RESULTS AND DISCUSSION

The present study is an attempt to find out the different determinants of Job Satisfaction in State Bank of India at Indore. The study also evaluates the effects of different Demographic Variables in relation to Determinants of Job Satisfaction. Researcher compiled the primary data and analyses through statistical methods discussed in Methodology. The findings of the research are discussed herewith in this Chapter.

5.1 CONCLUSION

The study has shown that overall the employees are satisfied with their job, with respect to different determinants but their level of satisfaction varies with respect to each of the determinants. Managerial and Non-managerial staff has shown their different levels for each determinant. Here, we will discuss the results in detail.

WORKLOAD PRESSURE
We find 3.53 as mean for job satisfaction in Managerial employees, whereas 3.34 for Non-managerial employees, which indicate that all types of employees, are having a fair Job satisfaction with respect to Workload Pressure.

SUPERVISOR’S ROLE
We find 3.66 as mean for job satisfaction in Managerial employees, whereas 3.83 for Non-managerial employees, on the basis of this we conclude that Non-managerial employee’s satisfaction level is higher than that of Managerial level employees with respect to Supervisor’s Role.
JOB STRESS
We find 3.57 as mean for job satisfaction in Managerial employees, whereas 3.43 for Non-managerial employees, which indicate that both types of employees are having almost the same attitude towards job satisfaction with respect to Job Stress.

SALARY
We find 3.37 as mean for job satisfaction in Managerial employees, whereas 3.14 for Non-managerial employees, which indicate both the Managerial as well as Non-managerial employees, are not much satisfied with respect to their Salary.

PROMOTION OPPORTUNITIES
We find 3.58 as mean for job satisfaction in Managerial employees, whereas 3.41 for Non-managerial employees, which indicate that both types of employees are having almost the same attitude towards, job satisfaction with respect to Promotion Opportunities.

ORGANIZATION POLICIES AND STRATEGIES
We find 3.81 as mean for job satisfaction in Managerial employees, whereas 3.87 for Non-managerial employees, on the basis of this we conclude that employees of both categories are having good job satisfaction with respect to Organization Policies and Strategies.

RELATIONSHIP WITH CO-WORKERS
We find 3.67 as mean for job satisfaction in Managerial employees, whereas 3.61 for Non-managerial employees, which indicate that both type of employees, are having a fair attitude towards job satisfaction with respect to Relationship with Co-workers.
PROFESSIONAL DEVELOPMENT

We find 3.35 as mean for job satisfaction in Managerial employees, whereas 3.16 for Non-managerial employees, which indicate that Managerial employees are having an acceptable level of job satisfaction, whereas Non-managerial employees have shown low level of job satisfaction towards Professional Development.

NATURE OF WORK

We find 3.68 as mean for job satisfaction in Managerial employees, whereas 3.86 for Non-managerial employees, on the basis of this we conclude that Non-managerial employee satisfaction level is higher than that of the Managerial level, even then both categories employees are having good job satisfaction with respect to organization Policies and Strategies.

COMMUNICATION

We find 3.9 as mean for job satisfaction in Managerial employees, whereas 3.37 for Non-managerial employees, on the basis of this we conclude that the Managerial employee’s satisfaction level is reasonably good and is higher than that of Non-managerial level with respect to Communication.

Demographically respondents have shown their satisfaction level as follows:

GENDER

Female respondents are found more satisfied with respect to male respondents towards most of the determinants of job satisfaction.

AGE

Respondents with age group 31-40 have higher levels of satisfaction with respect to other age groups.
EDUCATION
Postgraduate respondents are found to be most satisfied employees in Managerial category, whereas Undergraduate respondents have higher levels of satisfaction in Non-managerial category.

MARITAL STATUS
Respondents with social status ‘Married’ are found with higher levels of job satisfaction in context to respondents with social status ‘Single’ in Managerial as well as Non-managerial categories.

FAMILY TYPE
Respondents with ‘Joint’ Family type are found to be more satisfied in Managerial respondents, whereas respondents with ‘Nuclear’ Family type found more satisfied in Non-managerial category.

DEPENDENTS
Respondents with the number of dependents between 2 to 5 have more satisfied with respect to most of the determents of job satisfaction.

EXPERIENCE
Respondents with experience of 6-20 years have higher levels of satisfaction in both the categories Managerial as well as Non-managerial.

SALARY
Respondents with salary range Rs. 40,000-60,000/- are shown higher level of satisfaction for most of the determinants.

Comparative results for Managerial and Non-managerial Employees

The Table 5.1 indicates that Managers are more satisfied with respect to Communication and they have low satisfaction level towards Professional
Development. This is because of the easy availability of all infrastructures to the managers, but they are still not certain about their future prospects.

Non-managerial shown higher level of satisfaction with respect to organization Policies and Strategies and they have low satisfaction level towards Salary. Obviously this indicates that Non-managers are happy with organization, but still need some rise in pay.

<table>
<thead>
<tr>
<th>Determinant</th>
<th>Mean</th>
<th>Determinant</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication (COM)</td>
<td>3.90</td>
<td>Organization Policies and Strategies (OPS)</td>
<td>3.87</td>
</tr>
<tr>
<td>Organization Policies and Strategies (OPS)</td>
<td>3.81</td>
<td>Nature of Work (NOW)</td>
<td>3.86</td>
</tr>
<tr>
<td>Nature of Work (NOW)</td>
<td>3.68</td>
<td>Supervisor’s Role (SUR)</td>
<td>3.83</td>
</tr>
<tr>
<td>Relationship with Co-workers (RCW)</td>
<td>3.67</td>
<td>Relationship with Co-workers (RCW)</td>
<td>3.61</td>
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<tr>
<td>Supervisor’s Role (SUR)</td>
<td>3.66</td>
<td>Job Stress (JST)</td>
<td>3.43</td>
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<td>Promotion Opportunities (PRO)</td>
<td>3.59</td>
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<td>Workload Pressure (WLP)</td>
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<tr>
<td>Salary (SAL)</td>
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<td>Professional Development (PDT)</td>
<td>3.35</td>
<td>Salary (SAL)</td>
<td>3.14</td>
</tr>
</tbody>
</table>

Table 5.1  Comparative results for Managerial and Non-managerial Employees
5.2 RECOMMENDATIONS

We find that Workload Pressure, Professional Development and the Salary are the three common determinants in which Managerial as well as Non-managerial respondents commonly shown their low satisfaction level. We recommend following steps to enhance the level of Job Satisfaction in employees of SBI at Indore;

- In case of Managerial employees there is a need for a scheme for Professional Development.
- The organization needs to work on the rise of the salary because it is one of the most important determinants which bring immediate changes in the level of job satisfaction.
- Workload Pressure is the third determinant which needs attention of the organization for the enhancement of the employee’s level of job satisfaction.

5.3 LIMITATIONS OF THE STUDY

- State Bank of India is a huge organization, but for the purpose of this research only Indore is being covered by the researcher.
- The time period of the data collection was June 2013 to October 2013.

5.4 SCOPE FOR FURTHER STUDY

- Separate study of each Determinant.
- Effects of Demographical Variables on Job Satisfaction.
- Changing the size and the universe of the sample.

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