CHAPTER 1: INTRODUCTION AND DESIGN OF THE STUDY

Studies have proved that people who are satisfied with their jobs and are generously committed to the same are more dynamic and respond better to changes that take place in both the internal as well as external environment. The present study is a modest attempt to analyze the job satisfaction of employees of public sector banks and private sector banks with special reference to State Bank of India\(^1\) and Industrial Credit and Investment Corporation of India of Jaipur, Rajasthan.

This study undertakes the consideration that job satisfaction is the most important factor to improve the productivity of employees, enhance innovation and heighten commitment towards job.

The current chapter highlights the statement of problem, scope and objectives of the study. It further describes the hypotheses undertaken for the research and the research methodology adopted to test these set hypotheses. It discusses the various research tools used for the study and lastly, this chapter mentions the limitations of the present study.

1.1 INTRODUCTION

In today’s competitive world, the key to success in any business greatly depends upon customer satisfaction. And thus, satisfying the needs of the customer has become utmost important for many organizations. Concentrating on customer satisfaction to a great extent, the organizations fail to act upon the satisfaction of the internal customers of the firms i.e., its employees. Employees are considered to be valuable assets of an organization and its success also depends upon happy and satisfied employees. Mike Jeram once said, “Companies that invest in their employees’ professional and personal development will gain competitive edge over their rivals and a more committed workforce.”\(^2\)

Employers needs to understand that motivated employees lead to success and they expect not a mere decent living but a satisfied life. They get motivated by factors such as proper working

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\(^1\)https://www.sbi.co.in/portal/web/about-us/evolution-of-sbi
conditions, health and safety measures, growth and development, proper remuneration, etc. A worker who is not satisfied with his job cannot perform better in the job. Two major competitive disadvantages faced by the organizations are high employee turnover and dissatisfaction.

There is a strong link between being happier in a job and being better at a job. All the organizations with high employee happiness resulted in better financial performance and customer satisfaction. Organizations should create and maintain positive work environment which would contribute to the satisfaction of employees. If the employee is satisfied, the business is sure to prosper. The entire industry gets affected due to this.

Businesses have unique needs that consumers don’t have. They would require someone/organization to accommodate a large volume of credit card to payments or cash deposits or maybe they need to deal in foreign exchange. Commercial banks serve these business houses along with serving individuals. Commercial banks include both nationalized and non-nationalized banks to serve the people of the country. Initially, the nationalized banks enjoyed complete monopoly in regards to the financial services offered by them. The non-nationalized banks concentrated on fulfilling the needs of customers. For doing so, the major role was played by the employees of the banks. If the employees provide better services and thus attract new customers, the bank is sure to have a competitive advantage. Such satisfied employees are considered to be the assets of the organization. In today’s scenario, where many service providers are there, a customer tends to switch over to another bank if not happy with the services provided.

One major threat is switching over to another bank by a customer as it gives a bad impression and leads to negative publicity. These days the attrition rate of a customer is quite high, especially from public sector banks to private sector banks. Poor banking service is a major reason for this. These days, all the banks are concentrating on keeping their employees happy and thus attracting more customers. The major point of attention over here is when comparison is done between public and private sector banks. The employees of a private sector bank are under direct supervision of the owners of the banks and thus are properly motivated and focused towards providing better services. Whereas, the actual scenario in almost all the nationalized banks in India is quite different. The Government ownership leads to improper governance. Due

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4 Ibid
to this, sometimes even the trade union activities flourish, leading dissatisfaction among employees. Moreover, the doubt that creeps in the minds of the customers is- Are the objectives laid down by the nationalized banks achieved? If so, are employees contributing towards the achievement of these objectives. Thus, it becomes inevitable to study the need of job satisfaction among the employees working in commercial banks of public and private sector. The study is done on the job satisfaction level of the employees of State Bank of India and Industrial Credit and Investment Corporation of India, Jaipur.

1.2 STATEMENT OF THE PROBLEM

India is not only the world’s largest independent but also an economic giant. If the banking system of India is not sound, it can never be a healthy economy. It plays a crucial role in our country. A major proportion of the population lives in poverty and do not have an access to formal financial services. For the past three decades, India’s banking system has several outstanding achievements to its credit. Now the services are not only provided in the urban areas but have also reached the rural and remote corners.

India has various types of banks functioning at present — nationalized and non-nationalized banks, foreign banks, co-operative banks, etc. Banks in India, for years, had been solely provided either the Government, or by a group of entrepreneurs. There was no competition among them, so the scope for providing competitive services was almost negligible.

With globalization, the banking sector also got affected. New banks started entering the economy. Availability of quality services became vital. The concentration of banks shifted from customer acquisition to customer retention. Revolutionary changes can be witnessed in this sector, with the emerging globalization and information technology era, banking sector has also transformed itself. Internet banking, tele-banking, e-payment are some of its common features. A.T.M., credit and debit card, paytm have added a feather to the cap. Both the public and the private a sector banks are providing these services. The best part of all these features is its $24 \times 7$ functioning. Now, break hours, holidays, nights are not obstacles in performing banking

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activities. Modern economies of the world have developed primarily by using the credit availability of their systems.

To face all the challenges, banks have computerized their functioning which has become a boon to the customers but on the other hand, it has reduced the labour force. They are even ready to work for extra hours without extra cost. These efforts are being taken to reduce the overhead costs. Earlier the banking hours were 10:00 am to 2:00 pm and in the private sector up to 7:00 pm. The bank employees are expected to finish their part of work the same day in regular working hours. Now, there is no concept of non-banking hours or non-banking days. Excessive work pressure is being faced by the employees to survive in the competitive environment. No additional payment in the form of overtime salary or bonus is given. This reduces the amount of emoluments an employee should get on retirement. Continuous training is being given to the employees so as to motivate them to perform better in jobs. Electronic banking was paid more emphasis. New A.T.M. counters in every part of the country were opened; online transfer of funds through R.T.G.S. was introduced to attract more customers. The policy of inducing the customers to leave the existing bank and joining other competitive banks is continuously gaining popularity. Provision of better services and facilities incline the customers to switch over banks. The earlier role of simply providing better services is now being changed to satisfy customer to retain him and draw more and more customers towards the bank. This process has become target oriented now-a-days. All this requires more motivated staff in the bank.

Motivated employees are assets to the banks. To maintain their spirit, zeal, and enthusiasm, it becomes necessary for banks to pay them sufficiently and provide a congenial work environment. But all this is not adequately taken care of in the banks. This gives a negative influence on the employees. They start developing negativity towards work and do not give desired results. They start making mistakes (knowingly and unknowingly), fail in serving customers properly, give deficient services. This undue work pressure disturbs their job performance. They try to avoid going on work which results in absenteeism. This is a stage of complete dissatisfaction.

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The increasing dissatisfaction among the employees directly affects customers. The result is high customer attrition and this can be easily noticed these days. Although there is high work pressure in the private sector, still the customer attrition rate is low here as compared to the public sector banks. The private sector employees join banks knowing clearly about the great pressure here. Just because they are aware of work pressure in the private sector they prepare themselves mentally before taking an entry here. Practically, the employees of both the public and private sector banks find it difficult to cope up with stress faced in their jobs and reduce the dissatisfaction from their jobs. These issues create challenges for an economy. The major point of concern over here is:

- Are employees of public sector banks (especially State Bank of India) satisfied or the employees of private sector banks (especially Industrial Credit and Investment Corporation of India) more satisfied?8
- What are the factors that lead to dissatisfaction among the employees in both the sectors. Further consideration of these matters will explore many other hidden issues. Thus, the present study attempts to measure the level of job satisfaction among the banks of public and private sector (with special reference to State Bank of India and Industrial Credit and Investment Corporation of India, Jaipur).

1.3 REVIEW OF LITERATURE

The most important aspect of any research work is the review of literature. It acts as a measure, mentioning the output in a particular area of research and is presented in a sequential pattern to strengthen the current research techniques. The basic purpose of review of literature is to understand the research activities that have been held in a specific discipline in general and in the area of research specifically. This section of the study reviews that relevant studies on job satisfaction are done to analyze the research gap.9 By reviewing the work done on this topic, highlight of the historical work done along with identifying the niche in this area is done. Also, this helps in studying the methodology and techniques used in carrying out this type of research work which was essential to set up a new dimension to this study.

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9Percy Rose, B. A study on Employee’s Job Satisfaction in Neyveli Lignite Corporation Limited, Neyveli, 2005
A review of literature of related job satisfaction of employees working on different job positions in general and among operational level employees working in a public and a private sector bank (State Bank of India and Industrial Credit and Investment Corporation of India, Jaipur) in particular is presented in the study. Thus, the review covers studies made both at international and national level.

Hoppock R. (1935), in his study on Job Satisfaction, gave special importance to psychological, physiological and environmental factors and concluded that these factors play an important role in determining the level of job satisfaction or dissatisfaction of an employee irrespective of the nature and type of the organization.10

Katz and Associates (1949), in their study discovered the four dimensions of morale at workplace. They are job satisfaction, satisfaction with wages and promotional opportunities, identification with company, and pride in work group. They also concluded that pride in the work group has a high correlation with productivity.11

Bullock R.P.(1952), defined job satisfaction in his own terms as “an attitude which results from a balancing and summarization of many specific likes and dislikes experienced in connection with job. This attitude maintains itself in evaluation of the job and of the employing organization. Job satisfaction is rather an evaluation of one’s job and employing company as contributing suitably to the attainment of one’s personal objective”.12

Sinha (1958), in his study titled “Job Satisfaction in Office and Manual Workers”, concluded that the major contributors to dissatisfaction were “inadequate salary” and “insufficient leave.

Chatterji(1960), emphasized on individual feelings regarding job satisfaction in the modern society and considered supervision, job security, promotional opportunities, proper grievance redressal mechanism are equally important as pay is.

11ibid
Sinha and Singh, P. (1961), studied the relationship between job satisfaction and absenteeism. This study was conducted on hundred workers of T.I.S.C.O. at Jamshedpur and concluded that there is a higher degree of relationship between absenteeism and job satisfaction. The employees with high absenteeism were found to be less satisfied with their jobs than the low absentee group.

Jayashri Desai (1964), in her study named “Employees Job Satisfaction”, assessed that job satisfaction is directly related to the satisfaction of physiological needs, the need to belongingness and status needs, along with employees interest, interrelation, work environment, and the personality of an employee.\(^\text{13}\)

Nataraj and Hafeez (1965), in their study “A Study of Job Satisfaction among Skilled Workers”, investigated about skilled, semi-skilled and unskilled worker’s level of job satisfaction and concluded in their study that skilled workers were more satisfied than other categories of workers analyzed in the study.

Anjaneyulu(1968), in his study observed that one of the most common causes for dissatisfaction among school teachers was inadequate salary. Better job satisfaction was found among those who were working under financial incentives than those who were working under no such incentives.

Rao (1971), conducted a study entitled “Socio-Personal Correlates of Job Satisfaction”, wherein he concluded that worker’s primary needs are wages, housing and advancement opportunity and these needs should be placed into a ‘hierarchy of prepotency’ which if it remained unsatisfied or unfulfilled would cause dissatisfaction.

Locke E.A. (1976), in his study regarding the psychological aspect of the job observed that job satisfaction/dissatisfaction of an employee mainly depends on his emotional feelings and mind set. He further said that job satisfaction is thus a result of positive emotions and if the employee is positively motivated, he displays more willingness to work and commitment in their jobs.\(^\text{14}\)

\(^{13}\)Zaleznik, A., Christensen, C.R. and Roethlisberger, F.J.,“The Motivation, Productivity and Satisfaction of Workers - A Prediction Study”, Harvard University, Boston, 1958.

Rupande Sutaria and Pallavi Shah (1977), in their study titled “Need Fulfilment, Job Attitudes and Job Mobility”, revealed that it is important for the management to identify employees’ needs and they should take efforts to satisfy of those needs of the employees.

Zend and Upadhyay (1977), in their study on “Job Satisfaction of Women Entrepreneurs”, observed that overall job satisfaction of a certain group of women entrepreneurs was high with respect to selected four dimensions of job, viz., work schedule, work environment, work autonomy and occupational stability.

Singh and Singh (1980), in their study named “The Effects of Certain Social and Personal Factors of Job Satisfaction of Supervisors”, suggested that job satisfaction of the employees was high during the first few years, but gradually decreased or increased with experience. He further concluded that marital status also affects job satisfaction.

Arnold and Feldman (1982), conducted an investigation on a multivariate analysis of the factors causing high turnover in a manufacturing organization. The reasons for high absenteeism among the workers were un-remunerative wages, poor working conditions, and close supervision and retirement benefits. These factors also led the employees to leave the organization.15

Arya (1984), in his study titled “Work Satisfaction and its Correlates”, concluded that workers who are a part of trade unions tend to be more satisfied whereas employees of disturbed organizations (poor industrial relation) were generally found to be less satisfied.

Etuk M.E. (1989) in his study regarding job satisfaction mentioned that the major numbers of respondents in his survey were dissatisfied with either salary or availability of facilities or working conditions. He in his study discussed about a proper communication between superiors and subordinates, involvement of junior staff in decision making process.

Mira Singh and Pestonjee (1990), in their study entitled “Job Involvement, Sense of Participation and Job Satisfaction – A Study in Banking Industry”, have stated that clerical level

of employees were found to be more satisfied in job area and social relations in comparison to officer level employees.\textsuperscript{16}

Slocum (1990), in his study tried to establish a relationship between performance and job satisfaction. In this empirical study he found a tangible relationship and high proximity between job satisfaction and organizational performance. But the study could not correlate job satisfaction with employee turnover.

Rama (1994), in her study on “Job Satisfaction of Bank Employees - A Study with Reference to Kamarajar District”, has indicated that public sector banks and private sector banks have different sets of satisfiers and dis-satisfiers. Public sector banks have high social values, interpersonal relationship and modernization whereas private sector banks have economic rewards, instincts and better work environment as factors responsible for job satisfaction. There were not much and major differences in job satisfaction among employees working in private and public sector banks. The study identified salary, other benefits and responsibility as the major dissatisfaction area in banks.\textsuperscript{17}

Chidambram R.M. and Alamelu(1994), in their study on “Profitability in Banks - A Matter of Survival”, highlighted the problem of continuously declining profit margins in the Indian Public Sector Banks as compared to Private Sector Banks. It was further analyzed that in spite of similar social obligations, almost all the private sector banks have been witnessing continuous high profits and high growth rate in relation to deposits, advances and reserves.

Subramanian and Swami (1994), in their paper titled “Performance of Public Sector Banks in India” Prjanan, Vol. XXII, have compared and analyzed the efficiency of employees working in six public sector banks, four private sector and three foreign banks for the year 1996-97. The analysis revealed that higher level of per employee salary did not result in poor efficiency and business per employee efficiency co-efficient was also calculated.\textsuperscript{18}

\textsuperscript{17}Priti Jain, A comparative analysis of strategic human resource management issues in an organizational context, Library Journal review, Emerald, 2005
\textsuperscript{18}Subramanian and Swami (1994), in their paper titled “Performance of Public Sector Banks in India” Prjanan, Vol. XXII
Das A. (1997), in his paper on “Technical Allocation and Scale Efficiency of the Public Sector Banks in India”, found that there is a gradual and continuous decline in overall efficiency of an employee due to fall in technical efficiency which was not offset by an improvement in allocative efficiency.

Nazil A. Nazir (1998), in his study on “Perceived Importance of Job Facets and Overall Job Satisfaction of Bank Employees”, has mentioned that except income and level of education, no other personal or professional factor was found to be directly related to the overall job satisfaction of the respondents.  

Deb and Kalpada (1998), in their study named “Indian Banking since Independence”, assessed the growth of banking in India from 1966-1987. The study reported a significant change in the overall structure of the banking industry during the period of study. But a noticeable point here was quantitative improvement was visible rather than qualitative improvement in the public sector banks. It was also observed that the public sector banks were neither motivated by the consideration of returns nor were they very much concerned with developmental strategies.

Sinha and Verma (1999), used net profits as percentage of working funds for determining the factors influencing the profitability of Indian public sector banks. They concluded that spread and burden play a major role in determining the profitability of commercial banks.

Chowdari Prasad and K.S. Srinivasa Rao (2004), in their paper titled “Private Sector Banking in India – A S.W.O.T. Analysis”, learned about the performance of all the private sector banks on the basis of efficiency, financial strength, size and profitability. This study revealed that the private sector banks offer cost-effective, timely and efficient services to their customers because of the use of updated technology, proper HR policies,

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Percy Bose (2005) in her study entitled, “A Study on Employee’s Job Satisfaction in Neyveli Lignite Corporation Ltd, Neyveli”, indicated that there is a significant relationship between the category, monthly income and level of experience with job satisfaction.\(^{20}\)

Sanjay J. Bhayani (2006), in his study titled “Performance of New India Private Banks: A comparative Study”, used C.A.M.E.L. model to analyze the performance of new private sector banks. He covered four private sector banks and conducted the study for five years. This study considered I.D.B.I. Bank to be the best among the private sector banks considered for analysis.\(^{21}\)

Kumar (2006), studied the bank nationalization in India marked a paradigm shift in the focus of banking as it was intended to shift the focus from class banking to mass banking. A lot of efforts were taken to study the causes of financial inclusion and designing strategies to ensure financial inclusion of the poor disadvantaged group. It was also said that the banks also need to redesign their business strategies to incorporate specific plans to promote financial inclusion of low income group treating it both a business opportunity as well as a corporate social responsibilities. Financial inclusion can emerge as commercial profitable business.

Jain and Jabeen (2007), in their study “Job Satisfaction as Related to Organizational Climate and Occupational Stress: A Case Study of Indian Oil”, concluded that there is no significant difference between managers and engineers in terms of their job satisfaction and both the groups appeared almost equally satisfied with their jobs. But when organizational climate was taken as a parameter to measure job satisfaction of the managers and engineers, it was found that both the groups differed significantly. Managers were found to be significantly high on satisfaction chart as compared to the engineers.

Uppal, R.K. and Kaur R. (2007), studied about job satisfaction levels in the banks. In their study, they emphasized that if the banks wish to increase their profitability they should manage


\(^{21}\)ibid
their costs properly as the net profits were affected by the increase or decrease in operating cost.\textsuperscript{22}

Shroff (2007) studied the evolution of the Indian banking system over the year. The paper highlights some issues faced by these systems. The banking systems of other countries are also compared with Indian banking system. It was observed that the Indian banking is at the threshold of the paradigm shift. The application of technology and product innovations is bringing about structure change in the Indian banking system.

1.4 RESEARCH GAP

Numerous studies have been conducted till date on measurement of job satisfaction. The studies done earlier are based on both census and sample methods. In this study sample method is used for data collection. The study is done with people concentration carefully. The universe in the study is very vast so a definite number of individuals are selected for investigation.\textsuperscript{23} This sample represents the entire universe and thus it gives accurate results and is reliable for further studies to be done in future. This method is considered to be practical in such studies as it is not possible to conduct analysis of all the employees working in both the sectors.

Further, most of the studies conducted earlier review either a private sector bank or a public sector bank. The present study reviews an analysis where a comparison is made between the employees working in private sector and those working in public sector banks (Industrial Credit and Investment Corporation of India and State Bank of India, Jaipur). This study area is declared to be with a literacy rate of 76.44 percent. The education level of most of the employees is quite high. A very few people with low or nil educational background were found.

Further, it was noted that job satisfaction and dissatisfaction plays a crucial role among operational level employees. As one analyses higher level employees, he will find that most of them are satisfied.

\textsuperscript{22}https://en.wikipedia.org/wiki/Banking_in_India
It is to be noted here that most of the employees working in both sectors banks in the study area are the residents of Jaipur district. Many of them were found not accepting promotions with the fear of displacement and preferred to work on clerical grade till retirement.

Further, it was found that quite a considerable number of the employees of both the banks had a source of secondary income apart from the salary received from banks. Also, it was observed that the spouse of most of the employees is working in and around Jaipur. This also reduces the mobilization of employees of the two banks. This feature cannot be seen anywhere else. This shows that the level of job satisfaction of the employees of the study area is quite different from the employees working in other fields.

1.5 SCOPE OF THE STUDY

The aim of this study is to measure the level of job satisfaction of the employees of public and private sector bank employees of Jaipur (State Bank of India and Industrial Credit and Investment Corporation of India). In this study the operational level employees are covered. The factors causing job satisfaction among the employees are analyzed. Only State Bank of India, Jaipur and Industrial Credit and Investment Corporation of India, Jaipur are considered for study. No other co-operative or foreign bank is included for the study. Job satisfaction can be studied through two different perspectives — from the point of view of employer or the point of view of employee. In this study the operational level employees of the State Bank of India, Jaipur and Industrial Credit and Investment Corporation of India, Jaipur are covered for analysis.
1.5.1 MAP OF RAJASTHAN

Source: https://rajasthan.gov.in
1.6 OBJECTIVES OF THE STUDY

The principal objectives of the study undertaken are:

• To identify the factors influencing the job satisfaction of employees.
• To study the relationship between gender, age and educational qualification with reference to job satisfaction among the employees.
• To study the relationship between experience and income with reference to job satisfaction among the employees.
• To assess the level of job satisfaction with reference to the selected factors.
• To suggest measures to induce higher satisfaction among employees.

1.7 HYPOTHESES

The following hypotheses are formulated and tested in the study:

H₀: There is no significant association between gender and job satisfaction among employees working in both the banks.

H₁: There is a significant association between gender and job satisfaction among employees working in both the banks.

H₀: There is no significant association between age and job satisfaction among employees working in both the banks.

H₁: There is a significant association between age and job satisfaction among employees working in both the banks.

H₀: There is no significant association between educational qualification and job satisfaction among employees working in both the banks.

H₁: There is a significant association between educational qualification and job satisfaction among employees working in both the banks.
H₀: There is no significant association between experience and job satisfaction among employees working in both the banks.

H₁: There is a significant association between experience and job satisfaction among employees working in both the banks.

H₀: There is no significant association between income and job satisfaction among employees working in both the banks.

H₁: There is a significant association between income and job satisfaction among employees working in both the banks.

H₀: There is no significant difference in the overall job satisfaction level of employees working in both the banks.

H₁: There is a significant difference in the overall job satisfaction level of employees working in both the banks.

1.8 OPERATIONAL DEFINITIONS OF THE CONCEPTS

1.8.1 CADRE OF EMPLOYEES
The employees working in both the banks are not at similar positions. The hierarchical patterns in both the banks are different from each other. Each category in both the banks has different set of responsibilities and a separate salary structure. This categorization of employees is referred to as cadre employees.

1.8.2 CLERICAL STAFF
The staff engaged in the management of customer’s accounts in the banks is known as clerical staff. Any customer entering the bank, directly comes in contact with the clerical staff who performs various functions like deposits and withdrawal, opening and closure of accounts, posting of entries, etc. After every working day, the clerical staff has to close and balance all the accounts in which transactions have taken place in that day. Usually quarterly, half-yearly or yearly reports are prepared by them.
1.8.3 OFFICIAL
The officials in a bank have a very peculiar role to play. The designations of the officials may be Cash Officer, Assistant Managers, etc. They have a separate set of responsibilities assigned to their posts. They work in co-ordination with other staff members.

1.8.4 SUB-STAFF
Sub-staff assist the officials and the clerical staff to perform their duties. No technical knowledge is required for a person working at this post. Sub-staff assists other staff members as well as customers.

1.8.5 JOB ROTATION
The work of the operational level employees of an organization is shared by all the employees working in this level. Thus, shifting of tasks, duties and responsibilities among these employees is a common scene. Such transfer of jobs from one staff member to another staff member is referred as job rotation.

1.8.6 CREATIVITY
Creativity refers to performance of the task in an innovative and different manner. Every staff members follows his own set of pattern and practices in performing his routine functions. If he performs the tasks innovatively, it saves time, cost and efforts. Thus, scope for innovative practices to be followed in an organization is referred to as creativity.

1.8.7 TRAINING
Training is a process of enhancing the existing knowledge by imparting specific job-related skills to an employee for performing the job assigned to him.

1.8.8 MONETARY BENEFITS
All the benefits received by an employee in the form of cash are considered as monetary benefits.

1.8.9 SAFETY MEASURES
Safety measures include all the proactive measures and actions to prevent accidents at work place.
1.9 GEOGRAPHICAL AREA OF THE STUDY

The present study is conducted in Jaipur, which is the capital city of Rajasthan in Northern India. It is situated in the eastern border of Thar Desert, a semi-arid land. It is positioned at an altitude of 1417 feet above the sea level. It is enclosed by Aravali hills on three sides.

Maharaja Sawai Jai Singh II found the city of Jaipur in 1727 he was the Raja of Amer who ruled from 1688 to 1743. Initially, Dausa, a city 51 kilometers far from Jaipur was his capital. Due to scarcity of water and increasing population, he had to shift his capital from Dausa to Jaipur. The construction of the city started in 1727 and was completed in four years. The city was painted pink during the rule of Sawai Ram Singh to welcome the Prince of Wales. Till date, the avenues remain painted pink. The city grew rapidly with hospitals, metal and marble industries and educational institutions. Since that time, a wealthy and enterprising community of native bankers, the Marvaris are playing a vital role.
Map of Jaipur, Rajasthan
1.9.1 CLIMATE
The city of Jaipur has a semi-arid climate with 26 inches of annual rainfall. The average temperature during April to July is around 30° C. The months of November to February are pleasant with the average temperature between 15 – 18° C.

1.9.2 DISTANCE
Jaipur is 260 kilometers from New Delhi, 1,167 kilometers from Mumbai; 348 kilometers from Jodhpur, 421 kilometers from Udaipur and 240 kilometers from Agra.

1.9.3 POPULATION
Jaipur had a population of 3,073,350 as on 2011. It is the 10th largest city in India with approximately 80 percent Hindus, 14 percent Muslims, 4.5 percent Jains, 0.5 percent Christians and 1.0 percent Sikhs. 52.51 percent of the total population lives in urban areas and 47.49 percent in rural areas. The sex ratio being 898 females per 1,000 males, the literacy rate was 76.44 percent with 64.63 percent males and 64.63 percent females in 2011.

1.9.4 ARCHITECTURE
The planning of the city was done in accordance to the Indian Vastu Shastra by a Bengali Brahmin architect in 1727. The directions of the streets and markets are from North to South and East to West.

Suraj Pol and Chand Pol are its eastern and western gates respectively.

1.9.5 ECONOMY
Jaipur was awarded with 31st rank out of the 50 emerging global outsourcing cities in 2008. Software Development centers with Genpact, Infosys B.P.O., Deutshe Bank group and one of the largest I.T. S.E.Z., Mahindra S.E.Z. can be seen in Jaipur, which not only has I.T., but also light engineering zone, textile and other industry zones.
1.10 CONCEPTUAL FRAMEWORK

The conceptual framework followed the objectives laid down in the study. It was systematically developed by integrating variables from numerous theories and research work done in similar field from the review of literature.

The variables are categorized under two heads – independent variables and dependent variables. Independent variables are categorized as the personal characteristics (age, gender, marital status, social status, number of dependents, place of residence, experience, distance from work place, dwelling status, educational qualifications) and job characteristics (present position, monthly income and trade union membership). Dependent variables considered are the concepts of job satisfaction as per various theories of Maslow, Clark, Herzberg, Alderfer and others.\(^{24}\) The major facets of job satisfaction include income, work, working conditions, policy, rewards and benefits, relationships with other workers, etc.

1.10.1 JOB SATISFACTION MODEL

The investigator has used Porter-Lawler Model for measuring satisfaction, in the present study. This model explains the relationship between job attitudes and job performance based on the assumptions that:

   The behavior of an individual is determined by a combination of individual and environmental factors.

   (ii) Individuals are rational human beings and can make conscious decisions.

   (iii) Individuals have a variety of different needs, desires and goals.

   (iv) Based on individual expectations, they take decisions.\(^{25}\)

The three basic elements of Porter-Lawler model are Effort, Performance and Satisfaction which further leads to:

(a) Skill variety

(b) Task identify

(c) Task significance

(d) Autonomy

(e) Job feedback

On the basis of the above stated variables twenty job characteristics have been derived and used for the study.\(^{26}\) They are:

   (i) Age

   (ii) Gender

   (iii) Marital status

   (iv) Social status

   (v) Monetary benefits

   (vi) Non-monetary benefits


\(^{26}\) Ibid
(vii) Work load
(viii) Transfer policy
(ix) Creativity
(x) Updated equipment
(xi) Disciplinary procedure
(xii) Training opportunities
(xiii) Growth opportunities
(xiv) Work environment
(xv) Retirement benefits
(xvi) Trade union activities
(xvii) Security
(xviii) Autonomy
(xix) Involvement
(x) Recognition

Based on the above mentioned characteristics, the survey about the attitudes of employees was conducted. Each respondent was asked to tick the response. Based on the responses given by the respondents the study was further carried out.

1.10.2 SCALING TECHNIQUE

The analysis of variables affecting job satisfaction is done through a scaling technique in the present study. There are overall 25 variables that are identified and considered for analysis in the study. Based on these variables, statements were framed on a five-point Likert scale including positive and negative aspects. Each statement (Likert item) has five set of responses, out of these responses the response on the stated Likert item had to be marked by the respondent.\(^\text{27}\)

For calculating the overall job satisfaction score of each respondent the following points were allotted to each positive Likert item:

5: Very High Influence State
4: High Influence State
3: Moderate Influence State
2: No Influence State
1: Negative Influence State

Thus, the calculation of overall job satisfaction score of the respondent was calculated by summing up the scores marked by the respondents with reference to the Likert items mentioned therein.

1.11 METHODOLOGY

The present study, “A Study on Job Satisfaction of the Public and Private Sector Bank Employees (with Special Reference to State Bank of India and Industrial Credit and Investment Corporation of India, Jaipur)” is a descriptive study based on the survey conducted through sample method on the operational level employees working in the State Bank of India and Industrial Credit and Investment Corporation of India, Jaipur. The primary data collected is related to the operational level employees working in both the banks and is collected through a pre-structured questionnaire, prepared by the researcher. (Copy attached in appendix 1) Questions related to personal data, socio-economic data, employment details and the level of job satisfaction were included in preparing the questionnaire.

Before the final draft of the questionnaire could be framed, various discussions were held with a few bank employees and based on this, the alterations and modifications in the questionnaire were done. Thereafter, a pilot study on 30 operational level employees was conducted to pretest the validity of the questionnaire. The ambiguous or difficult questions were either modified or replaced as per the views given by these employees. With this rigorous process, the preparation of the questionnaire was finally done, and the same was used for the collection of data for study.

For further reference, secondary data was collected from various journals, bulletins, newspapers, internet, magazines, periodicals and some unpublished documents.
1.12 DATA COLLECTION

Sample method of data collection was adopted by the researcher for collection of data from the operational level employees of the State Bank of India and Industrial Credit and Investment Corporation of India, Jaipur.

Both the banks are pioneer banks in their respective sectors (public and private). The table 1.1 exhibits details about the data collection.

<table>
<thead>
<tr>
<th>Bank</th>
<th>S.B.I</th>
<th>I.C.I.C.I.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Branches</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Employees working at the operational level</td>
<td>200</td>
<td>200</td>
</tr>
</tbody>
</table>

The questionnaires were distributed to 400 operational level employees working in both the banks (200 from each bank) at their work places on the time found to be convenient for them. Sufficient time for filing the questionnaires was given to them.

1.13 CONSTRUCTION OF TOOLS AND PRETESTING

A structured questionnaire was devised by the researcher for collecting primary data. The finalization of the questionnaire was done after a pilot study which was conducted by interviewing a selected number of 30 employees working in the banks (15 employees each in the State Bank of India and Industrial Credit and Investment Corporation of India, Jaipur). These interviews were beneficial to the researcher for the identification of variables to be included or excluded in the questionnaire. This was helpful in the modification of the questionnaire.

Once the variables were identified, a final draft questionnaire was prepared by the researcher. This draft was further modified and revised by the researcher after suggestions and criticisms given by the fellow researchers and the research supervisor. After these alterations the questionnaire was handed over to 15 research scholars for analysis in respect to the words used,
the format and the sequence, the suggestions were taken into consideration and the questionnaire was redrafted.

30 employees (15 from each bank) were given this questionnaire to be considered. Their suggestions and comments were incorporated in the questionnaire for the preparation of the final draft.

1.14 FIELD WORK

Specially designed and pretested questionnaires were used for data collection from the operational level employees working in the State Bank of India and Industrial Credit and Investment Corporation of India, Jaipur. All the omissions were reconsidered and rectified either then and there or through revisit. Several visits were done by the researcher to the same branches again and again for this purpose.

1.15 DATA PROCESSING

Data has been processed on the basis of the several tools for attaining various objectives of the research. Collection, classification and tabulation of the primary data used for the study has been done using appropriate methods and techniques. Tables, graphs, and statistical results have been derived with the help of the computer software package called SPSS (Statistical Packages for Social Sciences).

1.16 PERIOD OF STUDY

The collection of data by the researcher was done from 01/01/2014 to 21/01/2016. The reference period of the study was 2 years.

1.17 STATISTICAL TOOLS USED

The statistical tools used for analysis are percentages, means, Chi Square, Cronbach Alpha, Correlation and Factor Analysis, etc. A brief description of the tools is mentioned below.
### 1.17.1 CRONBACH’S ALPHA

Cronbach’s alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is generally used for the analysis of multiple Likert questions in a questionnaire or a survey and thus is considered to be a measure of scale reliability. A “high” value for alpha does not imply that the measure is unidimensional. If, in addition to measuring internal consistency, you wish to provide evidence that the scale in question is unidimensional, additional analyses can be performed. Exploratory factor analysis is one method of checking dimensionality. Technically speaking, Cronbach’s alpha is not a statistical test - it is a coefficient of reliability (or consistency). It is also represented as the average inter-correlation among the items and the function of the number of items.\(^{28}\)

A standardized Cronbach’s alpha is represented with the help of the following formula:

\[
\alpha = \frac{N \cdot \bar{C}}{\bar{V} + (N - 1) \cdot \bar{C}}
\]

Here \(N\) = number of items, \(\bar{V}\) = average variance and \(\bar{C}\) = average inter-item covariance among the items.

Cronbach alpha increases with the increase in the number of items, it is low if the average inter-correlation is low and if the average correlation increases, the value of Cronbach alpha also increases (the number of items being constant). In the present study, 26 factors were identified to have influence on job satisfaction.

- Social Status
- Monetary Benefit
- Non-Monetary Benefit
- Job Rotation
- Skills
- Job Security

Cronbach alpha was used to test the validity of these variables as the real influencing variables.

1.17.2 CHI SQUARE

In order to find out if there is any relationship between the variables mentioned in the study and job satisfaction, Pearson’s chi-square test for independence was used. This test is also known as goodness of fit test. The variables used in the study satisfied the two basic assumptions that are required for the test.

1. The variables in the study are measured at an ordinal level.
2. The variables in the categories belong to independent groups.

It is a statistical hypothesis test that is conducted on the population of the study. It is a test that is asymptotically true and is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies in one or more categories. Chi-square test
here is constructed from the sum of squared errors. The assumption here is that the data is independent and normally distributed.\textsuperscript{29}

The formula for the chi-square statistic used in the chi square test is:

\[ \chi^2 = \sum \frac{(O_i - E_i)^2}{E_i} \]

The subscript “c” in the formula denotes the degrees of freedom. “O” is the value that is observed value and E is the value that is expected.\textsuperscript{30}

The chi-squared statistic tells you that how much difference exists between the counts observed and the counts expected if there were no relationship at all in the population.

The variables used to find Chi-square in the present study are:

- Age
- Gender
- Marital status
- Social status
- Number of dependents
- Place of residence
- Distance from work place
- Dwelling status
- Educational qualification
- Designation
- Experience

\textsuperscript{29}Discovering Statistics Using IBM SPSS Statistics, Andy Field, 2013
\textsuperscript{30}ibid
• Income
• Status of spouse
• Type of branch

The tests for analysis in the study are done using SPSS which is a system application that supports statistical analysis of data. SPSS allows for comprehensive data access and preparation.\textsuperscript{31} It is used for analytical reporting, graphics and statistical modelling. It accepts highly complex data from almost any type of file and processes it, conducts the required tests and provides results in the desired form (tables, graphs, charts, plots of distribution and trends, etc.).

\textbf{1.17.3 FACTOR ANALYSIS}

Factor analysis is used to describe the structure of a specified set of variables. It is very much similar to correlation and regression. It is helpful in determining the extent to which the measurement overlaps i.e. it shows the existence of shared variance among the variables. It finds out if the measures are measuring something in common. The variables which are unobservable and hypothetical are called factors. The result set consists of factor loadings. The range of the loadings value anywhere between – 1.00 to + 1.00. Further communalities are calculated to find how each variable reflects the sources of variability. It is basically a general process of variable reeducation. The principal component analysis, analysis for the sources of variability is done. Kaisar-Mayer-Olkin value helps in deciding the number of components to be retained and interpreted. This rule states that only the variables having values greater than 1 have to be retained.

\textbf{1.18 LIMITATIONS OF THE STUDY}

A few limitations were observed and faced in the present study. For the collection of primary data through questionnaires, each and every employee (200 from each bank) of both the banks was personally contacted and handed over the questionnaires with a convenient date and time of returning the filled in forms as decided by them. Yet it was very difficult to get back the filled questionnaires from them due to their busy work schedule. A major lot of employees of both the banks collected the questionnaires by promising to return filled ones within two – three days. On

\textsuperscript{31}Discovering Statistics Using IBM SPSS Statistics, Andy Field, 2013
being approached by the researcher, the respondents either forgot to fill it or had left them at home and even a few said that they had lost the questionnaire. The study is based on the options considered appropriate by the respondents. But it was observed that the opinions of the respondents varied over time (since the time when pilot study was conducted to the time when final questionnaires were given) as the study is largely based on the psychological temperament of the respondent which is not a stable phenomenon and varies depending on the situation. Even after taking a lot of effort by the researcher, to collect primary data when the respondent is in a good mood and stable mind-set, there is still a probability of personal bias. This is a major limitation of the study.

The study is conducted in Jaipur Division only. Thus, while generalizing the results, utmost care is taken by the researcher, it is still advisable that while using the findings of the study, due care should be taken with the results. Even with these limitations, solid evidence based on the responses of the bank employees can be seen in the study.

1.19 SCHEME OF THE REPORT

The present study is organized into six chapters. This chapter tilled “Introduction and Design of Study” includes introduction, statement of the problem, review of studies done earlier, the research gap, scope of the study, objectives of the study, hypothesis, definitions, methodology, statistical tools used, collection of data, the geographical area of study, period of study, limitations and scheme.

Chapter II, “Theoretical concepts and Theories of Job Satisfaction” emphasis on the theoretical aspects related to job satisfaction. The relevant theories of job satisfaction propounded by experts are also mentioned for a detailed analysis.

Chapter III, “Profile of State Bank of India and Industrial Credit and Investment Corporation of India”, origin, growth, products and services of both the banks are analyzed in this chapter.

Chapter IV, “Socio-economic Variables and Job Satisfaction” provides an overview of interrelationship between the various socio-economic variables affecting the psychological mindset of an employee on job satisfaction. It is measured through Likert scale.
Chapter V, “Factors Influencing Job Satisfaction” identifies various variables affecting job satisfaction analysis of the operational level employees is done in this chapter.

Chapter VI, The final chapter, “Summary of Findings and Conclusion” presents the entire study in brief. The measures to enhance the level of job satisfaction among the employees are also presented in this part of the report.

1.20 CONCLUSION

This chapter therefore shows that job satisfaction of employees of any organization leads to better financial performance as well as higher customer retention. In both, public sector banks as well as private sector banks job satisfaction plays a crucial role. Satisfied employees are considered to be an asset to the organization.

This chapter also throws light on the various problems by the banking industry. It describes the objectives and hypotheses of this research work and also mentions the various research tools undertaken for the same.

Further to this, the coming chapter deals with the theoretical concepts and theories of job satisfaction. It explains the concept of job satisfaction and also explains the methods for measuring the same.