeking creature. This was the Hedonistic view of Greeks. Taylor felt that men should be treated mechanically and every step is to be told to them. Fayol, like Weber, felt that things would be done by administrative orders. McGregor felt that men are inherently lazy and they work only when the stick, are shown to them. He then created his own opposing theory of “Carrot and Stick” method. Maslow’s “crow and learn” theory is unique. He says there is a growth impulse force inherent in the individual by virtue of his being a member of human species. Hertberg adds hygiene and replenishment needs. Chris Argyris says about freedom to personal goal given a bigger and better job to do with greater responsibility and latitudes, work will become a game of fun and will motivate. Japanese environment and management theory revolves round socio-psychological needs and the belief that job are taken care of the organization grows.

**Job Satisfaction Interventions**

“In the Steel Authority of India Limited”, to ensure the availability of manpower, they have introduced some of the interventions of job satisfaction for better
productivity. They are, drafting employees’ service conditions, compliance with statutory provisions, developing a system of wage administration and welfare amenities at shop floor as well as ensuring basic civil amenities for the workmen. They evolved these systems indigenously, while facing some times work place conflicts and mismatch at expectations of workers with those of management. While handling the volatile IR dynamics, SAIL had the foresight to involve workers representatives in establishment of bipartite and tripartite forums. The setting up of a National Joint Committee for Steel Industry (NJCS) could truly be considered as a revolutionary step at the time towards establishing the process of involving workers’ participation in management. SAIL had the foresight and wisdom to take the workers along and not unilaterally impose key decisions relating to evolving their terms and conditions of employment, compensation, and welfare amenities, grievance redressal machinery, welfare committees at shop and department levels, etc. The SAIL took ‘personnel focus’ wherein, designing and structuring the compensation systems. Performance appraisals and promotion policies, reward and incentive systems, etc., were evolved. All the systems were designed to ensure uniformity and transparency of functioning of the administrative aspects of HR function. Also they fulfilled the basic need of providing specific skill training through its workshop facilities. The risk taking was encouraged by managers in view of nurturing the talent management. The SAIL came forward to improve good work culture of creativity and innovation and leveraging technology.²

²B.B. Singh and Kamakshi Raman, “Innovation in HR … The SAIL Way”, Journal of
“Human resource management activities, such as training, employee participation, compensation assignment of workers through a recruitment and selection process and an internal labour market have been found to have positive relationship to the organization’s performance.³ “Human resource management activities can influence the organizations performance by direct means, through improvement of employees’ skills and quality (Selection and Training) and by indirect means, through the increase of employee motivation (a system of incentives and internal job market)”.⁴ “According to Mittal and Khera (2008), a highly motivated work force only will be able to handle the complex and competitive situations and create a difference in customer service and out beat the competitors.⁵

The case of the SAIL way of managing HR and the theories followed by Japanese and in lines of various theories formulated by the authors have prompted the investigator to conceptualize the study by taking it all in the theoretical background to proceed with.

1.6 REVIEW OF LITERATURE

A study conducted by Sekaran and Uma,\(^6\) (1989) "Paths to Job Satisfaction of Bank Employees", suggested that personal, job and organisational climate factors influenced the job involvement of people in their jobs. This, in turn, influenced the intrapsychic reward of a sense of competence that they experienced, which then directly influenced the job satisfaction of the employees. Managers could help employees by increasing challenges in the job, offering risk support, and praising them.

A study on 250 officers and 250 clerical cadres belonging to a Nationalised Bank in the Western Zone conducted by Singh and Prestonjee\(^7\) (1990) found that the job satisfaction of bank employees was affected positively by occupational level, job involvement and participation. The interactional effect of job involvement and participation was found to be significant.


\(^7\)A.Singh and D.M.Prestonjee, "Job Involvement, Sense of Participation and Job Satisfaction - A Study in Banking Industry", *Indian Journal of Industrial Relations*, Vol.26, No-2, October 1990, pp.159-163.
Sharma \(^8\) (1991) has made an attempt to study the job satisfaction among bank employees by studying six leading banks in India. The factors selected for the analysis were college education, monthly emoluments, work technology and type of supervision. The study indicated that banks with a higher proportion of college graduates among their clerical employees do not seem to be blessed with a more satisfied work force. Instead, the level of job satisfaction in such banks was lower than in other banks. This study also showed that in banks where clerical jobs provide least challenge and discretion or give fewer opportunities to use one’s own ideas and abilities job satisfaction was relatively lower.

Akhilesh and Mary Matthew, \(^9\) (1991) in their study “A Study of Bank Jobs in Relation to Work Motivation, Job and Work Involvement” made an in-depth analysis of employees’ perceptions about the job and the relationship of job characteristics to the desired work behaviour by selecting a sample of 114 non-nationalised bank employees consisting of both officers and clerks. They found that among the officers, work


motivation could be improved through increasing job authority and accountability. At the clerical level, rewards and sanctions were significantly associated with job involvement.

Narender Kumar and Jain\(^{10}\) (1991) conducted a survey of motivational techniques, which were used by bank executives in the state of Haryana. The analysis showed that “Praise for good work” was the most popular technique used by bank executives. Informal discussions on bank problems with staff members were identified as a popular measure. Techniques like caring for the personal problems of staff members, the co-operative attitude of officers, a letter of appreciation, persuasion and request are also widely used in banks. Among moderately used techniques are staff meetings, family visits, and difference of treatment and mutual understanding with staff.

Steel and Brant\(^{11}\) (1991) in their study entitled “Job Satisfaction” found that the employees in the public sector were found to have higher levels of job satisfaction when

\(^{10}\)Narender Kumar and V K.Jain,”Motivational Techniques and bank Executives”, in Dynamic And Oranisational Behaviors Series, V S P. Rao, & K.Koteswara Rao (Eds.), New Delhi, Discovery publishing House, 1991, pp.222-223.

compared with their private sector counterparts. The public sector employees had higher level of education, higher work aspirations, and longer terms of employment than a comparable sample of private sector employees.

Dhar and Rajnish\(^{12}\) (1992) analysed “Job Involvement, Job Satisfaction and Some Demographic Correlates: A Study of Academicians”. The study showed that among the various demographic variables age has no direct impact on job satisfaction of employees.

The study by T.R. Rajeswari,\(^{13}\) (1992) “Employee Stress – A Study with Reference to Bank Employees “, identified the stress situation of bank employees and their perceived reactions to such situations. It identified structural rigidity, poor physical working conditions and extra-organisational factors to be potent stressors, inducing stress in bank employees.


Schneider et al.\textsuperscript{14} (1993) in their study “A Comparison of Job Satisfaction between Public and Private Sector Managers” found that there was a significant difference between the public and private sector employees with regard to pay satisfaction.

Anonymous\textsuperscript{15} (1993) study, “10 Tips for Greater Job Satisfaction”, listed ten tips: 1) Begin thinking of yourself as business; 2) Take responsibility for personal decisions, actions and results; 3) Be proactive; 4) focus on benefit to the organization when presenting new ideas; 5) anticipate problems; 6) Take initiative as problems or opportunities arise; 7) communicate with the manager to clarify priorities; 8) Build on strengths; 9) Look for opportunities to increase responsibilities in your current job; and 10) Identity specific areas for development.

Das and Nayyar\textsuperscript{16} (1994) studied the interrelationship between job satisfaction, job involvement and job motivation. The study showed that there is an interrelationship


between job satisfaction, job performance and job motivation. The correlation matrix showed that job satisfaction, job performance and job motivation have significant correlations.

Vandana Misra17 (1994) in her study “Job Satisfaction in Peaceful and Disturbed Textile Industries’ Employees” and found disturbed organisations relatively more dissatisfied than employees in a comparatively peaceful organisation. Employees in disturbed organisations were dissatisfied due to insecurity of job, the complexion of management policies, the lack of opportunity for participation in decision-making, the want of pension and other benefits. As job satisfaction was a relevant valuable factor in maintaining industrial peace, the employees in disturbed organizations should be made to feel secure in their jobs and should have opportunities to participate in decision-making. The results further implied that employees were dissatisfied when they compared themselves with persons higher in organizational hierarchy and were satisfied when they compared their overall job satisfaction with that of persons lower in the organizational hierarchy.

Prasad\(^1\) (1994) analysed job anxiety and job satisfaction among the library professionals. The study showed that most of the professionals are dissatisfied with the salary, promotion opportunities and job environment and they prefer the downward flow of information relating to work and its allied activities.

Singh and Pathak\(^2\) (1994) in their “Job Involvement and Work Motivation among different Categories of Employees” demonstrated that the occupational level was an influential factor in the job involvement of employees. Work motivation was also influenced by occupational level, and job involvement and work motivation were significantly correlated.

A study by Asha\(^3\) (1994), “Job Satisfaction among Women in Relation to their Family Environment,” probed whether the social-psychological characteristics of family had any effect on the job satisfaction of woman employees. The findings of the study

\(^1\)H.N.Prasad “Job Anxiety and Job Satisfaction among the Professionals of Library Employees: A Study”, *Annals of Library Science and Documentation*, 41(2), 1994, pp.41-54.


showed that job satisfaction among women employees was related to their perception of family environment.

Srivatasava and Krishna\textsuperscript{21} (1994) conducted a comparative study of male and female teachers with regard to their work motivation and job involvement. The study showed that male teachers were more involved in their jobs compared to female teachers. It was also noted that the teachers’ work motivation generated by their needs positively correlated with their job involvement.

Sinha and Sarita\textsuperscript{22}(1995) conducted a study on “Employees’ Satisfaction and its Organizational Predictors” with the objectives of identifying the employees’ satisfaction in relation to their essential needs and expectations and the direct effect of satisfying and not the nature of jobs as well as the impact on the various facets of the organisation. The study also showed that both managers and workers give priority in satisfaction for the utilization of expertise, knowledge and recognition. Managers preferred challenging work, freedom from tension and freedom to work. Regarding the


\textsuperscript{22} Jai B P Sinha and Sarita Singh, ”Employees’ Satisfaction and its Organizational Predictors”, \textit{Indian Journal of Industrial Relations}, 31(2), October 1995, pp.135-152.
workers, they opted for promotional avenues, good relation at work and good working environment.

Pattanayak et al\textsuperscript{23}(1995) in their research on Job Satisfaction of Executives and Supervisors found that personal variables like age, experience and other variables influenced job satisfaction of both executives and supervisors.

In the study "Perceived Management Styles and Job Satisfaction of Executives of Private Sector Firms", V.S.R. Vijayakumar\textsuperscript{24} (1996) tried to relate perceived management styles of the organisations with the job satisfaction of the executives. The finding of the study clearly showed that the perceived management style influenced the job satisfaction of the executives of bureaucratic organisations. Job satisfaction increased when the perceived management style moved towards participatory decision-making, leadership, control and goal setting styles.


A study entitled “Employee Need Structure and their Satisfaction” by Ashok Kumar Panedy and Prakash\textsuperscript{25} (1996) studied the relationship between need structures of supervisors and workers employed in a railway workshop and their satisfaction levels. They investigated the role of different motives in employees' satisfaction. Affiliation and power had a positive correlation with the total satisfaction score.

Venkatachalam and K.Sivasankara Reddy\textsuperscript{26} (1996) in their article “Impact of Job Level and Job Tenure on Work Involvement, Job Involvement and Job Satisfaction in Different Organisations” examined the impact of job level, job tenure and type of organisation on work involvement and job satisfaction of employees in three different organisations. The analysis of variance showed the significant influence of job level on work involvement and job involvement and not on job satisfaction whereas the type of organisation in which the employees were working significantly influenced the job satisfaction but not the work involvement and job involvement. Further it showed that the job tenure did not have any impact on work involvement, job involvement and job satisfaction.


Harihara mahadevan and Amirtharajan (1997) analysed the job satisfaction of the officers of the nationalized banks and showed that those factors which had a close association with job satisfaction were age, education, qualification, experience, salary, job security, customer service, suggestion scheme, interpersonal relationship, department’s care, training effectiveness, officers’ association and recognition.

Retirement benefits, loan facilities, accommodation facilities, working hours, transfer policies, authority and power, grievance handling procedures, work performance, job attitude, status in society had no relationship with job satisfaction. Working hours, security, transfer policies, promotion policies, authority and power, officers’ association were identified dissatisfaction factors for satisfied officers. Salary, retirement benefits, loan facilities, accommodation facilities, security, customer service, suggestion scheme, work performance, interpersonal relationship, training effectiveness are known as favorable factors for dissatisfied officers.

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Joshi and Sharma\textsuperscript{28}(1997) conducted an investigation on “Determinants of Managerial Job Satisfaction in a private organization” which showed that co-textual factors do have a major role to play on job satisfaction. Co-textual factors - job content and training - together account for more than half of the variance in job satisfaction. Fifteen variables were found significantly related to job satisfaction which are scope for advancement, grievance handling, monetary benefits, participation, objectivity, rationality, recognition, appreciation, welfare facilities, support and warmth, communication, top management commitment, resourcing and recruiting, career/succession planning and performance appraisal.

“Determinants of Job Satisfaction of Federal Government Employees” by Tin Yuan\textsuperscript{29} (1997) analysed the job satisfaction of federal Government employees which was determined primarily by three sets of factors, namely job characteristics, organisational characteristics and individual characteristics. The findings of this study showed that job characteristics such as pay satisfaction, promotional opportunity, task clarity and significant, and skill utilization as well as organisational

\textsuperscript{28}Sharma J Joshi and Baldev R.Sharma, “Determinants of Managerial Job Satisfaction in a Private Organization”, \textit{Indian Journal of Industrial Relation}.\textit{.,33}(1) July 1997, pp.48-64.

characteristics had consistently significant effects on the job satisfaction of federal government employees.

A study conducted by Mettle Meshal Kh\textsuperscript{30} (1997) entitled “The Relationship between Age and Job Satisfaction - A Study among Female Bank Employees in Kuwait” analysed the relationship between age and job satisfaction among Kuwaiti women employees in the Kuwait private sector banks. The findings of the study showed that age had a significant effect on the job satisfactions of female bank employees in Kuwait.

V.S Shanthamani’s\textsuperscript{31} (1998) study, “The Perceived Level of Workers’ Job Satisfaction in a Factory”, analysed a sample of 100 workers and nine attitudinal dimensions which covered every aspect of the working life of a factory worker. The nine dimensions which were grouped into four clusters indicated that in cluster I (The work itself and “the working conditions”) a very high percentage of respondents were satisfied. The other three clusters had low values of attitude index. On the whole 76 per cent of the respondents were satisfied with most of the aspects studied and only 24


per cent were dissatisfied. The author concluded that the workers were in general not highly dissatisfied with their organizational environment and even a small positive effort on the part of the management could be expected to yield needed results.

O.P. Verma and Rumna Roy\textsuperscript{32} (1998) in their study “Work Motivation and Job Satisfaction as the Determinants of Job Satisfaction Organisational Commitment” explored the possible effects of work motivation and job satisfaction on organizational commitment by selecting a sample of 68 executives in Bharat Cooking Cole Limited, Dhanbad. Their study showed that the high job satisfaction group showed a greater degree of organisational commitment than the low job satisfaction group. They found that work motivation and job satisfaction both affect organisational commitment positively, and therefore, it was important for the organisations to provide sufficient work motivation and job satisfaction to their employees so as to make them committed to the organisation they were serving.

Nazir A. Nazir\textsuperscript{33} (1998) in his study on “Perceived Importance of Job Facets and Overall Job Satisfaction of Bank Employees” attempted to measure overall job satisfaction.


\textsuperscript{33}Nazir A. Nazir, “Perceived Importance of Job Facets and Overall Job Satisfaction of Bank Employees”, \textit{Indian Journal of Industrial Relations}, Vol.33, No.4, April 1998, pp.479-493.
satisfaction of bank clerks, identify some determinants of job satisfaction and the perceived importance of some jobs as well as background factors of their overall job satisfaction. Data were collected from a sample of 245 clerks of a private bank in Srinagar district of Jammu and Kashmir state. The results of the study showed that 76 per cent of the clerks were satisfied with their jobs and 24 per cent were dissatisfied.

Mcafee R. Bruce and Glassman, Myron\textsuperscript{34} (1998) in their study, “Job Satisfaction - It’s the Little Things that count”, determined the factors influencing job satisfaction. An alignment of employees wants, expectations and needs with what actually received from the job could enhance job satisfaction. They suggested that the managers should use techniques to enhance employee satisfaction according to the job satisfaction stage that the employee was in at the time.

Venkatachalam and Velayudham\textsuperscript{35} (1999) in their investigation on “Impact of Advanced Technology on Quality of Work Life: A Study of Steel Plant” indicated that there was a significant relationship between information technology and quality of work


life. With advanced technology employees are less tired, feel more motivated and this leads to greater job satisfaction.

Nayak\textsuperscript{36} (1999) conducted a research on “Leadership Style and Job Satisfaction among Supervisors” which showed that employees who had mutual relationship with supervisors are highly satisfied. The employees who work under task based supervisors were moderately satisfied.

In a study by Md. Mosharraf Hossain\textsuperscript{37} (2000) entitled, “Job Satisfaction of Commercial Bank Employees in Bangladesh: A Comparative Study of Public Sector and Private Sector”, the satisfaction of commercial bank employees and the consequence on related issues were investigated. The results showed that the public sector bank employees were in a better position in terms of job satisfaction than their counterparts in private sector banks and the executives were more satisfied than the non-executives. Job satisfaction had a significant positive correlation with performance. Bank


employees of Bangladesh were highly dissatisfied with salary, lack of fair promotional opportunity, low job status and absence of recognition of good work.

In the study “Job Satisfaction of Librarians of American Descent Employed in ARL Academic Libraries”, Joyce K. Thornton 38 (2000) examined job satisfaction of librarians of American Descent employed in academic libraries and holding membership in the Association of Research Libraries. The results of a three-part job satisfaction survey were presented. The survey identified areas of satisfaction and dissatisfaction for this group of librarians.

Jacob Thomas and K. Sasi Kumar 39 (2000) in their article “Human Resource Management Practices in Kerala State Co-operative Bank Ltd.” indicated the level of satisfaction and dissatisfaction of managers in different aspects of their employment in the Kerala State Co-operative Bank Ltd. and found that the higher-level managers were more satisfied than the lower level managers.


Dhar and Dhar\textsuperscript{40} (2000) in their study “Job Satisfaction and its Correlates: A Psychological Study of the Supervisory Staff of Sugar Mills” indicated that the locus of control and age did not affect job satisfaction. Experience played no significant role in job satisfaction. Job satisfaction was positively correlated with self-acceptance.

Sesan Kim Sokoya\textsuperscript{41} (2000) in his article “Personal Predictors of Job Satisfaction for the Public Sector Manager: Implications for Management Practice and Development in Developing Economy” analysed personal characteristics. The findings were supported by previous study which suggested that the level of job satisfaction was determined by a combination of jobs, work and personal characteristics. Further analysis of the findings of this study was instructive in terms of management practice and development in nations like Nigeria. Finally, the global measure of job satisfaction might not capture the same realities as a conceptualization that distinguishes between extrinsic and intrinsic satisfaction using a different conceptualization of job satisfaction than the one used in this study; it could be instructive in identifying other predictor variables for job satisfaction.

\textsuperscript{40}Upindar Dhar and Santhose Dhar, “Job and its Correlates: A Psychological Study of the Supervisory Staff of Sugar Mills”, \textit{Indian Journal of Training and Development}, XXX(2), July –September, 2000, pp.76-84.

Nazrul Islam and Gour Chandra Saha\(^{42}\)(2000) in their study “Job Satisfaction of Bank Officers in Bangladesh” attempted to evaluate job satisfaction of bank officers in Bangladesh. They focused on the relative importance of job satisfaction factors and their impact on the overall job satisfaction of officers. It also investigated the impacts of bank type, work experience, age and sex differences on the attitudes to job satisfaction. The results showed that salary, efficiency in work, fringe supervision and co-worker relation are the most important factors contributing to job satisfaction. Private bank officers had higher levels of job satisfaction than those from the public sector as they enjoyed better facilities and supportive work environment. Work experience is found the second most important factor affecting job satisfaction. Sex and age difference had relatively a lower level of impact on it. The overall job satisfaction of the bank officers was at the positive level.

Sunita Singh and Sengupta\(^{43}\) (2001) in their research on “Psychophysical Implication of Uses of Power” indicated that the respondents were quite satisfied with the nature of work, working conditions and perks; a few are dissatisfied with respect to promotional avenues. On the whole all the respondents were satisfied with their jobs.

\(^{42}\)Nazrul Islam and Gour Chandra Saha, “Job Satisfaction of Bank Officers in Bangladesh”, *The Internet and Management*, December 2000, pp.76-83.

Mark C. Ellickson and Kay Logsdon\(^{44}\) (2001) in their study “Determinants of Job Satisfaction of Municipal Government Employees” showed that 9 out of the 11 environmental variables were statistically significant factors of job satisfaction. Moreover, all the independent variables affected the dependent variable in the direction hypothesized. In contrast, only one out of the three personal attributes emerged as significant predictors of job satisfaction, although the impact of gender was successfully stated in the null. All in all, 10 of the 14 independent variables in the model demonstrated the significant effects on job satisfaction with respect to the sample of municipal government employees.

Panda\(^{45}\) (2001) attempted to study job satisfaction of the Dot. Com. Employees. It showed that salary, autonomy, recognition, extra benefits in terms of money had much influence on job satisfaction. All other personal variables except experience had no influence on job satisfaction. The employees were satisfied with creativity and mode of operation and dissatisfied with the volatile nature of the industry.


Pores\textsuperscript{46} (2001) study on job satisfaction among Library Directors showed that 38 per cent of them were highly satisfied, 54 per cent were satisfied at the medium level, 8 per cent were less satisfied and less than one per cent were dissatisfied. Among the Directors the top-level ones were highly satisfied and the middle level Directors were less satisfied. Gender did not play any role in job satisfaction. Other factors like the size of the library, freedom in taking decisions, type of work and delegation of authority played an important role in job satisfaction.

Ravl Diego Vallejo, Jesus Antonio Vallejo and Sixto Oliver Parra\textsuperscript{47} (2001) examined in their article entitled “Job Satisfaction in Banking Workers” the level of job satisfaction of 366 bank clerks employed in a branch placed in the Belearic Islands. They examined the relationships between, on the one hand, the characteristics of particular jobs and tasks and, on the other, job satisfaction in relation to supervision, age, salary and qualification. The results indicated that the most important factors determining the subordinate’s job satisfaction were linked to the branch managers’ assumption of the role, their esteem, mobility, representation and tolerance towards uncertainty. On the

\textsuperscript{46}Niels Pores, “Job Satisfaction among Library Directors”, \textit{Library Management Services}, October 2001, pp.28-37.

\textsuperscript{47}Ravl Diego Vallejo, Jesus Antonio Vallejo and Sixto Oliver Parra, “Job Satisfaction in Banking Workers”, \textit{Psicothema}, Vol. 13, No. 4, 2001 , pp. 629-635.
contrary, the level of job satisfaction was positively related to psychological well-being, personal satisfaction and geographical setting.

Daftuar’s\(^\text{48}\) (2001) approach to job satisfaction among Government officers showed that the top level officers were satisfied more than the lower and middle level officers. The top officials were highly satisfied with work, promotion, and working conditions. The middle level officers were more satisfied with supervision, pay and inter-personal relations among employees.

Sharad Kumar and Patnaik\(^\text{49}\) (2002) conducted a survey on organizational commitment, attitude towards work and job satisfaction of post-graduate teachers of Goa with five factors - pay, security, social satisfaction, supervision and growth satisfaction. Differences were identified on security and growth satisfaction between males and females below the 40 and above the 40 age groups. Also there were significant differences among the teachers with less than 12 years of experience and more. With regard to job satisfaction, there were differences in gender, age and teaching experience. Teachers with more than 12 years of experience feel more secure.


and satisfied in respect of security. In the case of growth satisfaction the male teachers of above 40 years were better than their colleagues. Their analysis shows that those who had better organizational commitment were satisfied and those who had a positive attitude to work were also satisfied in their jobs.

Ayse Ustun\textsuperscript{50} (2002) conducted a survey on “Job Satisfaction in Information Centres: A Comparative Study in Istanbul”. The result showed that the relationships with the top management in both state and private university libraries were good. Financial opportunities were far better in the private universities than in the State Universities. The Private University Librarians were more satisfied than the State University Librarians with regard to pay, social benefits, job security. Regarding the utilization of knowledge, ability and experience, work satisfaction, physical conditions, division of work and supervision, Private University Librarians were satisfied more than the State University Librarians. In the State University libraries the bureaucratic administration caused dissatisfaction among the library professionals.

Katharina Michaelowa\textsuperscript{51} (2002) analysed the job satisfaction of teachers, students’ achievement and the cost of primary education. The data were derived from a


\textsuperscript{51}http://www.hwwa.de/katharinaMichaelowa.
stratified random sample of 2500 children from 100 primary schools in Sub-Saharan African countries. The Bivariate Contingency Co-efficient and the Simple two-level Hierarchical Linear Model were used to analyse the data. The study showed that the quality of education was influenced by the teachers’ job satisfaction. The double-shift classes, classroom size and low salary adversely affected the teachers’ job satisfaction and students’ achievement. Further, teachers’ absenteeism had no significant effect on students’ achievement. Classroom equipment facilities showed a positive impact on teachers’ job satisfaction and students’ achievement.

A study of the Indian Bank’s Association\(^2\) (2003) on job satisfaction among bank employees shows that the overall satisfaction is the lowest in private banks, where 50 per cent of the employees have a low level of job satisfaction. In the case of the SBI and its associates the figure is 23 per cent while 25 per cent of the nationalised bank staff suffer from poor job satisfaction; only 28 per cent of the private sector bank employees surveyed have a high level of job satisfaction as against 27 per cent in nationalized banks and 25 per cent in the State Bank group. Interestingly, job satisfaction is the highest in the clerical category and the lowest among the executives for all banks.

\(^2\)Economic Times, March 6, 2003.
Shamshad Ali\textsuperscript{53} (2003) compared the leadership style and interpersonal relationship of recruited and promoted principals. The sample respondents were selected from colleges in New Delhi, which consisted of 15 recruited and 15 promoted principals. Questionnaires were used to collect the data from the sample respondents. Mean, Standard deviations and the “t” test were used as statistical tools. The recruited principals were found to be authoritarian in leadership style whereas the principals promoted from the post of vice-principals were found to be democratic in leadership style. The “t” test proved that the leadership style of the recruited and promoted principals did not differ significantly. It was observed that irrespective of the mode of recruitment the principals had the same interpersonal relationship.

Bajpal and Naval\textsuperscript{54} (2004) in their study entitled “The Topic of Sectorial Comparison of Factors Influencing Job Satisfaction in Indian Banking Sector” examined the degree of job satisfaction in two public sector and two private sector banks in India. The banks were selected and from each organization 25 subjects were selected randomly. The result indicated that layoff threats, quick turnover, welfare schemes and less scope for vertical growth increase job dissatisfaction. On the other hand, secure job environment, welfare policies and job stability increase the degree of job satisfaction.

\textsuperscript{53}http://www.jmi.nic.in/Research/research_ab_education.htm
\textsuperscript{54}Bajpai and Naval, “Sectorial Comparison of Factors Influencing Job Satisfaction in Indian Banking Sector”, \textit{Goliath}, 1\textsuperscript{st} July 2004, pp. 3-13.
John O. Okpara\textsuperscript{55} (2004) in his study “The Impact of Salary Differential on Managerial Job Satisfaction: A Study of the Gender Gap and Its Implications for Management Education and Practice in a Developing Economy” investigated the impact of the salary differential on job satisfaction of male and female bank managers in Nigeria. Data were collected from 340 bank managers who were members of the Charted Institute of Bankers of Nigeria. The results show that there was a significant gap in salary between male and female bank managers in Nigeria and that female bank managers were less satisfied with their salary than their male counterparts. The implications for management education and practice are discussed.

A.M. Suresh\textsuperscript{56} et al. (2004), in their study entitled “Understanding the Attitudes of Private and Public Sector Bank Employees towards Job Satisfaction” showed that the public and private sector banks have to keep in mind the identified influencing factors such as work environment, goal setting, job security, career growth opportunities, need satisfaction, achievement and status and leadership while formulating and implementing human resources policies to enhance the bank employees’ productivity levels in their respective organizations.


Thakore\textsuperscript{57} (2004) in his study “Job Satisfaction of the Employees in Fertilizer Industry” showed that there were a variety of factors that lead employees to feel positively or negatively about their job. A majority of the employees are satisfied with their salary, promotion, the work itself, superior-subordinate, relationship, opportunity to participate in management and working conditions of the Krishak Bharti Co-operative Limited, which leads to job satisfaction.

Jyotimayee Udgata et al.\textsuperscript{58} (2005) in their study entitled “Role of Supportive Family in the Perception of Job Satisfaction of Married Women Administrators” investigated the relationship between support from family organization and job satisfaction of married woman administrators. One hundred and twenty married woman administrators in the twin cities of Andhra Pradesh formed the sample for the study. The results of the study indicated the role the family could play in inducing a higher level of job satisfaction for woman administrators.


Ahuja (2006) reported that participative situation increases the degree of involvement with the enterprise, boost morale, increase motivation for work, and provide opportunity to demonstrate the skills of the employees. Cooper and Marshall (1976) have found that lack of participation by employees in decisions about their job led to a high rate of absenteeism, turnover, tardiness, job dissatisfaction, sabotage and low levels of performance in the job.

Syed Hussain (2006) in his study entitled “A Study on Perception, Aspiration and Job Characteristics of the Employees in Private Sector Banks in Sivagangai District of Tamil Nadu” attempted to analyse the perceived and aspired job characteristics in relation to the job satisfaction of the employees and to compute the difference between the perception and the aspiration of job characteristics. Data were collected from a sample of 100 employees, comprising of 21 officers and 79 clerks. The employee respondents were selected at random from 5 private sector banks with 31 branches. The result showed that the perception of the job characteristics relating to employee-respondents shows an upswing in favour of job security, work environment and recognition. The employee-respondents aspire more for job security and recognition. They expressed dissatisfaction in relation to the job itself.

59 Ahuja, K.K., Personnel Management, Kalyani Publishers, New Delhi, 2006, pp 128-134

Chung-Lim Ho et al.\textsuperscript{61} (2006) examined the validity of teachers’ job satisfaction scale and its scores. The measure was based on the Life Satisfaction Scale. Scores on Teaching Satisfaction Scale were validated on a sample of 202 primary and secondary school teachers and favourable psychometric properties were found. Teaching satisfaction as measured by the Teaching Satisfaction Scale correlated positively with self-esteem but negatively with psychological distress and teaching stress. The Teaching Satisfaction Scale score had good validity for psychological distress and teaching stress beyond earlier Job Satisfaction Scales. The Teaching Satisfaction Scale offered a simple, direct, reliable and valid assessment of the teaching satisfaction scale.

K. Chidambaram and Rama\textsuperscript{62} (2006) in their study entitled “Determinants of Job Satisfaction” showed that the efficiency and performance of an employee were often hampered by his socio-economic conditions. As these are out of the periphery of formal organizational jurisdiction and could hardly be changed. It was always better for the management to concentrate on the job variables which determine job satisfaction and are considered deficiency areas. These might include environmental factors


related to the job, such as pay and benefits satisfaction, promotional opportunities, 
equipment and resources, to aiming, work load and supervisory relationship.

Solomon\textsuperscript{63} (2007) stated that studies comparing job satisfaction of public and 
private sectors have consistently reported that private sector professionals to be more 
satisfied than their counterparts in the public sector.

Aryee\textsuperscript{64} (2009) conjectured that considering the higher degree of bureaucratization 
in the public sector, it is not surprising that public sector professionals perceived low 
realization of their expectations when compared with their counterparts in the private 
sector.

Shukla\textsuperscript{65} (2009) found that private and public sector professionals differed in their 
job satisfaction. Private sector executives scored higher on job satisfaction in terms of 
the companies’ policies and intrinsic job satisfaction.

\begin{flushleft}
\textsuperscript{63}Solomon, E., Private and Public Sector Managers: An Empirical Investigation to Job 
\end{flushleft}

\begin{flushleft}
\textsuperscript{64}Aryee, S., Public and Private Sector Professionals – A Comparative Study of their Perceived 
work Experience, Group and Organization Studies, 2009,.Vol 17, pp 72-85
\end{flushleft}

\begin{flushleft}
\textsuperscript{65}Shukla, A., Public and Private Sector Professionals: Emerging Trends, Indian Journal of 
\end{flushleft}
Padala (2010) studied employees job satisfaction in Electronic Corporation of India Ltd., Hyderabad based on selected factors of job satisfaction. Out of the selected factors, Salary and Allowance and Career opportunities were found to be important factors of job satisfaction. Subsequently challenging job, which creates opportunities for realization one’s potential, is felt motivating the employees at lower levels compared to higher level group. Cooperative staff, recognition and appreciation were also found to be motivating the employees.

1.7. OBJECTIVES OF THE STUDY

The specific objectives of the study are

1. To study the need and importance of job satisfaction of the bank employees.

2. To analyse the relationship between the level of job satisfaction and the socio economic background of the employees of private and public sector banks.

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3. To examine the characteristics of job and evaluate the perceived deficiency and the perceived importance of job characteristics of private and public sector bank employees.

4. To identify the determinants of job satisfaction of bank employees in Udupi district.

5. To measure and compare the overall quality of work life and level of job satisfaction.

6. To study the inter-correlations among some variables such as age, experience, education, income, quality of work life and job satisfaction.

7. To offer suggestions to improve job satisfaction of private and public sector bank employees based on the findings of the study.

1.8 HYPOTHESES

1. There is no relationship between the socio-economic factors such as age, gender, marital status, educational qualification, job level, tenure, job mobility, family size and the like and the level of job satisfaction of the employees.

2. The quality of work life does not influence the job satisfaction of the bank employees.
3. There is no difference in quality of work life depending on different levels of job satisfaction.

4. There is no difference in the quality of work life between employees of private and public sector banks.

1.9 METHODOLOGY

The design of a suitable methodology and the selection of the proper analytical tools are important for a meaningful and useful analysis in any research undertaking. In this section an attempt has been made to describe the methodology. It includes the sample design, the collection of data, the period of study, the method of analysis and the tools of analysis.

TABLE 1.9
SAMPLE DISTRIBUTION

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Public Sector Banks</th>
<th>No. of Branches</th>
<th>No. of Employees</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Bank of Baroda</td>
<td>2</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td>2.</td>
<td>Bank of India</td>
<td>1</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>Bank of Maharashtra</td>
<td>1</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Bank</td>
<td>Branches</td>
<td>Employees</td>
<td>ATM</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>----------</td>
<td>-----------</td>
<td>-----</td>
<td></td>
</tr>
<tr>
<td>Canara Bank</td>
<td>24</td>
<td>168</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Central Bank of India</td>
<td>2</td>
<td>18</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Corporation Bank</td>
<td>28</td>
<td>196</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Indian Bank</td>
<td>1</td>
<td>6</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Indian Overseas Bank</td>
<td>3</td>
<td>22</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Punjab National Bank</td>
<td>1</td>
<td>6</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>State Bank of India</td>
<td>7</td>
<td>52</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Syndicate Bank</td>
<td>7</td>
<td>68</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Syndicate Bank</td>
<td>70</td>
<td>601</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Union Bank of India</td>
<td>1</td>
<td>7</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Vijaya Bank</td>
<td>42</td>
<td>336</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>1524</strong></td>
<td><strong>150</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Private Sector Banks**

<table>
<thead>
<tr>
<th>Bank</th>
<th>Branches</th>
<th>Employees</th>
<th>ATM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Axis Bank</td>
<td>1</td>
<td>18</td>
<td>4</td>
</tr>
<tr>
<td>Federal Bank</td>
<td>1</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>HDFC Bank</td>
<td>2</td>
<td>32</td>
<td>7</td>
</tr>
<tr>
<td>IDBI Bank</td>
<td>2</td>
<td>36</td>
<td>8</td>
</tr>
<tr>
<td>ICICI Bank</td>
<td>2</td>
<td>31</td>
<td>7</td>
</tr>
<tr>
<td>ING Vysya Bank</td>
<td>1</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Karnataka Bank</td>
<td>22</td>
<td>220</td>
<td>46</td>
</tr>
<tr>
<td>KVG Bank</td>
<td>12</td>
<td>132</td>
<td>27</td>
</tr>
<tr>
<td>SCDCC Bank</td>
<td>21</td>
<td>221</td>
<td>42</td>
</tr>
</tbody>
</table>
There are 190 public sector and 64 private sector bank branches functioning in Udupi District. There are 2242 employees working in both the public sector and private sector banks. For the purpose of primary data collection, 300 employees, 150 each from public and private sector banks were selected randomly. A proportionate random sampling technique was adopted to select employees from each bank under public and private sectors respectively. The name of the banks of public and private sectors and the number of sample employees selected from each bank are given in Tables 1.9.

For the purpose of analysis, the sample respondents were post-stratified into officers and clerks. Out of the 150 respondent from private sector banks, 44 (29.33 per cent) came under the category of officers and the remaining 106 (70.67 per cent) fell
under the category of clerks. In the public sector banks, out of the 150 respondents, 48 (32 per cent) were officers and 102 (68 per cent) were clerks.

1.9.2. Data Collection

Both primary and secondary data have been used for the present study. The primary data were collected with the help of an interview schedule (vide appendix). Before undertaking the survey, a pre-test was conducted. In the light of the pre-test, the interview schedule was modified and restructured.

The interview schedule consists of three parts. The first part relates to the socio-economic background. The second part comprises of 46 statements related to job satisfaction. Each statement consists of five alternatives from which the respondent has to choose one. The third part includes 14 characteristics connected with the job. For each aspect three ratings are given as mentioned below.
a) How much is there now?

b) How much should be there?

c) How important is this for you?

For each item, a respondent was asked to answer ‘a’, ‘b’, ‘c’ by circling a number in the rating scale range from 5 to 1. A low number represents a minimum amount of characteristics and a high number represents the maximum amount of characteristics.

1.9.3. Period of Study

The primary data were collected during the months of November 2009 to March 2010. The reference period of the survey was 2009-10.

1.9.4. Methods of Analysis
A master chart was prepared for entering the responses of each respondent and small cross tables were made from the master chart for analysis.

The responses in the first part of the interview schedule relating to the socio-economic factors of the respondents were analysed.

The second part of the interview schedule comprising of 46 statements related to job satisfaction and quality of work life.

In order to obtain the total score of job satisfaction of the sample respondents, the Likert Scaling Technique was used. For the statements 5 points were given - 5 for ‘strongly agree’, 4 for ‘agree’, 3 for ‘no opinion’, 2 for ‘disagree’ and 1 for ‘strongly disagree’.

The total job satisfaction scores of a respondent were obtained by adding up the scores of all the relevant statements. To calculate the total scores of the perceived quality of work life, the same method was used.

The relationship between quality of work life and level of job satisfaction of the respondents was analysed. For the purpose, the mean score of each factor contributing to quality of work life was considered.
The internal consistency of factors contributing to the quality of work life was analysed with the levels of job satisfaction of the employees of private and public sector banks.

The relationship among the factors of quality of work life with the level of job satisfaction of both private and public sector banks was examined.

The relationship of some major variables such as age, experience, education, income, and quality of work life were analysed and interpreted.

The assessment of job characteristics by a respondent under Part III has been measured by using three questions: (a) How much does he/she find in the job? (perception), b) how much would he/she like to have in the job? (Aspiration), and c) how important is this for him/her? (importance) for each characteristic. The respondents’ responses were recorded on five-point response categories from 5 to 1 for each characteristic in three situations.

To analyse the perceived deficiency, the difference between aspiration and perception is calculated by subtracting the perception scores from the aspiration scores. (b-a) The subtracted score gives the deficiency. The greater the difference; the greater is the dissatisfaction of the employee respondents.
1.9.5. Tools of Analysis

In order to examine the relationship between the employees’ socio-economic background and their levels of job satisfaction, the Chi-Square test was used.

The arithmetic mean and the standard deviation were used to classify three levels, namely high level job satisfaction, medium level job satisfaction and low level job satisfaction.

The Z-test was used to test the mean difference of perceived deficiency and perceived importance of employees in private and public sector banks.

With a view to identifying the determinants of job satisfaction, a multiple linear regression model was estimated. In this model fourteen job variables were treated as independent variables and the overall job satisfaction as a dependent variable.

The Z test was used to compare the difference in quality of work life among the levels of job satisfaction.
The mean score value and the standard deviation were used to compare each factor contributing to the quality of work life and its internal consistency with different levels of job satisfaction.

Inter-correlation was used for the major variables such as age, experience, education, income, job satisfaction and quality of work life.

The Two-way ANOVA has been applied to find whether the quality of work life differs according to the level of job satisfaction.

1.10 LIMITATION OF THE STUDY

The present study is subject to the following limitations:

1. The opinions have been collected from the sample employees of the private and public sector banks in Udupi district. They may differ from these of other employees.

2. The study has been conducted only in Udupi district. Other districts have not been covered due to several barriers.

3. A few respondents might not have given the real facts at the interview. Therefore the results may be misleading to some extent.
1.11 CHAPTERISATION

The present analysis of job satisfaction of the employees of private and public sector banks in Udupi District has been organised in six chapters.

The first chapter deals with the introduction and design of the study, comprising of introduction, statement of problem, scope of the study, objective of the study, review of related literature, methodology, sample design, data collection, period of study, methods of analysis, tools of analysis, limitations of the study and chapterisation.

The second chapter explains the concepts of job satisfaction, evolution, and need for job satisfaction, theories of job satisfaction, factors relating to job satisfaction, factors inherent in the job, factors controllable by management and the importance of job satisfaction.
The third chapter examines the relationship between levels of job satisfaction and the socio-economic backgrounds of private and public sector banks.

The fourth chapter analyses the perception, aspiration, perceived deficiency and perceived importance to the employees of private and public sector banks.

The fifth chapter analyses the relationship between job satisfaction and quality of work life of the employees of private and public sector banks.

The sixth chapter sums up the important findings of the study. It also offers suggestions to improve the job satisfaction of the employees of private and public sector banks.

CHAPTER II

JOB SATISFACTION – CONCEPTS, THEORY AND IMPORTANCE

2.1 INTRODUCTION