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INTRODUCTION

1.1 PRELIMINARIES

Human life has become very complex and complicated now-a-days. In modern society the needs and requirements of the people are ever increasing and ever changing. When the people’s needs are not fulfilled, they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. Job satisfaction of banking employees is very important for smooth running of the organization. Apart from managerial and technical aspects, employees may be considered as the backbone of any organizational development. Any organization can achieve success and peace only when the problem of satisfaction and dissatisfaction of workers is felt, understood and solved. For solving the problem of the employees it is very important that their level of satisfaction and motivation should be known to the employer and the lacuna can be eliminated carefully. This is possible only when there is any study conducted to measure the level of Job satisfaction of the employees with respect to different factors affecting the Job satisfaction.

In today’s competitive environment, organizations thrive and survive on their human resources. Values, attitudes, perceptions and behaviour, which form these resources, influence employee performance. It is a key factor in realizing organizational and individual goals that in turn greatly depends on an individual’s self-motivation and job satisfaction. Organisations, which give due recognition to the perceptions, attitudes, motivation and learning abilities of employees, successfully creates an efficient workforce. Efficient workforces identify themselves with the organisation’s mission and aid in its success.
1.1.1 JOB SATISFACTION

“Job satisfaction is a general attitude towards one’s job: the difference between the amount of reward workers receive and the amount they believe they should receive” (Robbins, 2003). Job satisfaction is one’s attitude towards his job (positive or negative). Satisfaction in work and the work environment is the basic constituent of employee job satisfaction. Employee attitudes and values influence their behaviour. Positive outlook and backup from HR helps to modify behaviour resulting in higher performance levels. In today’s competitive world, management needs to continuously emulate practices that will attract and retain a highly qualified and skilled workforce. Dissatisfied employees may be forced to work due to unemployment or insecurity, but this is not in the interests of the long-term success of the organisation. Dissatisfaction may be expressed in other forms like internal conflicts, poor interpersonal relations, low trust, and stress leading to workplace conflict, violence and low productivity.

Concept of Job Satisfaction

Job satisfaction is the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to work task as well as to the physical and social conditions of the work place. Job satisfaction can be defined as the positive feeling about one’s job resulting from an evaluation of its characteristics. A person with high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied holds negative feelings about the job. Robert dictionary of Industrial Relations defines job satisfaction as “those outward or inner manifestations which give the individuals a sense of accomplishment or enjoyment in the performance of his/her work.” Level of Job Satisfaction varies from individual to individual, so we cannot draw any conclusion about any organization before carrying a proper study about the employees regarding Job satisfaction.
Motivated employees stay on for long to achieve their goals. Job responsibilities, achievements, growth, self-fulfilment and recognition, enhance job satisfaction levels. A candid interaction of managers with employees helps develop good relationships. Continuous coaching and genuine appreciation by the managers also enhances job satisfaction. To cultivate an attitude of excellence in their employees, managers must provide a certain degree of autonomy. Organisations and managers desirous of excelling must, therefore, work toward ensuring employee job satisfaction.

Job satisfaction is a ‘pleasurable or emotional state resulting from the appraisal of one’s job and experience’ (Locke, 1976). It is important to realize that these attitudes vary according to individual experiences and expectations and hence there is no single unitary concept of job satisfaction. Unlike other psychometric tools, used to test a sample of behaviour, measures of job satisfaction are prone to subjectivity. However a battery of tests can be conducted to make accurate predictions. One approach is the Global Measure, which measures the overall satisfaction of the job. The second approach is the Facet Measure where satisfaction is measured on each aspect of the job.

Since job satisfaction is subjective to individual experience and expectation, personality often plays an influential role. Stable personality traits could influence satisfaction or dissatisfaction at work. Type A’ personalities tend to be more aggressive, set high standards for themselves and therefore are more susceptible to job dissatisfaction. In contrast, Type B’ seems to be more relaxed and, this may reflect on their attitudes towards work. Today, there is an increasing interest in the concept of the ‘person –job- fit’ theory. The managerial implications are that people who get themselves into the right job that fit their attitudes and personalities seem to be more satisfied. The characteristics of the job may also influence one’ís attitude towards it. This could include the physical environment like lighting, temperature and space. Work, when too difficult or easy can lead to dissatisfaction. The reward is viewed as satisfactory only when it is equitable and is in line with
expectations. A friendly and supportive group at work is conducive to job satisfaction.

THEORIES OF JOB SATISFACTION

Need Fulfilment Theory
Under this theory, it is believed that a person is satisfied if he gets what he wants and the more he wants something or the more important it is to him, the more satisfied he is when he gets it and the more dissatisfied he is when he does not get it. In other words, “Job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied”. The fulfilment theory suffers from a major drawback. Satisfaction is a function of not only what a person receives but what he feels he should receive.

Social Reference Group Theory

This theory is similar to need fulfilment theory, except that it takes into account not the desires, needs and interests of the individual, but rather the point of view and opinions of the group to whom the individual looks for guidance. Such groups are defined as the “reference groups” for the individual in that they define the way in which he should look at the world and evaluate various phenomena in the environment including himself. It would be predicted, according to this theory that is a job meets the interests, desires and requirements of a person’s reference group, he will like it and if does not, he will not like it.

Discrepancy Theory

According to this theory job satisfaction depends upon what a person actually receives from his job and what he expects to receive. When the reward actually received is less than the expected rewards it causes dissatisfaction. In the words of Locke, job satisfaction and dissatisfaction are the functions it is actually offering.
In other words, satisfaction is the difference between what one actually received and what he feels he should receive.

\[
\text{Perceived outcomes received (B)} \mapsto A=B \mapsto \text{Perceived Satisfaction}
\]

\[
\text{Outcomes one feels he should receive (A)} \mapsto A>B \mapsto \text{Perceived Dissatisfaction}
\]

\[
A<B \mapsto \text{Perceived over Satisfaction}
\]

**Herzberg’s Two Factor Theory**

According to this theory satisfaction and dissatisfaction is independent of each other and exist on separate continuum. According to Herzberg there are two separate sets of conditions which are responsible for the motivation and dissatisfaction of works. When one set of conditions called motivators are present in the organization, workers feels motivated, but its absence does not dissatisfy them. Similarly, when other sets of conditions called dissatisfies is absent in the organization, the workers feel dissatisfy but its presence does not motivate them. The two sets are unidirectional, that is, their effect can be seen in one direction only.

According to Herzberg following factors acts as Motivators:

- Achievement
- Work itself
- Recognition
- Possibility of growth
- Advancement
- Responsibility
Factors which act as Dissatisfies are:

- Company policy and administration
- Technical supervision
- Interpersonal relations with supervisors, peers and subordinates
- Salary
- Personal life
- Working conditions
- Status
- Job security

Thus, if management wishes to increase satisfaction on the job, it should be concerned with the nature of the work itself — the opportunities it presents for gaining status, assuming responsibility, and for achieving self-realization. If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the job environment — policies, procedures, supervision, and working conditions (Herzberg, 1959³).

In 1959, psychologist Frederick Herzberg and his associates in their research report findings entitled “The Motivation of Work” in Pittsburgh have stated that five factors are important in job satisfaction and these are:

1) ACHIEVEMENT: It brings to the workers, feelings that he has done something of which he could naturally be proud of. He feels satisfied and pleased with his achievements.

2) RECOGNITION: If the worker’s supervisor, recognizing his good work, appreciates and says a word or two of praise and gives a pat on his back for good quality of product, he has turned out, the worker feels, his achievement has been recognized and so he gets job satisfaction.

3) THE WORK ITSELF: The job that involves work, which is interesting, challenging and has variety all through, from the beginning to the end, itself stands complimented and afford job satisfaction to the worker.
4) RESPONSIBILITY: Jobs done by the workers of their own initiatives, with full responsibility and without being supervised, merits consideration with the workers, as having been well accomplished and thus workers feel very much satisfied with their jobs.

5) ADVANCEMENT: Sudden promotion of the employees in recognition of his good work caused the employees much satisfaction about his job.

DETERMINANTS OF JOB SATISFACTION

While analyzing the various determinants of job satisfaction, we have to keep in mind that: all individuals do not derive the same degree of satisfaction, though they perform the same job in the same job environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction. Thus, all those factors which provide a fit among individual variables, nature of the job, and situational variables determine the degree of job satisfaction.

Following Determinants (Factors Affecting Job Satisfaction) were considered for measurement of Job Satisfaction in the study:

i) Workload Pressure
ii) Supervisor’s Role
iii) Job Stress
iv) Salary
v) Promotion Opportunities
vi) Organizational Policies and Strategies
vii) Relationship with Co-workers
viii) Professional Development
ix) Nature of Work
x) Communication
Demographic Variables taken in the study were as follows:

i) Gender
ii) Age
iii) Education
iv) Marital Status
v) Family
vi) Dependents
vii) Experience
viii) Monthly Salary

EFFECTS OF JOB SATISFACTION

Job satisfaction has a variety of effects. These effects may be seen in the context of an individual’s physical and mental health, productivity, absenteeism, and turnover.

Physical and Mental Health

The degree of job satisfaction affects an individual’s physical and mental health. Since job satisfaction is a type of mental feeling, its favourableness or unfavourableness affects the individual psychologically, which ultimately affects his physical health. For example, Lawler has pointed out that drug abuse, alcoholism and mental and physical health result from psychologically harmful jobs. Further, since a job is an important part of life, job satisfaction influences general life satisfaction. The result is that there is spill over effect which occurs in both directions between job and life satisfaction.

Productivity

There are two views about the relationship between job satisfaction and productivity:

1. A happy worker is a productive worker,
2. A happy worker is not necessarily a productive worker.
The first view establishes a direct cause-effect relationship between job satisfaction and productivity; when job satisfaction increases, productivity increases; when satisfaction decreases, productivity decreases. The basic logic behind this is that a happy worker will put more efforts for job performance. However, this may not be true in all cases. For example, a worker having low expectations from his jobs may feel satisfied, but he may not put his efforts more vigorously because of his low expectations from the job. Therefore, this view does not explain fully the complex relationship between job satisfaction and productivity.

Another view is that, a satisfied worker is not necessarily a productive worker explains the relationship between job satisfaction and productivity. Various research studies also support this view. This relationship may be explained in terms of the operation of two factors: effect of job performance on satisfaction and organizational expectations from individuals for job performance.

First, Job performance leads to job satisfaction and not the other way round. The basic factor for this phenomenon is the rewards (a source of satisfaction) attached with performance. There are two types of rewards intrinsic and extrinsic. The intrinsic reward stems from the job itself, which may be in the form of growth potential, challenging job, etc. The satisfaction on such a type of reward may help to increase productivity. The extrinsic reward is subject to control by management, such as salary, bonus, etc. Any increase in these factors does not help to increase productivity though these factors increase job satisfaction.

Second, a happy worker does not necessarily contribute to higher productivity because he has to operate under certain technological constraints and, therefore, he cannot go beyond certain output. Further, this constraint affects the management’s expectations from the individual in the form of lower output. Thus, the work situation is pegged to a minimally acceptable level of performance. However, it does not mean that the job satisfaction has no impact on productivity. A satisfied
worker may not necessarily lead to increased productivity but a dissatisfied worker leads to lower productivity.

**Absenteeism**
Absenteeism refers to the frequency of absence of job holders from the workplace either unexcused absence due to some avoidable reasons or long absence due to some unavoidable reasons. It is the former type of absence which is a matter of concern. This absence is due to lack of satisfaction from the job which produces a ‘lack of will to work’ and alienate a worker from work as far as possible. Thus, job satisfaction is related to absenteeism.

**Employee turnover**
Turnover of employees is the rate at which employees leave the organization within a given period of time. When an individual feels dissatisfaction with the organization, he tries to overcome this through the various ways of defense mechanism. If he is not able to do so, he opts to leave the organization. Thus, in the general case, employee turnover relates to job satisfaction. However, job satisfaction is not the only cause of employee turnover, the other cause being better opportunity elsewhere. For example, in the present context, the rate of turnover of computer software professionals is very high in India. However, these professionals leave their organizations, not simply because they are not satisfied, but because of the opportunities offered from other sources particularly from foreign companies located abroad.

Though job satisfaction is difficult to measure and is dependent on a number of factors, management may reduce levels of dissatisfaction and control workplace conflicts through common objectives like career development, training, appropriate rewards and improvements in the quality of working life.

The different studies found different aspects as determinants of job satisfaction. The majority of the studies revealed that level of job satisfaction highly depends on handsome salary, congenial promotional policy, supportive working environment
etc. In addition to these, organizational culture, relation with colleagues and superior, participation in decision making etc also have an influence on the level of job satisfaction (Ahmed and Uddin, 2012). But this study investigates some new aspects such as the nature of work, attitudes of supervisors, communication system, etc. which also have an impact on the level of job satisfaction.

1.1.2 STATE BANK OF INDIA

The origin of the State Bank of India goes back to the first decade of the nineteenth century with the establishment of the Bank of Calcutta in Calcutta on 2nd June 1806. Three years later the bank received its charter and was redesigned as the Bank of Bengal on 2nd January 1809. The Bank of Bombay on the 15th April 1840 and the Bank of Madras on 1st July 1843 followed the Bank of Bengal. These three banks were governed by Royal Charter, which were revised from time to time. These three banks received the exclusive right to issue paper currency in 1861 with the Paper Currency Act, a right they retained until the formation of the Reserve Bank of India.

The business of the banks was initially confined to discounting of bills, keeping cash accounts, receiving deposits and issuing and circulating cash notes. Loans were restricted to Rs.1 lakh and the period of accommodation confined to three months only. With the passing of the Paper Currency Act of 1861, the right of note issue of the presidency banks was abolished and the Government of India assumed the sole power of issuing paper currency from 1 March 1862. None of the three banks had till then any branches, although the charters had given them such authority. By 1876, the Bank of Bengal had eighteen branches, including its head office; seasonal branches and sub agencies, the Banks of Bombay and Madras had fifteen each.

The Presidency Banks Act, which came into operation on 1st May 1876, brought the three presidency banks under a common statute and the banks involved themselves in the financing of practically every trading, manufacturing and mining
activity in the sub-continent. But the three banks were rigorously excluded from any business involving foreign exchange, as it was feared that these banks enjoying government patronage would offer unfair competition to the exchange banks, which had by then arrived in India. This exclusion continued till the creation of the Reserve Bank of India in 1935. The Presidency Banks of Bengal, Bombay and Madras with their 70 branches were merged on 27th January 1921 to form the Imperial Bank of India. They took on the triple role of a commercial bank, a banker’s bank and a banker to the government. The establishment of the Reserve Bank of India as the central bank of the country in 1935 ended the quasi-central banking role of the Imperial Bank. The business of the banks was initially confined to discounting of bills of exchange or other negotiable private securities, keeping cash accounts and receiving deposits and issuing and circulating cash notes. Loans were restricted to Rs. One lakh and the period of accommodation confined to three months only.

The earlier restrictions on its business were removed and the bank was permitted to undertake foreign exchange business and executor and trustee business for the first time. The Imperial Bank during the three and a half decades of its existence recorded an impressive growth in terms of offices, reserves, deposits, investments and advances, the increase in some cases amounting to more than six-fold. The lofty traditions of banking which the Imperial Bank consistently maintained and the high standard of integrity it observed in its operations inspired confidence in its depositors that no other bank in India could perhaps then equal. When India attained freedom, the Imperial Bank had a capital base (including reserves) of Rs.11.85 crore, deposits and advances of Rs.275.14 crore and Rs.72,94 crore respectively and a network of 172 branches and more than 200 sub offices extending all over the country.

In 1951, when the First Five Year Plan was launched, the development of rural India was given the highest priority. The commercial banks of the country, including the Imperial Bank of India had till then confined their operations to the
urban sector and were not equipped to respond to the emergent needs of economic regeneration of the rural areas. In order, to serve the economy in general and the rural sector in particular, the All India Rural Credit Survey Committee recommended the creation of a state-partnered and state-sponsored bank by taking over the Imperial Bank of India, and integrating with it, the former state-owned or state-associate banks. An act was accordingly passed in Parliament in May 1955 and the State Bank of India was constituted on 1 July 1955. More than a quarter of the resources of the Indian banking system, thus passed under the direct control of the State. Later, the State Bank of India (Subsidiary Banks) Act passed in 1959, enabling the State Bank of India to take over eight former State-associated banks as its subsidiaries (later named Associates). On September 13, 2008, State Bank of Saurashtra, one of its Associate Banks, merged with State Bank of India.

State Bank of India has acquired local banks in rescues. For instance, in 1985, it acquired Bank of Cochin in Kerala, which had 120 branches. SBI was then acquired as its affiliate, State Bank of Travancore, already had an extensive network in Kerala. The State Bank of India was thus born with a new sense of social purpose, aided by the 480 offices comprising branches, sub offices and three Local Head Offices inherited from the Imperial Bank. The concept of banking as mere repositories of the community's savings and lenders to creditworthy parties was soon to give way to the concept of purposeful banking sub serving the growing and diversified financial needs of planned economic development.

The State Bank of India was destined to act as the pacesetter in this respect and lead the Indian banking system in the exciting field of national development. The new state-owned bank now controlled more than one-fourth of India's total banking industry. That position was expanded at the end of the decade, when new legislation was passed providing for the takeover by the State Bank of eight regionally based, government-controlled banks. As such the Banks of Bikaner, Jaipur, Indore, Mysore, Patiala, Hyderabad, Saurashtra, and Travancore became subsidiaries of the State Bank. Following the 1963 merger of the Bikaner and
Jaipur banks, their seven remaining subsidiaries were converted into associate banks.

In the early 1960s, the State Bank's network already contained nearly 500 branches and sub-offices, as well as the three original head offices inherited from the presidency bank era. Yet the State Bank now began an era of expansion, acting as a motor for India's industrial and agricultural development that was to transform it into one of the world's largest financial networks. Indeed, by the early 1990s, the State Bank counted nearly 15,000 branches and offices throughout India, giving it the world's single largest branch network. SBI played an extremely important role in developing India's rural regions, providing the financing needed to modernize the country's agricultural industry and develop new irrigation methods and cattle breeding techniques, and backing the creation of dairy farming, as well as pork and poultry industries. The bank also provided backing for the development of the country's infrastructure, particularly at a local level, where it provided credit coverage and development assistance to villages. The nationalization of the banking sector itself, an event that occurred in 1969 under the government led by Indira Gandhi, gave SBI new prominence as the country's leading bank.

Even as it played a primary role in the Indian government's industrial and agricultural development policies, SBI continued to develop its commercial banking operations. In 1972, for example, the bank began offering merchant banking services. By the mid-1980s, the bank's merchant banking operations had grown sufficiently to support the creation of a dedicated subsidiary, SBI Capital Markets, in 1986. The following year, the company launched another subsidiary, SBI Home Finance, in collaboration with the Housing Development Finance Corporation. Then in the early 1990s, SBI added subsidiaries SBI Factors and Commercial Services, and then launched institutional investor services.
MAJOR SHAREHOLDERS OF THE BANK

The major shareholder of the bank is the president of India with 59.41 per cent share holding (Table 3.1). The other major shareholders include Life insurance corporation of India – Group with (11.83 percent), the Bank of New York Mellon (3.54 percent), HSBC global investment funds a/c HSBC global investment funds Mauritius limited (0.91 percent), Europacific growth Fund (0.77 percent), Goldman SACHS investments (Mauritius) Ltd. (0.65 percent), Bajaj Allianz Life Insurance Co. Ltd. (0.61 percent), General insurance corporation of India (0.54 percent), Janus Overseas Fund (0.41 percent) and Copthall Mauritius Investments Ltd. (0.32 percent).

<table>
<thead>
<tr>
<th>Shareholders</th>
<th>Shareholding</th>
</tr>
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<tbody>
<tr>
<td>Promoters: Government of India</td>
<td>62.31%</td>
</tr>
<tr>
<td>Insurance Companies</td>
<td>11.90%</td>
</tr>
<tr>
<td>Foreign Institutional Investors</td>
<td>9.79%</td>
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<tr>
<td>Individual shareholders</td>
<td>5.70%</td>
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<tr>
<td>GDRs</td>
<td>2.71%</td>
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<tr>
<td>Others</td>
<td>7.59%</td>
</tr>
<tr>
<td>Total</td>
<td>100.00%</td>
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</tbody>
</table>

Source: http://www.moneycontrol.com/company-facts/statebankindia/shareholding-pattern/SBI

Mission of SBI

- Excellence in customer service.
- Help our customer achieve their goals.
- Imbibe State of art technology to drive the excellence.
Vision of SBI

- My SBI
- My customer first
- My SBI: First in Customer Satisfaction
- Premier Indian financial services group with global perspective, world class standard of the efficiency and professionalism and core institutional values.
- Organization with a culture of mutual care and commitment.
- Work environment and continuous learning opportunity.

Values of SBI

- Excellence in customer service.
- Honest, Transparent and ethical.
- Belonging and commitment to the Bank.
- Fairness in all dealing and relations.
- Risk taking and innovation.
- Team Playing
- Learning and renewal.
- Integrity
- Transparency and discipline in policies and systems.

Logo of SBI

ORGANISATIONAL STRUCTURE AND MANAGEMENT

The management of the State Bank of India vested in a Central Board of Directors which consists of:

- A Chairman and a Vice-Chairman appointed by the Central Government in consultation with the Reserve Bank of India.
- Two Managing Directors appointed by the Central Board of Directors with the approval of the Central Government.
- Six directors to be elected in the prescribed manner by the shareholders other than the Reserve Bank.
- Eight directors to be nominated by the Central Government in consultation with the Reserve Bank of India to represent territorial and economic interests in such a manner that not less than two of them have special knowledge of the working of the cooperative institutions and of rural economy and the others have experience in commerce, industry, banking and finance;
- One director to be nominated by the Central Government; One director to be nominated by the Reserve Bank; and
- Two directors to be appointed to represent the officers and the staff of the bank.

The Chairman, the Vice-Chairman and the Managing Director shall hold office for such terms not exceeding five years as the Central Government may fix when appointing them and shall be eligible for re-appointment. The directors elected by the shareholders and nominated by the Central Government will hold office for four years and are eligible for re-election or re-nomination. The other nominated directors shall hold office as per recommendations of the authority appointing them. Besides the Central Board, there are Local Boards of Management established at Calcutta, New Delhi, Kanpur, Ahmedabad, Bhopal and Patna. Each
local board consists of the members of the Central Board residing in the area and directors not exceeding four elected shareholders whose names appear in the branch register. To keep the management free from politics, the Act stipulates that no member of the Central or State Legislatures shall be appointed as directors of the State Bank of India. Structural changes have been introduced by the bank in order to re-orient the business, according to changing conditions in the market. One such step, for the first time, was initiated in 1971.

In the year 1979, for the second time, the structural changes were implemented. The major organizational change in structure took place in 1995, by the appointment of Mckinsey Consultants. Through changes were introduced in strategies, structures, and systems etc., in the organizational set up of SBI, as per recommendations of the consultant committee. Organizational Charts of SBI are represented in Figures 1.1 to 1.5 illustrated below.

**Fig. 1.1:** Organizational Chart of State Bank of India at National Level
Fig. 1.2: Organizational Chart of State Bank of India at State Level

Fig. 1.3: Organizational Chart of a Module of State Bank of India
Fig. 1.4:  Organizational Chart of a Regional Office of State Bank of India

Fig. 1.5:  Organizational Chart of a Branch of State Bank of India
SBI has five associate banks; all use the State Bank of India logo, which is a blue circle, and all use the "State Bank of" name, followed by the regional headquarters' name:

- State Bank of Bikaner & Jaipur
- State Bank of Hyderabad
- State Bank of Mysore
- State Bank of Patiala
- State Bank of Travancore

**Slogans**

State Bank of India uses following slogan to show their commitment towards customer services:

"PURE BANKING, NOTHING ELSE",
"WITH YOU - ALL THE WAY",
"A BANK OF THE COMMON MAN",
"THE BANKER TO EVERY INDIAN",
"THE NATION BANKS ON US"

### 1.2 OBJECTIVES

i) To find out the impact of different determinants of job satisfaction in Managerial employees of the State Bank of India at Indore.

ii) To find out the impact of different determinants of job satisfaction in Non-managerial employees of the State Bank of India at Indore.

iii) To study the impact of demographic variables on job satisfaction in State Bank of India at Indore.

iv) Factor Analysis for calculating the load on different working environmental variable in State Bank of India at Indore.
1.3 RATIONALE

The present study is conducted to find out the extent of the different factors responsible for Job Satisfaction in Banking Sector, as Banking Sector is one of the peculiar organizations where employees have to face stress every day. The study will be helpful to eliminate the lacuna towards different variables found lacking to meet out the level of the Job Satisfaction. The suggestions formulated will definitely be helpful to increase the extent of Job Satisfaction in the organization.

1.4 AREA OF RESEARCH - INDORE CITY

The present study is carried out for the employees of the State Bank of India at Indore. Indore is the largest city and the commercial capital of the Indian state of Madhya Pradesh. It is the headquarters of both Indore District and Indore Division. Indore is located 190 km west of the state capital of Bhopal. According to the 2011 Indian census, Indore city has a population of 2,167,447 and is fourteenth most populous city in India, with a total metropolitan area population of approximately 2.3 million. It is the 147th largest city in the world.

Indore is located in the western region of Madhya Pradesh, on the southern edge of the Malwa plateau. It lies on the Saraswati and Khan rivers, which are tributaries of the Shipra River and has an average elevation of 553.00 meters above mean sea level. It is located on an elevated plain, with the Vindhyachal range to the south.

Indore is served by the Devi Ahilyabai Holkar International Airport, about 8 km from the city. It is the busiest airport in the state of Madhya Pradesh and also serves as a hub for international cargo. The new integrated international terminal was inaugurated in February 2012. The airport has been operating services by Air India, Jet Airways Konnect, Jet Airways, Jet Lite, IndiGo, SpiceJet connecting Ahmedabad, Bangalore, Bhopal, Chandigarh, Delhi, Mumbai, Hyderabad, Jaipur,
Jodhpur, Kolkata, Lucknow, Mumbai, Nagpur, Patna, Pune, Raipur, Srinagar and Visakhapatnam.

The Indore Junction is an A-1 grade railway station with revenue of more than Rs. 50 crore (500 million). The City Railway Division comes under the Ratlam Division of the Western Railways. Indore Junction BG is the main and terminal station on the broad gauge line connecting it to the rest of the country. In the Railway budget of 2009 Indore main railway station was listed for upgrade along with another 300 stations across India. Indore is directly connected to the metro cities like Delhi, Mumbai, Kolkata, Chennai, Pune, Lucknow and Jaipur.

Indore is one of the several places in India with both meter gauge and broad gauge railways operational. Regular train services connect Indore to most parts of the country. Electrification of the Indore – Dewas – Ujjain is completed in June 2012. Indore lies on the Ratlam and Akola metre gauge railway line, the longest remaining functional meter gauge line in India. This section is scheduled for conversion to standard broad gauge under Indian Railways’ projected Unigauge system.

1.5 PLAN OF THE THESIS

This section provides chapter wise plan of the thesis as follows:

CHAPTER 1: INTRODUCTION

This chapter provides the general information about “Job Satisfaction” and the organization “State Bank of India”. The objectives of the present study, the rationale as well as the area of research, in which researcher had worked are also mentioned in this chapter.
CHAPTER 2: REVIEW OF LITERATURE

This chapter provides the scenario of the work which has already been carried out by earlier researchers in related field. Published papers in journals, books, magazines and material collected from other sources is discussed herewith under this topic. The information is represented under three sub headings, namely General Job Satisfaction, Job Satisfaction in Banking Sector and Job Satisfaction in Non Banking Sector. Under the sub heading General Job Satisfaction basic research on Job Satisfaction of Employees has been discussed. Job Satisfaction in Banking Sector, discussed the different parameters of Employees’ Job Satisfaction in Banking Sector, determined by earlier researchers. Job Satisfaction in Non Banking Sector focuses on previous researchers’ work on employees’ Job Satisfaction in sectors other than the banking industry.

CHAPTER 3: METHODOLOGY

This comprises of the methods used by the researcher during the research period. Hypothesis provides the basic theme of the research in the term of relationship among different determinants to be tested in the study. Research Design gives a pattern which was followed during present research for observation and analysis. Sampling covers sampling of data, universe, sampling unit, size of the sample and sampling technique used to take the sample for analysis.

CHAPTER 4: EMPIRICAL ANALYSIS

This chapter deals with the different type of analysis carried out during this study. This involves the Descriptive Statistics of procured data, determinant wise Job Satisfaction Level of Managerial and Non-managerial employees, t-test for Hypothesis testing as well as Factor Analysis for calculating load of individual determinant.
CHAPTER 5: RESULTS AND DISCUSSION

This chapter summarizes the findings of the analysis in the form of conclusion. The future scope of research in this topic has also been given. Suggestions were formulated to increase in Level of Job Satisfaction for Managerial as well as Non-managerial Employees of the organization (State Bank of India at Indore).