Chapter-I

INTRODUCTION

In this chapter, an attempt is made to explain the need and importance of the study, concepts of job satisfaction, a brief review of literature, objectives of the study, scope of the study, period of the study, sources of data, methodology, techniques of data collection, sample design, sample selection, data analysis, limitations of the study, design of the study.

NEED AND IMPORTANCE OF THE STUDY

Over the years, banking institutions have grown both in number and size and spread to most of the areas of the country\economy. Banking organizations are expected to fulfill social as well as economic obligations to ensure all round development of the economy. Unfortunately, due to many reasons, most of the banking organizations are not able to fulfill the promises for which they have been established. In many cases, decline in their performance in terms of productivity, profitability and social obligation has been widely noticed. Heavy over-dues, losses, huge expenditure on overheads, wastage, lack of motivation among employees, low
employee morale, dissatisfaction, in-discipline and lack of commitment towards work are some of the reasons for poor performance of banking sector.

Like in any other organization, people and their behaviour assume a vital role in determining the performance and effectiveness of banking organizations. While many studies concentrated on physical and financial performance of banking organizations, the studies on behavioural aspects seems to be inadequate. Considering the importance of banking organizations in terms of large scale employment of human resources, attempts must be made to understand the human side of the enterprises. This underlines the necessity of searching studies on the nature of human relations and the problems of human behaviour in the organizations and to suggest suitable measures for coping with the problems. Hence, an in depth study on aspects like job satisfaction can throw light on many non-identified aspects of human behaviour which may help in understanding the issues involved and improving the overall performance of banking organizations.
Keeping this in view, a modest attempt is made by enquiring the issues relating to job satisfaction among employees of Banks in Chittoor district of Andhra Pradesh

CONCEPT OF JOB SATISFACTION

Hoppock\(^1\) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say "I am satisfied with my job".

Bullock\(^2\) viewed job satisfaction as an attitude which results from balancing and summation of specific likes and dislikes experienced in connection with the job - their evaluations may rest largely upon one's success or failure in the achievement of personal objectives and upon the perceived combination of the job and company towards these ends. Smith\(^3\) refers to job satisfaction as the employee's judgment of how well his job on the whole is satisfying

his various needs. Locke⁴ views job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's own job or job experiences. Pestonjee⁵ viewed job satisfaction as summation of employees feeling in four important areas, namely, job, management, personal adjustment and social relations. The first two areas encompass facets directly connected with the job (intrinsic factors) and the other two include factors not directly connected with the job but which are presumed to have a bearing on job satisfaction.

**JOB SATISFACTION –CONCEPTUAL FRAMEWORK**

Job satisfaction is closely related to the gratification of needs. It is composed of effective, cognitive and behavioral elements. These elements vary in their intensity and consistency from one individual to another. Thus, job satisfaction is the satisfaction derived from any pursuit directed by the process of fulfillment of needs. It is the favorableness or un-favorableness with which employees view their work. It results from specific attitudes of employees in three areas

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viz., specific job factors, and individual adjustment on the job and group relationship.

Job satisfaction may refer either to a person or a group. It results from the best fit among job requirements, wants and expectations of an employee. It is used to express the extent of match between the employees' expectations of the job and the rewards that the job provides. Job satisfaction is the result of various attitudes the person hold towards his job and towards life in general.

Considering job satisfaction as the overall attitude of wellbeing with regard to job and its environment, it is not difficult to know how an employee feels about his job. The feeling about the job is directly affected by the factors like salary, kind of work performed, supervision, working conditions, opportunity for advancement etc. However, the factors affecting job satisfaction are not restricted to the on-the-job-environment alone. Some factors pertaining to 'life away from work' are housing conditions, health, temperament, desires, expectations, neurotic tendencies, unconscious conflicts etc.

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Therefore, it is possible to predict the effect of an individual’s personal and social adjustment on job satisfaction.

Job satisfaction has important implications on quality of work, experience, employees’ mental health and physical adjustment. Ultimately, it may have a direct or indirect effect on organizational effectiveness influencing productivity, absenteeism, turnover and other aspects of employee’s behaviour. However, its measurement poses a complex problem. An interesting approach is to find out the difference between what an employee expects about a particular factor and his actual experience with that factor. The differential gap identified by employee along with the importance attached to the factor by him gives a clear understanding of the extent and nature of his job satisfaction. Another approach is the appraisal of one’s job as attaining or allowing the attainment of one’s perceived job values which are congruent with the basic needs.

The study of job satisfaction is replete with valuable concepts. But, these concepts have been updated with the passage of time. To have an understanding of the nature of job satisfaction some important approaches have been presented here under.

Measurement of Job Satisfaction is discussed in Chapter – VI.
Motivation is an intrinsic force activating and directing the behaviour in the realization of goals. It reflects in the feeling of readiness or willingness to work. Motivation is a predisposition of an individual to act in a specified direction. It has a profound influence on the vigor and persistence of an individuals' action. Inner energy of an individual triggers off in response to a cue reflected in the direction of the behaviour.

The concept of motivation has been subject to varied interpretations as its measurement is complex. An approach to measure motivation is to assess the needs of an individual as explained at a particular point of time. In the present study motivation has been used as the process and is measured by the degree of importance attached to different needs.

THEORIES ON MOTIVATION AND JOB SATISFACTION

In order to provide an in-depth understanding about the concepts of job satisfaction and work motivation, an attempt is made to present some important theories.

MASLOW'S HIERARCHY OF NEEDS

Abraham Maslow is the first to conceive a sophisticated theory on motivation. Though, the theory believed that motivation is a function of satisfaction of human needs, it highlighted psychological causes of social motivation. Abraham Maslow identified five different types of needs arranged in hierarchical order. This order suggests that the needs at one level are to be satisfied moving progressively up in the hierarchy. The hierarchy of needs is shown in Fig. 1.1

FIGURE 1.1

- Need for Self Actualisation
- Esteem Needs
- Affiliation or acceptance Needs
- Security or Safety Needs
- Psychological Needs
The basic needs are the physiological needs. A person is dominated by his physiological needs such as hunger, shelter, clothing, thirst, sleep, sex, etc. But as soon as these needs are satisfied, the higher order needs i.e., safety needs come into focus. The person motivated by safety needs wants to be free from threat of natural and physical hazards. An analogy can be drawn in an industrial setting. A worker motivated by safety needs values a job with tenure, security and welfare schemes. Once the safety needs are satisfied, the belongingness needs comes into prominence. The individual wants to be in the company of others. A person starts to fulfill his esteem needs as and when he gratifies belonging needs. Here, he strives to be held in esteem by others, and craves for respect for his achievements, strength or intellectual ability. The highest need in Maslow’s hierarchy is the need for self actualization. It is reflected in one’s desire to achieve full potentiality. The nature and intensity of self fulfillment varies from one individual to the other. It is defined as the tendency to become actualized in what he is potentially or that desire to become more and more what one is to become everything that one is capable of becoming.\(^9\)

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\(^9\) Maslow Abraham, ‘Motivation and Personality’, Herper and Row, New York,
TWO FACTOR THEORY OF WORK MOTIVATION

The two-factor theory of work motivation propounded by Fredrick Herzberg is considered as the most influential theory relevant to motivation through job redesign and job enrichment. Herzberg observed that certain factors were associated with satisfaction, whereas others tend to be associated with dissatisfaction\textsuperscript{10}. Satisfaction depends on motivators. Dissatisfaction results from the absence of sufficient hygiene factors.

Hygienic factors are those which help prevent dissatisfaction but do not increase satisfaction or motivation. They include pay, working conditions, job security, status, internal policy of organization, workers personal life etc. Motivators are those factors leading to satisfaction and motivation. They include psychological role, interesting and challenging work, recognition and achievement, responsibility, opportunity for advancement, interaction with others and the factors inherent in the work itself.

\textsuperscript{10} A Study of two hundred Engineers and Accountants in Pistubary was conducted. They were asked to give details of a time when they were satisfied with their jobs and details of a time when they are dissatisfied.
Herzberg proposed that –

a) Factors of satisfaction and dissatisfaction are separate and distinct from each other, and

b) Satisfaction stems from motivators or factors intrinsic to work and dissatisfaction stems from hygiene factors which are extrinsic to work itself.

Herzberg’s two factor theory has made a significant contribution in understanding of human behaviour. The theory draws the attention of managers to the importance of job content factors in work motivation.

ALDERFER’S ERG MODEL

Clayton Alderfer’s E R G Model has modified need hierarchy of Maslow rearranging five hierarchical levels into three viz., Existence, Relatedness and Growth (ERG).

They are:

1. Existence Needs: These needs are required to preserve human life. They include all of what Maslow termed as physiological needs relating to material safety.

2. Relatedness Needs: They refer to all socially intended needs i.e., how people relate to their surrounding social environment. These include the need for meaningful social and interpersonal relationships.
3. Growth needs: They reflect the individual’s desire to be self-confident, productive and creative, the desire to engage in tasks that require the full utilization of abilities and that develop additional capabilities or skills.

According to this theory, more than one need may be operative or activated at the same point of time, whereas, Maslow felt that a person primarily addresses one set of needs at a time.

In addition, this model suggests that when an individual is continuously frustrated in his growth needs, relatedness needs may re-emerge as primary and the individual may redirect his efforts towards these lower level needs.

THEORY ‘X’ AND THEORY ‘Y’

Mc Gregor developed certain set of assumptions about human attitudes and pre-dispositions towards work and people. These have come to be known as theory ‘X’ and theory ‘Y’. These dichotomous theories suggest that the kind of motivational control exercised by managers in order to realize the organizational goals.
In his theory X, he makes assumptions that man is by nature indolent, lacks ambition, dislikes responsibility and prefers to be led. It is also assumed that the individual is self-centered, indifferent to organizational needs, resistive to change, gullible and not very bright. In order to accomplish objectives, management must employ coercive technique and tight external constraints over behaviour. As such, people are motivated by money, fringe benefits and the threat of punishment.

However, modifying this theory, he propounded theory ‘Y’ by re-defining his assumptions that people are basically self-directed and creative at work if properly motivated. Hence, the essential task of management is to unleash this potential in individuals by integrating individual goals and the organizational goals. Motivation should result from creating opportunities for work and encouraging growth and prosperity of employees.
VROOM'S EXPECTANCY THEORY

Victor Vroom has advanced the most influential process theory. His expectancy theory motivation involves the following three phases:

1. Expectancy: It is the degree to which one believes that certain effort lead to better performance.

2. Instrumentality: It is the belief that better performance brings commensurate rewards.

3. Valence: It is the degree of value attached to the reward.

Hence, Motivation = Expectancy X Instrumentality X Valence

Therefore, individual motivation and attitude to perform work results from his expected value of benefits from it. Hence, it suggests that the rewards should commensurate performance for ensuring continued motivation of individual.

EXPECTANCY THEORY – THE PORTER AND LAWLER MODEL

Content theories of motivation assumed that satisfaction leads to improved performance. In contrary Porter and Lawler postulated that performance causes satisfaction. Performance is a function of three important factors viz., effort, abilities & traits, traits and role perception.
1. Effort: It is behavioural intention or forces an employee places to perform jobs.

2. Abilities and Traits: Motivation alone does not ensure task performance. Performance is a function of necessary abilities and skills possessed by individual.

3. Role of perception: It is the extent of knowledge one possesses on what is expected of him in the job. This enables to devote full energies on the job.

Mc CLELLAND'S ACHIEVEMENT MOTIVATION THEORY

Mc Clelland has developed achievement motivation theory. Achievement motivation is the desire to do something better, faster and more efficiently with less effort. According to this theory, work motivation and job satisfaction are derived when organization provides opportunity to satisfy three needs. These needs are:

1. Power: It is a desire to dominate, influence and exercise control over others. Individual satisfaction is derived when they are assigned the jobs with high position and authority.

2. Affiliation: This is a motive to derive satisfaction with the help of social and interplay of personalities. As such, persons seek satiation when they are placed on jobs which
provide very frequent interaction with others rather than lovely jobs.

3. Achievement: It is strong inclination for successful accomplishment of tasks. This is aroused when an individual perceives a favorable environment for the pursuit of tasks which enhances the feeling of satisfaction.

As such, the need for achievement could be stimulated with the help of training and internal stimuli rather than externally imposed motivators.

THEORY 'Z':

In recent times, a great deal of attention has been given to theory 'Z'. It has originated from the Japanese management philosophy. A notable feature of Japanese management is that managers make better use of human capital.

Theory 'Z' is a new way of looking at the nature of human beings and factors that motivate them. William Ouchi and Alfred Jaeger are pioneers of this theory. This theory purports the use of

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Japan has received utmost attention in the recent past due to its success in many factors. The rate of increment in productivity in Japan is roughly estimated to be two to three times that of American firms over the past three decades, the absenteeism has been low, organizational commitment is high and turnover rate is half those of the America.
collective approach in decision making and comprehensive concern for employees and their families.

Having presented a brief theoretical frame-work of job satisfaction and work motivation, it is now proposed to present the relationship between the job satisfaction and the related variables.

i) Job satisfaction and Job Motivation

Job satisfaction and job motivation are not identical concepts. While job satisfaction refers to satisfaction of a need often resulting in a state of contentment, motivation is expending effort towards a goal.

High motivation does not inevitably lead to high performance. To achieve goals, intelligence, ability and appropriate resources are also necessary. A usual strategy for motivating people is to offer them meaningful incentives for achieving specific goals. People also need to know the likelihood that effort leads to rewards. Feedback on performance is also essential in motivating people.

Similarly, not all satisfied workers are well motivated and not all well motivated people are satisfied. A popular conception of motivation is that people work to satisfy their needs.
ii) Job Satisfaction and Efficiency

The concept of high job satisfaction leads to high productivity has been prevalent for a long time till the research indicated it to be an incorrect assumption. Conflicting reports were made which concluded that satisfied works could be either high producers or low producers and they can be only average producers also. Therefore, satisfaction productivity relationship appeared to be quite complex, as it is influenced by various intermediate factors.

The dichotomy of inter-relationship whether satisfaction leads to performance or performance leads to job satisfaction is very difficult to purport. The model developed by Lawler and Porter suggested that performance leads to rewards and these rewards, when perceived to be equitable bring employee satisfaction. However, more realistic approach seems to be that satisfaction and productivity are in a circular relationship in which each factor affects the other.

iii) Job Satisfaction – Attitude and Morale

An attitude is a set of actions with an emotional overtone. They are related to the people, places or things. Attitudes may also be
related to a tendency to regard things with approval or disapproval. The term 'morale' and 'job satisfaction' comprised of a number of attitudes. Job attitudes contribute to job satisfaction. Job satisfaction or dissatisfaction is affected by various attitudes the employee holds towards his job, job related factors and life in general. Morale in case of an individual employee refers to a group of employees, through adherence to common goals, whereas, in case of a company, it is the composite expression of the attitude of various individuals in the organization.

For the purpose of interpretation about the organization, the concept of job satisfaction, morale, motivation and productivity gives consistent results. One basic consideration is that high productivity accompanies high morale when the attitudes or work group favor maximum output. This is true when the work group is cohesive and the atmosphere is friendly. Similarly, workers with positive job attitude tend to have less turnover and absenteeism than their counter parts with negative attitudes.
REVIEW OF LITERATURE

A number of studies have been conducted in India and abroad on job satisfaction, work motivation, organizational climate and marginal effectiveness. Most of the studies have been replete with various aspects like identification of job determinants and job factors, factors of managerial effectiveness and organizational climate. An attempt is made here to review some of these studies.

The early approaches to study the job satisfaction have focused on determining the proportion of satisfied and dissatisfied workers. They have attempted to identify the determinants of job satisfaction, confining themselves to the examination of socio-economic and demographic characteristics like age, education, length of service, marital status etc. This inadequacy has led the development of job context oriented approaches.

Job contextual factors are the factors surrounding the job like pay, working condition etc. With the increased interest in various aspects of the job there has been a change in the focus from the job contextual factors to the factors relating the job content.
Job content factors are extrinsic to the job and are environment centered. They are recognition, responsibility, growth, advancement and achievement. Both job contextual and content approaches failed to provide complete meaning to job satisfaction. Hence, 'individual differences' approaches have been developed. These approaches focused on the needs of the individual, his expectations and personality. Job satisfaction was considered as a function of the extent to which worker needs were fulfilled by his job. The job characteristic models propounded by Hackman and Lawler and Hackman and Oldham have postulated that the employee with high growth need strength would experience more job satisfaction than the employee with low growth need strength. Though these models have considered the job characteristics which are related to technology, they have ignored the social climate of a work place.

To fill up the gap, socio-technical systems approach has been made popular. According to this approach technical as well as social aspects of a work place were considered as factors that determine the job satisfaction. These approaches suggest the dynamic nature of the concept of job satisfaction.
Glisson and Durick (1988)\textsuperscript{12} reported that worker characteristics predict commitment but play no role in predicting satisfaction and emphasized on job characteristics as determinants of job satisfaction. Kacmar and Ferris (1989)\textsuperscript{13} demonstrated a U shaped curvilinear association between age and job satisfaction which characterize the form of relationship of the job satisfaction measures.

Nathan et. al,(1991)\textsuperscript{14} revealed that significant interaction, interpersonal relations, opportunity to participate and career discussion affected subordinate satisfaction with the organization. Zaccaro, et. al (1991)\textsuperscript{15} demonstrated mediated and interactive associations among prior absenteeism, supervisory style, attitudinal variables, personal characteristics and subsequent absenteeism. They revealed that job satisfaction and absenteeism was negatively related.


\textsuperscript{13} K.Michele Kacmar and Geralad R. Ferris, "Theoretical and Methodological Considerations in the Age- Job Satisfaction Relationship", Journal of Applied Psychology, Volume No:74 Issue No:2 April,1989 PP.201 - 207


Dhillon (1991) indicated that role over load, role conflict and non-profitability are negatively and significantly related to job satisfaction and are perceived as stresses. Dolke (1991) study confirmed work identification will be affected by several personal, personality, job and organizational variables. Sharma and Sarita (1991) found the level of job satisfaction (dissatisfaction) as a function of the experience of person within the organization. They felt that recognition and appreciation are important determinants of job satisfaction and organizational factors have decisive role in contributing to the satisfaction. Goffee and Sease (1992) study indicated promotion gap as a significant potential source for job dissatisfaction. Pandey (1992) revealed that age correlated significantly with promotion, experience and job satisfaction. Promotion correlated positively but

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moderately with experience and positively and significantly with job satisfaction. Ostroff (1992)\textsuperscript{21} study investigated the relationship between satisfaction, attitudes and performance at the organizational level and found links between satisfaction and organizational performance. Feffeer and Langton(1993)\textsuperscript{22} study revealed that satisfaction is positively related to productivity and more productive people are more satisfied as a consequence rather than that satisfaction causes productivity. John. et.al,(1993)\textsuperscript{23} study examined different explanations for the relationship between job perception and job satisfaction and revealed that job perception of employees will stem from actual condition of work. Further, for the purpose of convenience, first, studies on job satisfaction and motivation are presented and second studies on organizational climate and managerial effectiveness are presented.


Studies of Job Satisfaction and Work Motivation:

The real direction to the studies on motivation and job satisfaction from human relations point of view can be traced with the famous Hawthorne experiments conducted by Elton Mayo and his associates during the period 1927-1932. These studies have brought significant changes in the field of research on job satisfaction and work motivation.

Lewin, Lippitt and White\textsuperscript{24} have conducted a pioneering study on three simulated organizations. The results of this study revealed that the first group created a high level of power motivation, the second a high levels of affiliation and the last a high level of achievement motivation.

Davis\textsuperscript{25}, Chris Argyris\textsuperscript{26} and Blauner \textsuperscript{27} have studied the consequences of work simplification on consequent routine and repetitive tasks. They have shown that simple, routine and unchallenging jobs often lead to high employee dissatisfaction.

These studies examined the relationships among the characteristics of job and the attitudinal responses for repetitive work, work and monotony, monotony and satisfaction, job size and satisfaction etc. These efforts led to the formulation of a theory of job enlargement. It says that the large jobs are rich in terms of variety of operations to be performed and therefore, lead to higher job satisfaction and better work motivation. Bigane and Stewart and Canat and Kilbridge conducted studies on job enlargement in industrial undertakings and found that job enlargement leads to job satisfaction. Scott, Berlyne have conducted studies to understand the negative effects of repetitive jobs and to plan changes in the stimulus characteristics of the job.

Sims and Szilagy, Brief and Aldog and Oldham have reported that employees with strong need for growth react more
positively to enrich their job than those who had weak needs. These studies suggested that individual characteristics should not be neglected while understanding motivational behaviour through job design or job enrichment.

Not withstanding the studies conducted abroad, various studies were conducted in India. Sinha and Sharma\textsuperscript{34}, Sinha and Nair\textsuperscript{35} attempted to find the relationship between personal characteristics of employees like age, education, marital status, skill etc., with the job satisfaction.

Bose\textsuperscript{36}, Ganguli\textsuperscript{37} and Singh and Werry\textsuperscript{38} have conducted studies to identify factors of job satisfaction of workers. Lahiri and

\textsuperscript{33} Oldham, G.R. ‘The Motivational Strategies used by the Supervisor: Relationship to Effectiveness Indicators’, Organization Behaviour and Human Performance, Vo. 15, 1976, pp -66-86.
Srivastavaim a study tested the applicability of Herzberg's two-factor theory. They found that for middle-level managers, responsibility, domestic life, accomplishment, job, and the utilization of abilities on the job, were found to be motivational factors, whereas organizational policy and administration, promotion, salary, and growth were dissatisfiers.

In another study by Sawlapurkar et. al, it was found that many of the maintenance factors such as job security, company working conditions etc., were satisfiers and motivation to middle level managers. The study of Chowdary and Lahiri concluded that the job context and job content factors were not independent of each other as a source of employee satisfaction and dissatisfaction. Dayal and Saiyaddin have reported that the motivation-hygiene theory is applicable to Indian context. In a study, conducted by Pestonjee and

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Basu⁴³, it was found that motivators contributed significantly more towards satisfaction than hygiene factors in public sector enterprises, whereas in the case of private sector enterprises motivators contributed significantly more towards the feeling of dissatisfaction than hygiene factors.

In a comprehensive study of 1213 Managers from 47 public sector enterprises, Laxmi Narain⁴⁴ found that the following factors as important and ranked accomplishment, recognition for good work done, decision-making authority, opportunity for personal growth and development, opportunity for promotion, prestige of organization outside the company, pay, allowances and other benefits, and job security in that order. Though there is variation in the ranking by top, middle, and lower level managers, the variation is not significant. A striking feature of the study is that job security has been given lowest priority by all level managers. This may be because of the fact that the need for job security is fulfilled for public sector managers.

Sharma\textsuperscript{45} conducted a study of occupational goal values of Indian Managers. He reported that higher preference was given for intrinsic job factors as compared to extrinsic factors.

Kulakarni\textsuperscript{46} in his study of motivational factors among middle class white-collar employees found that white collar workers ranked adequate salary as the most important factor followed by job security and suitable type of work as the next important factors. The same rankings were given by blue collar workers also.

Lahiri\textsuperscript{47} in his study found that importance of job factors related to various needs as perceived by different levels of managers does not correspond to the need hierarchy suggested by Maslow. Autonomy, responsibility, promotion and growth opportunities are assigned higher priorities by Indian managers. Ganguli\textsuperscript{48} study on comparative importance of money and status among middle level managers disclosed that status is more important than money for managers in an

\textsuperscript{45} Sharma, B.R. Occupational values and Business: A Cross Culture Comparison, New Delhi, Indian Academy of Social Sciences, 1971, pp-75-80.
\textsuperscript{48} Ganguli, H.C., 'Role of Status and Money as Motivation among Middle Management Personnel', Indian Journal of Industrial Relations, October, 1974, pp-226-248.
organizational setting. This is more so with younger managers, who are professionally qualified.

Study conducted by Shah\(^{49}\) concluded that high pay (money factor) was given high preference along with esteem, autonomy, and self-actualization by all the three - levels of managers. Security need was, however, given low preference by these managers. Agarwal, Khandwala, and Naik\(^{50}\) have found that middle level managers ranked various needs in the order of security, self-actualization, self-esteem, physiological and social. A study made by Prasad and Gowda\(^{51}\) regarding what managers want from their jobs, found that top-level managers ranked recognition for work, job contents, higher status and authority, good salary, informal relationship with higher and clearly defined responsibility in that order. In this study a very low correlation (0.027) between the ranking expectations by top-level and lower-level managers suggested inconsistency in the need hierarchy. Thus, lower level managers attach more importance to good salary

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and higher status and authority which command low rank from top level.

Saiyadin and Monappa\textsuperscript{52} found that only 33 per cent of managers chose their jobs for the remuneration. On the other hand, advancement, stability, opportunity to use skills, and the image of the organization were predominant in the choice of managerial career. A more comprehensive study by Singh disclosed that freedom from supervision and sub-ordination, adventures, experiences and challengers, use of special ability and talent, to be creative and original, social status and prestige, opportunities to work with people, exercise of leadership, control over others, chance to earn a good deal of money and stable and secure future were ranked in that order.

Singh\textsuperscript{53} in his study identified that managers rank various job factors in the order of scope for autonomy at work, responsibility, challenges and varieties at work, career advancement, self-actualization, inter-personal relations, appreciation and recognition of work, chance to get prestige in the organization, consistent and sound

\textsuperscript{52} Mirza S. Saiyaddin and Arun Monappa, Profile of Indian Managers, Vidya Vahini, New Delhi, 1977.

\textsuperscript{53} Singh P. Occupational Value and Style of Indian Managers, Wiley Eastern Limited, New Delhi, 1979.
company's policy, salary and pre-requisites, good leadership by superiors, good physical working conditions, stability and security in job. Further, there is no significant difference in motivation profile of public and private sector managers.

Study conducted by Kumar, Singh and Verma\textsuperscript{54}, found that managers and supervisors ranked various job factors as job security, opportunity for advancement, pay according to merit, working conditions, task, welfare, housing, supervisors, work group, bonus and name of the company in that order.

Studies on Organizational Climate

Litwin and Stringer\textsuperscript{55} have conducted a study on the influence of organizational climate on human motivation. They have identified six factors which effect organizational climate. These are (i) organizational structure-perceptions on the extent of organizational constraints, rules and regulations (ii) individual responsibility-feelings of autonomy of being one's own boss; (iii) rewards-feelings related to

\textsuperscript{54} Swatantra Kumar, Singh, D.P.N. and Verma, S.K. 'Expectations and Job Satisfaction of Officers and Supervisors in a Public Sector Undertaking 'Indian Journal of Industrial Relations, January, 1982, pp-165-185.

being confident of adequate and appropriate rewards; (iv) risk and risk-taking perceptions on the degree of challenge and risk in the work situation; (v) warmth and support feelings of general good fellowship and helpfulness prevailing in the work settings, and; (vi) tolerance and conflict-degree of confidence that the climate can tolerate differing opinions. The major findings of the study were:

i. a distinct organizational climate can be created by varying leadership style. Such climates can be created in a short period of time, and their characteristics are quite stable.

ii. once created, these climates seem to have significant, often dramatic effects on motivation and correspondingly on performance and job satisfaction.

Frederiksen\(^6\) on the basis of laboratory studies involving 260 middle-level managers concluded that different organizational climate has different effects on human performance. He summarized his findings with the following statement. It appears that the amount of administrative work in the simulated job is more predictable in a climate that encourages innovation than in one that encourages standard procedures and that in an innovative climate (but not in a rules climate) greater productivity can be expected of people with skills and attitudes that are associated with independence of thought and action\(^\,*\).

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Schneider and Barett have conducted a systematic study on organizational climate. According to them six items should be included in determining organizational climate. These are managerial support, managerial structure, concern for new employee, inter-agency conflicts, agent dependent and general satisfaction.

Schein study on organizational climate revealed that a healthy organizational climate is one that:

i) take information in and communicate reliably.

ii) has the internal flexibility and creativity necessary to make the changes which are demanded by the information obtained.

iii) includes integration and commitment to the goals of organization, from which the willingness to change comes.

iv) provides internal support and freedom from threat, undermines good communication, reduces flexibility and stimulates self protection rather than concern for the total system.

Lawler\textsuperscript{57} study suggests that workers want to become the master of their immediate environment and feel that their work is important.

Hellriegel and Stor\textsuperscript{58} study on organizational climate, pointed out, the intent of organizational climate scales is to clearly evoke

\textsuperscript{57} Lawler E.E. 'What do Employees Really Want'? Paper presented at the American Psychological Association Convention, Montreal, August 1973.

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perceptual rather than attitudinal responses. They concluded that the climate instruments are meant to describe the work environment and satisfaction instruments serve to evaluate them.

Katl and Kahn\(^59\) study on organizational climate revealed that 'The Mola Perceptions' that people have of their work settings have a psychological unity, being based on actual or inferred event, practices and procedures that occur in the daily life of a system.

Baldev R. Sharma\(^60\), all India Survey on organizational climate, high-lighted among other things that an unresolved controversy over whether organizational climate is a property of the individual or the organization. This controversy has arisen from the fact that practically all measures of organizational climate are based on the perceptions of members of an organisation.


\(^{60}\) Baldev R. Sharma, 'Not by Bread Alone: A Study of Organisational Climate and Employer-Employee Relations in India, Shri Ram Centre for Industrial Relations and Human Resources, New Delhi, 1987.
Baldev R. Sharma conducted another study on organizational climate in 23 public sector and 28 private sector organizations. These organizations were selected in 15 states. The important conclusions of the study were:

i. Five individual background (age, experience, experience as supervisor, monthly income, level of education) factors and nine climate dimensions are highly inter-correlated with one another within each group.

ii. The relationship between any of the background factors and any of the climate dimensions are consistently weak.

iii. Supervisory-management relations and each of the climate dimensions is uniformly high, while the relationship between SMR and each of the background is consistently low.

Bhardwaj, Gopa and Sharma Rajaneesh have conducted a study on human relations and organizational climate. They conducted the study in a large private heavy machinery industry by choosing a sample of 150 supervisors, from five departments, viz., quality control, production, administration, materials management and industrial engineering. The study revealed that all dimensions of organizational climate are positively and significantly correlated with

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supervisory management relations along with inter-personal trust. The inter-relations of organizational climate are also positive and significant.

PROBLEM FORMULATION

However, very little has been recorded demonstrating the relationship between job satisfaction and job characteristics, social background of employees in the banking organizations. Further, workforce as a group tends to be inarticulate on the subject of job satisfaction and employees do not in general consider that they particularly satisfied or dissatisfied. Hence, carefully interpreted individual attitudinal surveys, backed up by in-depth individual interviews, probably provide the best index of job satisfaction. Hence, this search is an intention to carry out a study on job satisfaction in relation with its determinants in the above mentioned direction. Hence, an in-depth study on job satisfaction can throw light on many un-identified aspects. In view of this, an attempt is made to study the behavioural aspects of job satisfaction in banks of Chittoor District of Andhra Pradesh.
OBJECTIVES OF THE STUDY

The main objective of the study will be to obtain accurate depiction of the determinants of job satisfaction among the employees of banks in Chittoor district of Andhra Pradesh. The other objectives of the study are:

a. to study the socio-economic profile of bank employees and the socio-economic scenario of Chittoor district of Andhra Pradesh.

b. to examine the relationship between the job characteristics and job satisfaction among bank employees in Chittoor district of Andhra Pradesh.

c. to understand the aspects relating to motivational climate in selected banks in Chittoor district of Andhra Pradesh.

d. to examine the organizational climate prevailing in selected banks in Chittoor district of Andhra Pradesh.

e. to understand the determinants of job satisfaction and to identify factor contributing to job satisfaction among bank employees in Chittoor district of Andhra Pradesh.

f. suggest suitable measures to create an environment for job satisfaction among employees in selected banks in Chittoor district of Andhra Pradesh.
SCOPE OF THE STUDY

The term, 'job satisfaction' in its broader sense covers various aspects of employment and non-employment conditions of employees. The present study aimed at studying various factors, which influence job satisfaction. For the purpose of the study, 'employees' will be deemed to be the persons who are working as managers, officers, clerks and supporting staff in the select banks in Chittoor district of Andhra Pradesh.

PERIOD OF THE STUDY

The study covers recent period for the analysis of secondary data relating to various aspects of performance of selected banks in Chittoor district of Andhra Pradesh. The primary data relating to the perceptions of respondents have been collected during the years 2004 and 2005.

SOURCES OF DATA

The study is mainly based on primary data. The secondary data is used to supplement the primary data. The main sources of primary data are employees of selected banks in Chittoor district of
Andhra Pradesh. The secondary data is gathered from the annual reports, records and documents of banks in Chittoor district of Andhra Pradesh.

METHODOLOGY

The methodology adopted in collecting the data, selection of the sample, analysis of data and interpretation of data is presented below:

Techniques of Data Collection

For the purpose of collecting primary data from the employees of selected banks in Chittoor district of Andhra Pradesh, a structured questionnaire has been designed and administered on sample respondents of these organizations (Appendix ). The questionnaire is divided into four sections excluding the factual data of the respondents (Section-A). Section-B relates to the statements designed to find out the job characteristics. In section-C, statements relating to work culture or motivation climate have been framed and section - D contains statements relating organizational climate were 

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developed. Section-E contains the statements which are designed to measure the satisfaction towards job characteristics.

Apart from questionnaire method and group discussion, observation techniques have been adopted to elicit adequate information from the respondents. While administering the questionnaires, the objectives of the study, the method of filling the questionnaire has been explained to the respondents personally. Necessary clarifications have been given for the terminology used in the questionnaire. For the purpose of obtaining the data relating to the selected banks in Chittoor district of Andhra Pradesh, office schedules have been prepared, the information obtained through these schedules is used to present the profiles of the selected organizations.

Sample Design

For the purpose of selecting the sample of employees in selected banks in Chittoor district of Andhra Pradesh multi-stage purposive sampling method is adopted. At the first stage, five banks in Chittoor district of Andhra Pradesh have been selected. As these banks are large in size and employment is spread over different
places, twenty six branches in all are selected from these banks. Therefore, at the second stage, twenty six branches were selected from selected banks in Chittoor district of Andhra Pradesh. At the third stage, the sample respondents were selected from different categories of employees. For this purpose a list of managers and employees was obtained. From this, 60 employees are selected from each bank after giving due weight-age to various functional departments, experience, reporting relationships and other relevant factors. Thus, the sample size for the study is as follows:

Sample Selection

Banks in Chittoor district has a net work of 32 Banks and 288 branches spread into nook and corner of the district as presented in Table-1.1.
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the Bank</th>
<th>No. of Branches</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Allahabad Bank</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Andhra Bank</td>
<td>28</td>
</tr>
<tr>
<td>3</td>
<td>Bank of Baroda</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Bank of India</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>Bank of Maharashtra</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Canara Bank</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>Central Bank of India</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>Corporation Bank</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>Deena Bank</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Indian Bank</td>
<td>36</td>
</tr>
<tr>
<td>11</td>
<td>Indian Overseas Bank</td>
<td>7</td>
</tr>
<tr>
<td>12</td>
<td>Oriental Bank of Commerce</td>
<td>1</td>
</tr>
<tr>
<td>13</td>
<td>Punjab National Bank</td>
<td>2</td>
</tr>
<tr>
<td>14</td>
<td>State Bank of Hyderabad</td>
<td>7</td>
</tr>
<tr>
<td>15</td>
<td>State Bank of India</td>
<td>35</td>
</tr>
<tr>
<td>16</td>
<td>State Bank of Mysore</td>
<td>4</td>
</tr>
<tr>
<td>17</td>
<td>State Bank of Travancore</td>
<td>1</td>
</tr>
<tr>
<td>18</td>
<td>Syndicate Bank</td>
<td>5</td>
</tr>
<tr>
<td>19</td>
<td>UCO Bank</td>
<td>4</td>
</tr>
<tr>
<td>20</td>
<td>Union Bank of India</td>
<td>5</td>
</tr>
<tr>
<td>21</td>
<td>United Bank of India</td>
<td>1</td>
</tr>
<tr>
<td>22</td>
<td>Vijaya Bank</td>
<td>4</td>
</tr>
<tr>
<td>23</td>
<td>Public Sector Banks</td>
<td>163</td>
</tr>
<tr>
<td>24</td>
<td>HDFC Bank</td>
<td>1</td>
</tr>
<tr>
<td>25</td>
<td>ICICI Bank</td>
<td>1</td>
</tr>
<tr>
<td>26</td>
<td>ING-Vysya Bank</td>
<td>14</td>
</tr>
<tr>
<td>27</td>
<td>Karnataka Bank</td>
<td>1</td>
</tr>
<tr>
<td>28</td>
<td>Karur Vysya Bank</td>
<td>5</td>
</tr>
<tr>
<td>29</td>
<td>Lakshmi Vilas Bank</td>
<td>2</td>
</tr>
<tr>
<td>30</td>
<td>Indus Ind Bank</td>
<td>1</td>
</tr>
<tr>
<td>31</td>
<td>Private Sector Banks Banks</td>
<td>25</td>
</tr>
<tr>
<td>32</td>
<td>Total of Other Banks</td>
<td>100</td>
</tr>
<tr>
<td>33</td>
<td>Grand Total</td>
<td>288</td>
</tr>
</tbody>
</table>

*Source: Annual Profit Plan 2005-06, Chittoor district Lead Bank Department, Indian Bank, Chittoor*
Of the 32 Banks, 22 banks are public sector banks, 7 banks are private sector banks and other banks are three. These banks were spread to both urban and rural areas and among the 29 public and private sector banks, only 5 banks constitute 188 branches of the banks in Chittoor district as revealed through the data presented in Table-1.2.

**Table- 1.2**

**BANKS IN CHITTOOR DISTRICT – TOP 5 BANKS**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Bank</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>State Bank of India</td>
<td>35</td>
</tr>
<tr>
<td>2</td>
<td>Indian Bank</td>
<td>36</td>
</tr>
<tr>
<td>3</td>
<td>Andhra bank</td>
<td>28</td>
</tr>
<tr>
<td>4</td>
<td>Vysya Bank Ltd.</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Indian Overseas Bank Ltd.</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Source: Annual Credit Plan 2005-'06, Chittoor district Lead Bank Department, Indian Bank, Chittoor

As the 5 banks, State Bank of India, Indian Bank, Andhra Bank, Vysya Bank and Indian Overseas Bank constitute about 63.7 per cent of the banks in Chittoor district, the study is aimed at collecting the
data from these banks only. Basing on the spread of the branches and
number of branches a modest sample of 26 branches of these banks
was selected representing urban, semi-urban and rural branches of the
banks as presented in Table-1.3. These 26 branches constitute around
21.6 per cent of the branches of the 5 banks.

Table- 1.3

BANKS IN CHITTOOR DISTRICT – SAMPLE BANKS

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Bank</th>
<th>Urban</th>
<th>Semi-urban</th>
<th>Rural</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>State Bank of India</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>Indian Bank</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Andhra bank</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>Vysya Bank Ltd.</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Indian Overseas Bank Ltd.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>8</td>
<td>9</td>
<td>19</td>
<td>26</td>
</tr>
</tbody>
</table>

Source: Annual Credit Plan 2005-’06, Chittoor district Lead Bank Department, Indian Bank, Chittoor

Basing on the distribution of bank branches, 26 branches of 5
banks were selected. The list of selected branches is presented in
Table-1.4
### Table 1.4

**BANKS IN CHITTOOR DISTRICT - BANK-WISE SAMPLE BRANCHES**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Branch Name</th>
<th>Bank Name</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>State Bank of India</td>
<td>Indian Bank</td>
</tr>
<tr>
<td>1</td>
<td>SBI-Chittoor Main Branch</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>SBI-Tirupathi Main Branch</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>SBI-Pottur</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>SBI-Chandagiri</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>SBI-Srikalahasti</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>SBI-Renugunta</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>IB-Thirupathi</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>IB-Karvetinagar</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>IB-B Kothapet</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>IB-Madanpalli</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>IB-Palamaner</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>IB-Diguvamagham</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>AB-Thirupathi Main Branch</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>AB-Balaji Colony, Thirupathi</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>AB-Chittoor</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>AB-Nagiri</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>AB-Chandragiri</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>AB-Chinnagottigallu</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>VB-Thirupathi</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>VB-Punganoor</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>VB-Srikalahasti</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>VB-Narasingapuram</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>VB-Papanaidupest</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>IOB-Chittoor</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>IOB-Renugunta</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>IOB-K V Palli</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

Source: Annual Credit Plan 2005-06, Chittoor district Lead Bank Department, Indian Bank, Chittoor
In order to select the respondents from these 26 branches, the branches of the banks are classified as urban, semi-urban and rural branches and from each branch; a modest sample of employees was selected to gather data. While selecting respondents due representation was given to different categories of employees such as officers, clerks and sub-staff. While selecting the sample of employees for the study, multi-stage random sampling technique was used and 26 branches from the total branches of 182 were selected in the district. From each of selected branch, employees were selected on purposive basis to represent various categories of employees.

On this basis, total sample of 300 employees were selected.

Data Analysis

The study is based mainly on primary data generated from the responses obtained for the questions relating to motivational climate, job satisfaction and organizational climate. In order to quantify these responses, scaling techniques have been adopted. For measuring job satisfaction, Likert type four point scale with the rating-strongly disagree, disagree, agree, and strongly agree was used. Suitable score values are assigned to the responses obtained for each point.
Similarly, to assess the motivational and organizational climate, five-point scales are used to quantify the responses. The detailed methodology adopted in quantifying these responses is explained at the relevant places.

In order to test the influence of socio-economic variables on job satisfaction, chi-square tests have been used. The detailed methodology adopted in computing these values is explained at relevant places.

Limitations of the study

a. Though the study aims at examining the job satisfaction of employees in banks in Chittoor district of Andhra Pradesh, the in-depth analysis is restricted to selected banks only. All the banks could not be covered due to large size of organizations geographically spread operations and time and resource constraints of the researcher.

b. The data for the present study is collected from the managers and employees of lower cadres, middle and top-level executives are not covered in the analysis. Therefore,
the study reflects the view of selected categories of organization members only.

c. The job satisfaction is a complex behavioural aspect, which can be examined from various angles. The present study examines these aspects from selected dimensions only.

d. In the process of obtaining the views relating to various statements, it is found that certain statements were not understood by respondents. In such cases, sufficient explanation is given to understand the meaning of the statement. However, adequate care is taken to see that opinions are not imposed on the respondents.

e. While calculating the average and percentages approximations have been made for the values upto two decimal points.

f. The analysis on motivational and, organizational climate and job satisfaction is carried out only on the basis of identified factors/dimensions. These factors and dimensions have been carefully chosen. However, it is possible that
there may be other factors, which might not have been included in these statements.

Design of the Study

Keeping the objectives in view, the study is organized into seven chapters including, introduction, conclusion and suggestions.

The first chapter will be introductory in nature. It will introduce the problem of determinants of job satisfaction in banking organisations and focuses on the need and importance of the proposed study. It will also explain the objectives of the study, scope of the study, sources of data, methodology, data analysis and limitations of the study. A part from this, the review of the earlier studies on the subject will be presented.

The second chapter will be devoted to present the “Socio-Economic Profile of Bank Employees in Chittoor District of Andhra Pradesh”. It will include a backdrop of research work through presentation of profile of bank employees and profile of Chittoor district.

The third chapter titled "Job Characteristics" is aimed at presenting the relationship between the characteristics of job and job
satisfaction among bank employees in Chittoor district of Andhra Pradesh.

The fourth chapter is titled as "Motivational Climate" and aimed at examining the relative strengths of various motivational concerns. Further, a micro-level analysis on dominant motivational concerns in the selected banks is presented.

The fifth chapter is titled as "Organisational Climate" is devoted to examine various aspects of organisational climate and relative strength of various dimensions of organisational climate. A micro-level analysis was carried out to find out favourable/unfavourable dimension of organisational climate in selected banks.

The Sixth chapter titled as "Measurement of Job Satisfaction" is aimed at presenting the empirical analysis of determinants of job satisfaction in terms of job content and job context factors such as work, growth, responsibility, supervision, salary and financial benefits and job security, job stress etc. Further, an attempt will be made to identify the factors contributing job satisfaction.
The seventh and last chapter deals with "Conclusions and Suggestions". The conclusions emerging from the entire study is presented in this chapter. Further, an attempt was made to suggest suitable measures to improve the level of job satisfaction of the employees in the selected banks of Chittoor district of Andhra Pradesh.