CHAPTER - II

REVIEW OF LITERATURE

2.1 INTRODUCTION

This chapter presents a canvas of the existing literature on the subject of job satisfaction in general with focuses on the studies conducted earlier in different organizations. The veracity of study presentations in this chapter help to understand the dimensions of the concept of job satisfaction as studied and reflected by various enquiries, besides the opinions of the experts on the conceptual dimensions for a deeper insight into the area under study. An objective review of the literature as done in the process will also help highlight the research gap for pursuit.

Banking sector plays a significant role in any economy in different dimensions. It is the corner stone and vital for the development of agriculture, small business and industries. In the pre-nationalization period, banks have been managed by few people for serving the vested interest and personal gains of a few. With a social purposive orientation fourteen major banks were nationalized on 14 July 1969 to broaden the narrow focus of the banking sector. Though the careers in banking stood lucrative earlier, since the early 80s career with banking was started looked upon differently. The charm of banking jobs started deteriorating due to the policy of the government. This led employees to be distracted with the banking careers. Moreover, by the beginning of 90's the commercial banks started to be on the verge of massive losses due to various operational and policy reasons.

In developing countries large number of population always lives below the poverty line who are denied formal financial services. In such a scenario banking sector plays a crucial role in the economic transformation of developing countries like India. Further, in the course of providing development assistance and financial services at a reasonable rate, banking sector has a vital role to play. Indian banking system consists of public sector banks, and non-nationalized banks in addition, there are several private sector and foreign banks, besides the far reaching, vibrant agricultural and rural oriented co-operative banking structure with different layers. The co-operative banking aimed at providing rural and agriculture credit along with the banking
services in the rural India for the amelioration of rural indebtedness and the progress of rural economy.

With liberalization, privatization and globalization and the economic reform orientation the face of the Indian banking experienced a sea change since the year 1991. Since the year 1992, new private sector banks and foreign banks made their presence on the canvas of Indian banking arena. Foreign banks were allowed to have their presence on the financial map of the country with technology studded operational scenario and this led indigenous banks to be competitive and consequently the emphasis automatically shifted to more customer orientation placing the focus on better and satisfactory customer services. With this changed orientation of Indian Banking in general, the policy reorientation happened in the direction of human resource in banking for more skill honing, information technology orientation, and better satisfaction of the employees. It became a watchword that unless the operational scenario and the policy orientation of the banking system directed towards the satisfaction of the employees with better wages, working conditions, service regulations, employee amenities and the facilities, it is not possible to have a sound banking system. It is true irrespective of the public sector, private sector or co-operative banking. The Indian banking sector started changing in this direction with the philosophy of customer orientation and also the internal customer (employee) orientation. The secret of success of the banking system is felt having a satisfied workforce and human resource across the echelons of the organization and also by creating a positive attitude among the employees towards their job as well as the organization.

The area of Job satisfaction in banking entities has been receiving an increasing attention with a view to putting down employee turnover, absenteeism, tardiness and to foster healthy environment free from stress in the job and also to inculcate commitment and devotion towards the realization and achievement of organizational goals. It is beyond doubt, that the employees in any organization, who are satisfied at their workplaces, show positive attitudes and possess work culture in the organizational environment as well as the domestic environment, which in turn help make a psychologically and emotionally healthy work force in particular and foster the future generation of right minded human resource in the society in general. The variety of factors that influence the level of employee job satisfaction include the
level of pay and benefits, the perceived fairness of the promotion system, opportunities for career progression, the working conditions, quality of work life, leadership and social relationships, the job itself the, variety of tasks involved, the interest and job challenges, the job nature, the clarity of job description/requirements.

Job satisfaction is taken as the significant attitude to be frequently monitored and measured by the organization’s systems. The employee involvement, the autonomy of the working groups, the style of management existing, the work culture and the organizational culture are said to be the other influences on job satisfaction. The rating scales, the reflections and perceptions of the employees concerned are the generally employed parameters for the measurement of job satisfaction. It need be noted, that though used interchangeably, and often confused job satisfaction and motivation are not the same despite two concepts bear similarities.

The opening of economy of India observed many changes both in manufacturing and service concerns. Largely due to this, changes in employment and income levels went up resulting in changes in, consumption pattern. Moreover, predominantly, the competitive environment experienced a drastic change with intense market share grabbing conflicts between sectors of the economy also different sectors within the banking system. The foreign and private sector component of the economy in general and the banking system in particular initiated providing better services to its customers, besides improved employee amenities and working conditions. This created an apparent gap among the sectors and institutions. The scenario warranted and created an irresistible move among the policy makers to identify the basic reason of the gap and brought into lime light and major consideration the issue of job satisfaction. It is started realizing that for reaping the best of the human resource it is inevitable to note that the level of job satisfaction is very predominant for the better performance and sustainably competitive future and also the success of any organization or business. On the one hand the job satisfaction level should be reasonably high in the organization to make progress and on the other hand dissatisfaction on the job is sure to create a number of problems in the progress of organization. The job satisfaction concept has emerged and different factors that generally contribute to it include monetary and non-monetary aspects. At the root of the issue Job design is also a pervasive element of job satisfaction. Different elements like employee acceptance by work group, likes, dislikes, variety of tasks, behavioral
elements, reward system, organizational climate and promotion criteria, hard work etc. are all responsible for job satisfaction. In the present globalization environment, no doubt, the economy is growing at tremendous pace and new technology is creating many challenges and also providing opportunities for the employees. Human side of enterprise propagated by Hawthorn experiments directly preaches the significance of human resource as an invaluable asset and indirectly it does establish the satisfied employees stand as a great asset for the organization.

The present dynamic and ever changing competitive corporate work environment has undergone a massive shift where factors such as trade restrictions, international discipline, globalization, growing economies, and pace of the changes in technology have been incessantly presenting unprecedented novel challenges though unraveling new opportunities for people. All this dynamism in the environment the perceptions of the human resource regarding their jobs also has been experiencing considerable changes. In this challenging competitive studded market-oriented grow-or-die market environment, the success of any organization inevitably depends upon its workforce satisfaction and the resultant contentment. Satisfied and committed employees with reasonable levels of satisfaction are the invaluable and the most significant assets of any organization and the banks are no exception to the phenomenon. As the banking system is the backbone of a nation's economy, the high order management of human resources with fairly reasonable levels of job satisfaction undoubtedly influences the growth and performance of the organization at the micro level and the entire economy at the macro level.

Momoria C.B. and Gankar S.V (2002)\(^1\) “Most of the needs of the employees occupying higher positions are satisfied than those who are position at lower level”.

Aswathappa. K (2009)\(^2\) “Job consists of many elements and employee may be satisfied with some elements and many dissatisfied with other elements simultaneously”

According to Keith Devis and J.W. (1990)\(^3\) “Job satisfaction is the favourableness or unfavourableness with which employees view their work.”
Jit S Chandan (2010)⁴ “The employees should know exactly what is their role and what is organization expects from them. That is there should not be role ambiguity or role conflict.

Stephen P. Robbins (2003)⁵ “The job dissatisfaction of employees can be increased by dissatisfied customers and rude, thoughtless or unreasonable customers may become the source of dissatisfaction to the employees”.

According to Rao VSP (2004)⁶ “The factors that cause satisfaction and dissatisfaction are different. Motivators cause satisfaction and hygiene factors result in dissatisfaction”.

Udai Pareek, T.V. Rao, D.M. Pestonjee. (2000)⁷ “A person may have high power motivation or may have high need for power, and hence the terms motivation and need are interchangeable. All employees may have psychological needs and some are more relevant to work and some are less relevant”.

Ting, (1997)⁸ observed that the employee job satisfaction is very much a subject of concern in the field of human resource management. The researcher in his study opined that the human resource practices significantly influence the employee job satisfaction. He reiterated that the Job satisfaction as a focus arena of the human resource management has been investigated into by the researcher in a wide variety of dimension around across the countries, the researchers came out with varied recommendations and reflections, especially with the suggestions that the organizational practices and the policies of management have much to do with ensuring job satisfaction. It is found and observed through empirical analysis that the organizations have to mould proactively their organizational practices so as to step up the levels of employee satisfaction, which in turn destined to influence the aspects of organizational performance and the employee productivity.

The study of Steijn (2004)⁹ conducted a study of job satisfaction with reference to the public sector in Holland. The study clarified that the levels of job satisfaction of the employees in the organization are positively related to the practices of human resource management. It is also found that the employee job satisfaction is very much influenced by the personal variables of the employees. These include the age, gender, the morale of the employee and the educational level.
Nolan et al. (1998)\textsuperscript{10} observed that the work load variations upwards and the related stress tend to create serious problems. The study is with regard to the job satisfaction of the nurses. The study firmly concluded that the dilution in the job status and the powers associated, with the job, lead to decline in the morale of the nurses and consequently result in the negative influence on their job satisfaction.

The potential factors contributing to the employee job satisfaction include the work load, opportunity for growth and progression on the job, working conditions, work load and the related stress, monetary rewards and the other benefits besides the relations with the supervisors and also the appreciation and the respect from the fellow employees.

According to the study of Neeraj Kumari (2016)\textsuperscript{11} pursued a study on empirical basis, about the measures and parameters in the direction of job satisfaction in the service sector. The study is carried out with a specific reference and insights into reliance life insurance. It is observed through the study that in the overall employee satisfaction of the life insurance employees, The aspects of rewards and the monetary benefits besides the personal recognition have a dominant role to play, it is emphasized by Neeraj, that the factors like the objectives of the organization, the image and prestige of the entity, the coherence between the job assigned and the personality of the employee, the status attached to the job, The treatment of the supervisors and the higher ups do influence the employee job satisfaction very much and the suggested the management to focus on the stated aspects to maintain a sustainable satisfaction levels among the employees. The researcher also recommended that the management has to take proper care of the recruitment and selection of the employees so as to gear the psyche of the human resource positively to understand the moves of the organization proactively. Moreover, one has to monitor so as to assure that the expectations of the employees are properly met to ensure the desired levels of job satisfaction to exist in the organizational environment for good of the entity, happiness of the employee and in turn the improvement of job productivity.

According to Dessler, (2007)\textsuperscript{12} the human resource environment be pragmatic and with futuristic orientation. The practices of human resource management in the organization be with an outlook on the next best fitting systems and principles to
assure positive behavior among the constituent manpower. The researcher stated and also suggested that the attitudes demeanor and the relationship framework with fellow humans should be molded so that the job satisfaction and the job performance of the employees could be improved as intended by Noe, Hollenbeck, Gerhart, and Wright, (2007)\(^\text{13}\).

The study of Yeganeh and Su, (2008)\(^\text{14}\) focuses on the human resource practices accepted in multitude of the institutions procedures of recruitment and selection, education and development of the workforce, job evaluation, and industrial relations.

During 1930s the assessment of job satisfaction through anonymous employee surveys found widely. Mention can be made of the study of Latham & Budworth, (2007)\(^\text{15}\) though, even before the period stated, there exist the studies with orientation and interest, such studies were quite rare. Further, there were only a very few of the studies published (Kornhauser, 1930)\(^\text{16}\) the study on job satisfaction was carried out by Hoppock, (1935)\(^\text{17}\) and the study mainly focused on the human relation perspectives and came out with the conclusion that the employee job satisfaction is mostly influenced by both the nature of the job and relationships with co-workers and supervisors.

### 2.2 METHODS OF JOB SATISFACTION

**Affect theory**

In the year 1976 Edwin A. Locke’s Range of affect theory emerged as the most arguably prominent job satisfaction model. It is almost in tune with the discrepancy theory. The basic principle behind this theory is, discrepancy between what one wants in a job and what one has in a job, is the determinant of employee satisfaction. In other words, job satisfaction is observed determined by an addition to that expected. The study states that how one value can give the facet of work and how the satisfied and dissatisfied can moderate when expectations are/aren’t met. The satisfaction is more influenced either positively or negatively with regard to the particular person on his job compared to one who doesn’t value that facet. If the autonomy in the work place is considered as a determinant of job satisfaction, it varies from person to person. In the case of an employee who values autonomy it is a most influencing factor, whereas in the case of a person who is less bothered about the factor of
autonomy at work it is not at all an influencing factor for employee job satisfaction. The study further draws the observation that too much of a particular attitudinal facet to produce stronger feelings of dissatisfaction, the more a worker values that facet.

As enunciated by the Dispositional approach theory the job satisfaction is almost a tendency of the employees or individuals engaged in the organization. The said tendency of individual regarding the job satisfaction widely varies among the persons based on their psychological frame and the perceptional circumstances with the jobs. It is in accordance with the views expressed by Staw, Bell, and Clausen1986)18. Who opined that absolutely the job satisfaction is fundamentally an important personal trait and perception. Thus, the dispositional approach to job satisfaction puts forth the postulation, that provided the prevalence of the proactive individual employee traits and positive outlook, the employee job satisfaction surely tends to be sustainable and stable in the organization. It is empirically proved true across the jobs and varied careers by the researcher supported by Staw, Cohen-Charash, (2005)19. Moreover, the analytical research and inquisitive investigation into the intricate and inbuilt traits makes clear the point that the employees with the similar in-built traits do not differ in their nature and the levels of job satisfaction. The analogy is established by the researcher in this regard stating that the identical twins, brought up and raised separately in differing environs, have similar levels of job satisfaction as observed by Arvey, Bouchard, T. J.; Segal, Abraham, (1989)20.

The core self-evaluation model that is proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997 as quoted in Judge, Locke, Durham, (1997)21 significantly narrowed down the scope of dispositional approach. The Judge et.al., did not accept in to with the self-evaluation mechanism originally postulated. They differed and opined that in self-evaluation there are four core types and dimensions. These are destined to determine an employee’s disposition towards his self-efficacy and self-esteem and finally job satisfaction. The locus of control and the neuroticism are generally believed to influence the self-efficacy of the parson. In the broad framework of the dispositional approach, the Judge’s model of disposition emphasizes that the degree of self-esteem and self-efficacy of the employee is the deciding factor the degree of job satisfaction. Further, the locus of control internally also is stated to lead to employees work satisfaction. The more the locus of internal control, the greater is presumed to be the job satisfaction of an employee. It need be noted that the
locus of control is the concept and philosophy of believing oneself or one’s own life rather than the external forces and circumstances to influence control.

**Equity theory**

The Equity theory emphasizes that the job satisfaction is influenced by the fairness and truth in social relationships. In this regard it stated by the theory that the employees and the employers also play their due part in promoting the fairness and equity and justice based social relations in the organization. The views and the perceptions of the employees and the employers with regard to the credentials and the equity in the human relations in the enterprise and for that matter in any institution affect the job satisfaction. The equity theory explains job satisfaction as the equation of relationship and simply the ratio between the input and the output. The quintessence of the equity theory fundamentally drives home the postulation that, quantitatively and qualitatively, the ratio of output what he gets in relation the input what he has given or of input invested in the work place matters for every employee. This positive or the negative state of the ratio decides the level of job satisfaction. The employer or the management need to project the ratio output of job satisfaction in positive terms. This stands crucial for not only the job performance but also the overall organizational performance. Thus, the hypothesis of the Equity theory considers the input-output ratio is as a significant determinant or variable in deciding the level employee job satisfaction.

J.S. Adams, (1965)\(^{22}\). In addition, the theory of Walster, E. E. Berscheid and Walster, (1973)\(^{23}\) suggest that any individual perceives an inequality, between two social groups and the person or the employee, is likely to be distressed or dissatisfied because the input-output ratio is considered unequal and unjustifiable. The theory postulated, and the observations drawn are vehemently supported by the study of R.; Hatfield, Miles, (1987).\(^{24}\)

Considering two employees who are involved in the same nature of work and the same job and destined to receive the same pay and benefit another empirically evident study was conducted. The two employees are deemed to be engaged in the same job with equal responsibilities, where other things remaining constant. Under the set circumstances, if one employee gets a pay raise for doing the same work as the other, the less benefited individual lose interest and dissatisfied and will become distressed
in his workplace. The feeling of equity, equality and justice persists only if both the employees get equal pay raise and parity in responsibilities. R. Hatfield, Miles, 1987

The noted psychologists like Huseman, Hatfield, & Mile, 1987; O'Neil & Mone (1998) suggested the behavioral response as an extension to the Equity theory. These three stated behavioral response patterns include the benevolent, equity sensitive and the entitled behavior responses, which are associated with the situations of perceived equity or inequity.

According to Schultz, Duane Schultz, Sydney Ellen (2010)25 the level of each type of behavior affects motivation, job satisfaction, and job performance. Further, the benevolent employees stand satisfied even when they are under rewarded and make a comparison with co-workers. Secondly, the Equity sensitive employees believe that everyone should be fairly rewarded. If not so they stand dissatisfied. Lastly the entitled behavior-oriented employees believe that everything they receive is their just due.

Discrepancy theory

In terms of the concept of Discrepancy theory is to explain the ultimate source of anxiety and dejection Higgins, (1999)26. According to this theory an individual who does not stand up to mark and has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well. Such employees also feel dejected for not being able to achieve their hopes and aspirations to be in line with the requisite standards of job performance. Stated Higgins (1987)27, in this theory that all individuals are in the process of learning what are their obligations and responsibilities for a particular function. If they fail to fulfill those obligations and could not help the organization realize the objectives intended, then they feel it justified to be punished. They develop a self-regulatory mechanism and in due course they frame and consolidate their deemed duties and obligations into an abstract but pious set of principles and establish themselves a self-frame work of guidelines. It is stated by Strauman, (1989)28 that agitation and anxiety are the focal responses in case an individual fails to achieve the entrusted obligation or responsibility. This theory further explains that the realization and achievement of obligations is more meticulously pursued if the reward for the work is qualitative in terms of the reward of praise, recognition, publicly known approval, or a thankful love. These achievements and aspirations also referred to as the ideal self-guide with idealistic
canons and principles of work. And as stated by Strauman, 1989 when the individuals fail to obtain the rewards for his truthful work and honest commitment to discharge the organizational obligations, they begin to have the adverse feelings of dejection, disappointment, or even depression.

**Hygiene theory of Motivation- The two-factor model**

The two-factor theory also known as the motivator-hygiene theory of Herzberg postulates the motivation frame work and explains satisfaction and motivation in the workplace are influenced by the motivational factors and the maintenance factors count. The hypothesis of Frederick Herzberg is firmly supported by Hackman, Oldham (1976). Fundamentally, the Herzberg’s motivation theory suggests that the motivation of an employee in essence or the satisfaction or dissatisfaction states are influenced by two different factors, which are respectively known as the motivation factors and the maintenance factors also known as the hygiene factors. The theory views the motivation dynamics of the employee driven by the said factors, in terms of the job satisfaction. The theory of Herzberg drives home the point that for the attainment of the individual as well as the organizational goals the inherent and the inevitable driving force is the employee’s motivation to work. For understanding this phenomenon, the comprehension of the motivational dynamics is significant as stated by Hoskinson, Porter & Wrench.

Motivating factors are those aspects of the job that drive people inspired to do and comply with the schedules of work and initiate the efforts. They help drive towards satisfaction of the employees and consequently work performance. According to Aristovnik, Jaklič, (2013) the motivating factors are the recognition in work, achievement in job performance, awards for meritorious performance, pat on the back by the employer, promotion opportunities. For any job in order to contain motivation and employee satisfaction, these motivating elements are crucial for the work to be carried out with a motivating drive. On the other hand, the maintenance factors are nominal to maintain on the job. The maintenance factors like the salary, work environment, the working conditions and the facilities provided on the job are some of the significant maintenance factors. These hygiene factors help to perform, but not create the intrinsic drive among the employees to perform better and with excellence because of devoid of employee satisfaction.
2.3 INTERNATIONAL STUDIES

George Kafui Agbozo, et. al (2017)\textsuperscript{31} in the study on the effective of work environment on job satisfaction: Evidence from the banking sector in Ghana stated most of the staff at the bank are satisfied with their work environment especially the physical ambiance. He has concluded that the environment as a significant effect on employees satisfaction. Hence he emphasized the need for management to improve the work environment of employees to boost productivity.

This study conducted Crispem Chipunza, Bulelwa Malo (2017)\textsuperscript{32} on “Organizational culture and job satisfaction among academic professionals at a South African university of technology” concluded that the respondents positive outlook on the culture of the organization, are having good relations with co-employees, getting the support of the superiors. The respondents have moderate satisfaction on the career development opportunities and are not satisfied with the compensation package. Finally it is found that there is a significant correlation between the organization culture and job satisfaction.

In a study on determinants of job satisfaction of public sector bank employees, Shanmugapriya. S (2016)\textsuperscript{33} opined that the public-sector banks experienced a sea change in their progress. This is more so with the initiation of economic and financial sector reforms. A number of factors, such as the open global economy, financial sector reforms, raising investment levels, proactive regulatory climate and demographic profile, have made India one of the fastest growing economies in the world. Undoubtedly, a healthy banking sector is fundamental for a stable financial system. Indian banking, being the largest and the most profitable both in the domestic as well as the global scenario, it is with skilled human resource and operationally technology driven.

According to the study a host of personal and social factors are observed to influence the levels of job satisfaction of the public-sector bank employees. The analysis of the data resulted in the finding that, excepting the variable of marital status of the respondent, the other variables of gender, age, educational qualifications, community, nativity, emoluments, spouse status, location of the branch and family background are significantly associated with employee’s perception on work environment. All the stated variables are observed to be very much associated with the employees’ opinion
on performance appraisal and their level of job satisfaction. Out of the socio-
economic variables statistically tested, gender, branch location, educational
qualification, family background, residential status, migrated family, monthly
emoluments and earning members in the family are found to be positively correlated
and on the other hand the variables such as age, marital status, spouse status and
family size are found negatively correlated with the employees' level of job
satisfaction. Further, through the multiple regression analysis, it is proved that
variables such as gender, age, educational qualification, family size, community,
migrated family, monthly emoluments and reason for choosing the Job are found to be
the major determinants of job satisfaction. The study recommended that improvement
in the quality of the social and economic status of the employees help in the direction
of increasing the level of employee job satisfaction.

It could be clearly assessed from the study that one of the key factors for the success
of the organizations is the job satisfaction. Therefore, the organizations are
recommended to initiate schematic efforts, in the direction of inspiring the inherent
spirit of commitment of employees, to bring out their extra role behavior by satisfying
their sense of satisfaction. It need not be reiterated that a satisfied and happy
employee turns into work oriented and stands as an invaluable asset contributing to
organizational productivity and profitability. This phenomenon could be visibly
significant in the banking institutions under the service sector. It flows from the
inferences of the study that the success of the banking entity is inevitably tied with the
effective management of the human resource destined to result in employee job
satisfaction.

The study of Jahufer (2015) is on the determinants of job satisfaction among
government and private bank employees in Sri Lanka. The study aims at enquiring
into the overall job satisfaction of the bank employees. The study of Jahufer analyses
the impact of the different identified demographic factors like the gender, age,
etnicity, civil Status, experience, educational qualifications and distance to working
place on the job satisfaction of the public and private sector bank employees. Mainly
the study focuses on the measurement of the influence of the factors such as the
ability of utilization, employee motivation, social status, pay and compensation, job
and the economic Security, Supervision and Working conditions on the overall job
satisfaction. For the requisite data collection for the study, the study made use of the
Minnesota Satisfaction Questionnaire (MSQ). The schedule was personally canvassed among the randomly selected one hundred and eighty bank employees. The study observed that the employee gender and the overall job satisfaction are negatively correlated. Further, it was also observed that there was no marked difference between the civil status and overall job satisfaction. It is statistically proved through the ANNOVA, that there is no significant difference between the employee age, job experience and the overall job satisfaction. Further, it is observed that there is no significant difference between ethnicity, educational qualifications and overall job satisfaction.

Ankita Sharma and Manish Khanna (2014) have pursued a research study on job satisfaction among bank employees with reference to the Harimpur district in Himachal Pradesh. Job satisfaction of employees has been stated as the extent of positive feelings or attitudes that the employees have towards their jobs. It is identified that job satisfaction stands as a significant variable in motivating the employees in the direction of working hard for the realization of the organizational objectives. Further, it is stated that a satisfied employee is progressive looking, positive in attitude and also, productive at work. The study identified different factors including the personal variables of the employee in relation to the job satisfaction. The study observed the factors like the employee’s salary, promotional policies and prospects, system of performance appraisal programs of training and development, relationship with management and co-employees, working hours and the work load are significant determinants of employee job satisfaction.

The study by Marwan Ibrahim Khartabil and Serdar Saydam (2014) analyses the psychological influence on the relationship between the bank employees and its customers. It is found that the important elements like the banking functions, training programs, wages, organizational communication, team work, promotion opportunities, customer loyalty and provision of high quality services to customers are the factors vital in influencing job satisfaction. The level of satisfaction reflects the employees’ delivery of the service excellence to the customer’s expectations and also the employees’ job performance. This helps to promote customer loyalty. The study recommended that the banks have to gear up their marketing programs to boost the job satisfaction and there by realize the organizational goal of job performance, job satisfaction and the customer satisfaction. It is suggested that the banks have to tune
the training modules in this direction, so as to empower and design the employee mind set. For realizing the trio of job satisfaction, job performance and the customer satisfaction the management should show utmost concern for the wellbeing of the employees by focusing on their self-esteem. Further, efforts should also be made to assure the transparency in operations, sense of personal and the job achievement, guaranteeing the job progression and growth prospects besides the sense of serving the customer.

Sanaz Hoshi (2014) conducted a study on “Employee satisfaction of commercial banks: The case of North Cyprus” The researcher has observed that the employee’s satisfaction and their positions at different structured banks. The scope of the study included in its fold the private, public, domestic and foreign banks in Northern Cyprus. The study enquired into different factors affecting employee job satisfaction and indicated that a majority of the bank employees are with a reasonably high level of job satisfaction. The various factors that are found influencing the job satisfaction of the employees include rewards and salary, promotion avenues, job security, management and supervisor related factors, working conditions and the aspects of work environment. The study came out with the finding that there is a positive relationship between salary, security of job, promotional opportunities and interpersonal relations among the workers on the one hand and the level of job satisfaction on the other. The results of the research also indicate that most of the bank’s employees in banking sector are satisfied with their job.

The banking entities are recommended to show adequate interest in examining the dimensions of job satisfaction and periodically analyze the variables influencing the employee job satisfaction. This is because it is proved beyond doubt that there is a positive effect of employee job satisfaction on the organizational performance and productivity.

It is observed that the employees of the bank under study have been found satisfied with the work place facilities, working conditions and the work environment, besides the status of the organizations, the system of management and scope given to them for rightly using their knowledge and skills in their functional domain. The freedom of operations and the authority enjoyed by the employees in the discharge of their duties count much in the level of job satisfaction. It is also further stated that the social and
economic security through proper insurance also stands as significant variable in determining the level of employee job satisfaction. The study also came out with the findings that the rewards and financial benefits encourage the employees by providing a confidence in the direction of economic wellbeing of self and family and thus help in ensuring job satisfaction. The scenario and the procedure of complexities in leave rules do bear a significant impact on the job satisfaction. Employees have to satisfy with the aspects of work environment. The aspects of the work environment that help to deliver job satisfaction to the employees include relationships with their managers and colleagues, the scope and opportunity for sharing related information mutually.

Job satisfaction a tool for performance management with reference to the banking sector is an empirical research study pursued by Swati Mathur and Ruchira Prasad (2014). The researchers have stated firmly that the bunch of the influencing variables in the dimensions of the psychological, physiological and environmental areas determine the employee satisfaction or dissatisfaction with the job. The degree of employee job satisfaction is explained by the study as the ratio of what one has and what one desires to have. The basic objective of the study is to analyze the human resource practices in the light of the employee performance and the job satisfaction. The researcher analyzed the results of the study through the techniques of correlation and suggested that the administrators and the employers should pay more attention to the aspects of job performance and job satisfaction and create a congenial work environment to boost the motivation of the employee for more satisfaction.

The study observed that the employees were neither satisfied nor dissatisfied with the work environment. It is further found that the respondent employees in the public-sector banks are observed moderately satisfied with the job content and work environment. A majority of the employees of the banks under study reflected that they are not satisfied with the lack of time to spare for their family and the personal work. The study concluded that there is positive correlation between the variables like enabling environment, salaries, monetary benefits and rewards, work place facilities and the job satisfaction. It is recommended that the management of the banks has to design the system of improving the work culture of the organizational fundamentals so as to enable and facilitate the work performance through job satisfaction. It is further stated that through the systematic training modules the management has to enrich the employee knowledge and skills in different dimensions to help them derive
the desired levels of job satisfaction. The study also came out with the conclusion that the factors of employee job dissatisfaction include the inequities in promotion policy, the bias in transfer policy, and the unacceptable modalities of the grievance system, besides the inequitable and faulty appraisal system. It is recommended that the human resource management and the development policy be changed and geared in the direction of putting down the factors causing dissatisfaction to the employees.

Aarti chahal et al., (2013) conducted a study on job satisfaction among Canara bank employees. The study presents an analysis of the contributing variables in the direction of the employee job satisfaction. For the purpose of the study, the concept of job satisfaction is interpreted as the feelings of positive attitude among the employees towards their job. The feel-good attitude of the employee with his job is said to deliver a sort of job dignity to him and in turn such feeling of dignity is said to lead his attitude towards job satisfaction. Further, the feel-good sense drives the employee motivated to perform better by working hard voluntarily. This scenario is the state of employee job satisfaction. It need be noted that on examination of the job satisfaction levels of the employees under study, the NCR New Delhi observed that every productive employee is fundamentally a satisfied and happy employee. It is found through the study that the personal factors of the employees are much related to the level of their job satisfaction. The study mostly helps to have an insight into the perspectives of the bank employees into the dynamics of job satisfaction. It is felt by the researchers that the variables like the performance appraisal system, promotional policy and the opportunities of job progression, the inter personal and the inter cadre personal relations in the organization, burden of the work, the training and development programs for sharpening the sustainable skills of the employees, the working hours and the work place environment do bear a great influence on the aspect of job satisfaction. Moreover, the study statistically proved as the fact that the periodical boost in the identified factors will definitely contribute in the direction of employee job satisfaction and the issue should not be neglected in view of its impact on organizational performance through job performance.

It is stated that on the whole satisfaction of bank employees is associated with different factors cited above. The study basically focused on the relationship of the phenomenon of organizational commitment and employee job performance with the levels of job satisfaction. It is further found through the analysis that the employee
retention is the basic corner stone for the organizational commitment for attaining which the management should see for promoting job satisfaction. The study found the contemporary institutions in the corporate sector have been lacking the inter personal relations among the cadres of employees and the issue of inter personal relations be given utmost importance and due concern so as to shoot up the job satisfaction. In this direction the managements of the organizations should develop a great concern for improving the variables like the working environment with favorable working conditions, systematic training and development mechanism, and also the work place facilities besides the working hours, monetary benefits, measures of job security. These noted factors are recommended to be given vital emphasis by the institutional authorities to pave a facilitating way for ensuring job satisfaction. If not, it is observed, there is every danger that the organizational turnover may be restrained or restricted followed with negative productivity consequences. The organizations of all sorts are recommended to facilitate the factors to improve the employee job satisfaction in view of the positive impact on the employee efficacy and the work efficiency and in turn the overall productivity. It is found, on the ground realities and on the basis of the statistical analysis of the empirical data, that the job satisfaction levels of the bank employees under study have been satisfactory, though not found at high levels. But, the investigator opined that there still lies the scope for improving the employees job satisfaction considerably, provided some organizational and the work place improvements are taken care of with necessary planned and objective oriented changes.

The research paper of Saba Salem et al., (2013)\textsuperscript{40} focused on the analysis of the determinants of job satisfaction among employees of banking industry at Bahawalpur. It is observed that the variables of organizational policy, organizational strategy, mutual communication, interpersonal relations, the nature of work, personality of the employees and their attitudinal frame work, stress related aspects on the job are found to have significant association with the employee behavior and in turn the job satisfaction.

The study of Muhammad Zeeshan Shaukat et al. (2012)\textsuperscript{41} presented an exchange perspective of job satisfaction. It is an empirical study of the dimension of job satisfaction of the employees of the banking sector in Pakistan. The study came out with the conclusion that the factors like, an employee supporting work environment,
the congenial nature of work, the mutual relations, among the leader–supervisors, are the active variables in determining the employee job satisfaction. Further, it is stated that cordial exchange relationship of the employees with the immediate supervisor and the resultant organizational ambience will prove to ensure positive interpersonal relations leading to considerable levels of job satisfaction.

The Impact of rewards and motivation on job satisfaction in banking sector of Saudi Arabia is the focus of the study by Khawaja Jehanzeb et al., (2012). The study firmly concluded that degree of rewards; motivation and job satisfaction of employees have a strong relationship with job satisfaction and the job performance and also the organizational excellence in the banking sector. Further, it is found and recommended that employees in banking sector give greater importance to economic and financial rewards for their work in return. Therefore, the banking organizations do place an emphasis on assuring the employees reasonable rewards and pay so as to give a firm boost to the motivating senses of the employees to work better with derived job satisfaction.

The study of Saner and Eyupoglu (2012) is with respect to analysis of the gender differences in job satisfaction in the case of the Turkish Universities in North Cyprus”. This study provided the experimental and empirical evidence regarding how far the gender differences influence the levels of job satisfaction. Moreover, the difference in job satisfaction and the influencing factors underlying the phenomenon are also investigated with respect to the female university teachers in Turkish Universities. The study came out with a conclusion that the female teachers in the female faculty in the university under the study are observed to have the greater levels of job satisfaction compared to the male counterparts. The reasons observed as the immobility of the females, need for secured work environment, and feeling of staying nearer to the native land and satiation with the available economic independence.

Abdullah et al., (2011) in their study on determinants of job satisfaction in the UAE - a case study of Dubai police, have observed that pay pack and financial benefits are the significant factors for the levels of job satisfaction, besides other variables like the promotion, recognition of effort at work, employee psychological makeup and the state, care by the higher officials and authorities and interpersonal relations are also found to be the important determinants of police job satisfaction. The drudgery in
duty, lack of flexibility in operational environment and investigative activities and exploitation by the higher ups are found negative variables diluting the sense of job satisfaction among the police personnel.

The influence of compensation system design on employees’ satisfaction is a significant empirical study conducted by Lai (2011)\textsuperscript{45}. It is empirically proved and concluded by the researcher that the, good feeling about the organization, inherent factors of motivation, career opportunities, professional growth, responsibility including recognition of work, will have profound relation with job satisfaction, on the other hand the so-called hygiene factors are observed to have no marked relationship with employee job satisfaction. The study observed that the employee compensation system and its formulation do have its impact on the growth, success and expansion of any organizational entity as it is having a far-reaching influence on the employee job satisfaction.

The study of Yasir Hassan et al., (2011)\textsuperscript{46} on “Job Satisfaction in Private Banking Sector of Pakistan, is a notable empirical study. The aspects of the job satisfaction among the private banking sector of Pakistan have been analyzed by the study. It is concluded by the researchers that a majority of the bank employees under study are satisfied with their work, and job responsibilities besides the management treatment of the employees. It is revealed by the study that the aspects of working conditions, incentives, job security and working conditions are very much related to job satisfaction of the employees. Further, the factors like organizational operations are less concerned and relevant for promoting job satisfaction.

Mallik (2011)\textsuperscript{47} in his study on job satisfaction factors of faculty members at university of Baluchistan, concluded with the prominent observation that the faculty members of the university under study are satisfied with their job based on the salary levels, rewards and awards, promotion and progression avenues, recognition of the excellence in services and the students’ adoration of their faculties and services. It is observed in the study and stated that male faculty members were less satisfied than female faculty members.

Azash (2011)\textsuperscript{48} carried out a research study on the important motivational factors perceived by private and public-sector employees. The researchers have tested the hypothesis of Herzberg’s two-factor theory. The study concluded that there observed
occurrence of employee satisfaction by the cause of motivational as well as the hygiene factors enunciated by Herz Berg. Employee achievements, advancement, interpersonal relations, working conditions, personal life are found to be the perceived job satisfaction variables among the public-sector employees. On the other hand, the level of achievement, interpersonal relations, quality and flexibility in supervision, management policy are observed as the pertinent motivational factors for the employees to derive job satisfaction in the private sector employment.

"Effects of motivational factors on employees job satisfaction a case study of university of the Punjab, Pakistan,” is a study done by Ahmed et al., (2010). The study observed through the empirical study of the factors identified and found that the salary, promotion and training and opportunities for promotion and career growth do influence the job satisfaction.

Riaz et al., (2010) who published perspectives of innovation and “Job satisfaction and organizational commitment of hotel managers in Turkey,” a study undertaken by Gunlu et al., (2010) have come out with the observations that job satisfaction is very much concerned with the organizational commitment. Job satisfaction among the employees of the h telecom industry and the Hotel industry are observed highly influenced by the job satisfaction of the employees which in turn is stated to influence the commitment and devotion of the said employees.

The study of Orisatoki and Oguntibeju (2010) on “Job satisfaction among selected workers in West Indies,” went into the dynamics of job satisfaction and its correlation with the factors like awareness of the organizational goals, work place environment, salary and wages, work load and work stress etc. It is found through the empirical analysis that the job satisfaction and the gender and age groups of the employees are not significantly correlated. On the other hand, the understanding and awareness of on the part of employees about the organizational goals and objectives and the sense of identifying with the organization and the sense of belongingness on the part of the employees are positively related with job satisfaction of the employees. In addition, it is also stated that there exists no marked correlation between the knowledge of the employees about the work and work place interpersonal relations, salary and the job satisfaction.
The study of Nazrul et al., (2009) on “Job satisfaction of government and NGO employees of Dhaka City,” is an attempt to evaluate job satisfaction of bank officers in Bangladesh. Salary levels, efficiency in work, fringe benefits, efficacy and the attitude of the supervision, interpersonal relations among the employees are found adjudged as the important influencing factors that found contributing to the employee satisfaction. This clearly shows that the results related to the job satisfaction are the It is observed that the level of job satisfaction is high among the employees of the private bank offices. On the other hand, thought the employees of the public-sector banks are provided with better work environment, organizational facilities and a very supportive job environment, the job satisfaction is low and not responsive to the work environment. Further, it is stated that the sex and the age differences do not count as the factors influencing job satisfaction.

The Impact of rewards and recognition programs on employees motivation and satisfaction an empirical study is a primary data based empirical research work by Ali and Ahmed (2009). It is observed and clearly stated the employee motivation and the job satisfaction is found not responding to the changes in reward and the recognition programs of the organization. In other words, the job satisfaction and employee motivation are inelastic to the changes in reward and recognition programs.

The study of Hansia (2009) on factors influencing job satisfaction is a comprehensive and empirical study. The enquiry observes that the employees are generally inspired by the pleasantries of their professional life in addition to the job and personal progression and the job inherent happiness. Moreover, the employees are found concerned most with the fact that the job should match with their personality. Thus, the study basically found that the vital determinant of employee job satisfaction is the personal dignity inherent in the work. It is clear from the portals and analysis of the study that the employees are always optimistic about their personal and the professional life. Therefore, the satiation of the optimistic temperament and the environment conducive to the realization of the employees’ wish only helps in realizing job satisfaction. Moreover, the study realized that the policies of the management in recruitment and selection of the employees stands as the most influencing determinant of employee job satisfaction.
The research paper of Hanif and Kamal (2009) on “Pay and job satisfaction: A comparative analysis of different Pakistani commercial banks,” observed that the satisfied employees will have a congenial and positive behavior and try to make the customers also happy and satiated. On the other hand, the dissatisfied employees may not work in the positive direction and their behavioral vibrations go against the customers leading to dissatisfaction of the customers and as a result experience fall in business. Therefore, the study drives home the point that employee satisfaction is significant ultimately for the success of the organization. In view of the observation, the study emphasizes the need to create the congenial work environment for a greater and committed employee engagement in the job with devotion and satisfaction that in turn improves loyalty of the employee to the organization.

A study conducted by Nahar et. al., (2008) on “HR maintenance, job satisfaction and labor management relationship: A study on RMG sector of Bangladesh”, emphasized the imperative of knowing the job satisfaction dimensions of the employees. The study observed that the dedicated, efficient and rightly qualified human resource or the work force is an essential condition for the success and progress of any organization. Periodical assessment of employee satisfaction and its monitoring is essential in the organization to understand how far the current infrastructure and facilities contribute for the job satisfaction. One has to understand that the job performance is influenced by the job satisfaction. The job satisfaction in turn depends upon the organizational environment, the rule and regulations, compensation and the benefits provided, and the other job-related factors contribute for job satisfaction. The management and the policy makers in the organization should inevitably know how far all these aspects stated help to contribute to employee job satisfaction.

Afroze (2008) conducted a study on “Job satisfaction-the fit between expectations and experience - A case study of Nandan Mega Shop,” The study is a moderate attempt to examine the job satisfaction of employees with a special focus and reference to employees working on the shop floor level. It is observed through the study that the management policy, administration and salary levels stand as the major sources of employee job satisfaction.
Chimanikire et al., (2007)\textsuperscript{59} conducted a study of “Job satisfaction among academic professionals in tertiary institutions of Zimbabwe. The study is intended to establish the factors affecting job satisfaction among academic professionals in tertiary institutions of Zimbabwe against the backdrop of the higher brain drain in the sector. It is observed through the study that a major proportion of the academic staff of the institutions under study are not satisfied with the jobs the volume of work, work stress, less salaries, allowances and the benefits besides the work environment are observed to be the potential reasons for such dissatisfaction.

The study of Westlund (2007)\textsuperscript{60} is regarding the software professionals and the factors influencing job satisfaction among them. The target group of the study is software professionals in the U.S.” with a sample of 496 software professionals across the United States of America. The study aims at assessing the relationships between job satisfaction and employee intention for effecting business. It is found that there is no positive and significant correlation between job satisfaction and employee turnover intention.

Katuwal and Shyam Bahadur (2007)\textsuperscript{61} conducted a study on “The job satisfaction of textile workers in Nepal.” It is a study that made clear that there exists difference between the public sector and private sector textile employee regarding the welfare facilities and in turn the job satisfaction. Further the study stated that due to the management policy, and the organizational behavioral dimensions there exists high level of dissatisfaction among the textile workers in Nepal. .

A qualitative study to examine the faculty satisfaction and retention was conducted by Ambrose et al. (2005)\textsuperscript{62}. The study analyzed the scenario of job satisfaction among the faculty of a private university over a period of two years. It is found out that the areas like salaries, opportunities for reappointment, collegiality, promotion avenues, mentoring, tenure process of department heads etc., are the sources of either satisfaction or dissatisfaction.

Uddin et al., (2005)\textsuperscript{63} conducted a study on job satisfaction of bank executives related to the private sector banks in Bangladesh, the researcher made out the factors influencing the employee job satisfaction. The factors like the treatment of the officials and higher-ups, work efficiency, nature of the work, working environment, and interpersonal relations treatment of the executives by the bank authorities,
attitudes of the fellow employees are observed to influence the job satisfaction. The identified influencing factors of job performance and satisfaction are termed as the loading factors. It is firmly suggested by the researcher that the management of the bank should affect sustainable improvement in organizational environment with respect to the stated loading factors for assuring executive job satisfaction.

The study of Frandis and Tsitsianis (2005)\(^\text{64}\) is an in-depth investigation of trends in job satisfaction in Britain and Germany, the researcher in the study explored the trends in job satisfaction in Britain and Germany. The study observed that in Germany the source of job satisfaction at work is working workaholic attitude with pleasing fellow workers in a congenial work environs. On the other hand, in the of Britain the scenario is such fair official treatment, non-discretionary work environment and the rights support and proactive environment of personal dignity are observed by the study.

Job satisfaction among bank employees in eastern Libya is the factors influencing job satisfaction study with empirical evidence conducted by Hind and Bader (2005)\(^\text{65}\) conducted a study in the area of Libya among the bank employees with an aim of examining the level of job satisfaction. The samples of employee respondents consist of 536 of the employees of the major bank from four cities in eastern Libya. For the assessment of the satisfaction levels in the study. The Minnesota Satisfaction Questionnaire (MSQ) was used. It is found out that the demographic variable such as the age, gender and the occupational differences have nothing to do with the level of employee satisfaction. The study observed that the bank employees under study are found with higher levels of job satisfaction and a majority of these employees are with secured and long-term employment with the bank.

The empirical study of Isuo Ohashi (2005)\(^\text{66}\) is with a focus on the wages, hours of work and job satisfaction of retirement age of workers. The study is an analytical investigation into the effect of the family conditions, financial benefits and other facilities accrue to the employees after retirement, and also the personal characteristic features of the employees that reflect on job satisfaction. The study came out with the finding that compared to the wage and the salary levels and in general the financial
benefits, the nature of work, the working hours and the type of the job involved are the pertinent influencing factor for job satisfaction.

The investigative job satisfaction study by Beverley Ann Josias (2005) focused on the six demographic factors, like gender, age, number of dependents, tenure and marital status, to study the factors’ influence on the job satisfaction. The variance analysis is undertaken of the identified factors in relation to the influence on job satisfaction. It is observed that the variance accounted for by the identified demographic variables is comparatively low. Whereas, on the other hand, the status of the job, job security and the tenure of the job are observed to have significant influence on the employee job satisfaction.

The relationship analysis among the job characteristics, job satisfaction and turnover intention with a focus on the software developers. Is the focus of the study by Dore (2004). The study came out with the observation that among the software developers, the turnover intention is influenced and determined by the job satisfaction...

Islam (2004) conducted a study in Bangladesh regarding the job satisfaction absenteeism and the turnover of the textile workers. The crux of the study is about the inter influence of the identified factors under study. The core finding of the study clarifies that the absenteeism and the turnover aspects are negatively correlated with job satisfaction.

The study of Mark wooden and Diana Warren (2004) reflected that the employees with long and fixed term employment are observed with greater satisfaction when compared to those with temporary and short tenure of employment.

In the field of managerial psychology and organizational behavior, Crossman and Abou-Zaki (2003) conducted an enquiry into Job satisfaction and employee performance of Lebanese banking staff. The study clarified with statistical base that in all the job facets the employee job satisfaction is independent. Another important postulation of the study is that the women employees are less satisfied with different identified facets with the exception of the pay. Moreover, it is observed through the study that the level of job satisfaction of one facet may lead to satisfaction of another.
Oshagbemi (2003) conducted a study on personal correlates of job satisfaction with empirical base. The study significantly observed that the major factor influencing job satisfaction of the employee in the organizations the position and the status of the employee. The study observed a negative correlation between the age and gender factors and the job satisfaction. And further it is found that the length of employee service in the organization is having much to do and the people with more job experience are found with low levels of job satisfaction.

In his paper on job satisfaction among Russian workers Lenz, Susan (2002) opined that the attitude of the employees basically towards the work and the job satisfaction are closely related. The author statistically proved the observed phenomenon. It is further stated that the employee’s attitude to work is influenced by the factors like the behavioral response patterns, generation gap, occupational status and gender.

The study undertaken by Al-Ajmi (2001) focuses on the effect of personal characteristics on job satisfaction. The study is with focus on male managers in the Kuwaiti oil industry. The study primarily came out with the observation that the age factor of the managers in the oil industry in Kuwait is having an influence on job satisfaction. It is also observed that the managers, in youth with less managerial experience, feel that their expertise and skills are not properly recognized and therefore the young managers are subjected to low levels of job satisfaction. The levels of pay and the dignity and prestige involved in the job are found more correlated to job satisfaction.

Michael shields and Melanie ward (2000). Conducted a study on improving nurse, nurse retention in the British national health service. The impact of job satisfaction on intention to quit is also focused in the study. The investigation observed that the work-load, promotion opportunities, training and development facilities, better pay and sound internal relations are said to be the most influencing determinants of job satisfaction.

The changing distribution of job satisfaction is a paper contributed by Daniel Hamersh (1999). In which several hypotheses have been tested and the determinants of job satisfaction identified. The study found that the level of pay and the earnings significantly influence job satisfaction. The author vehemently stated that
more investment in employee skill building and development psychologically make up the employees towards greater degree of job satisfaction.

The studies of Nazil A Nazir (1998) Schermerhorn, Hund and Osborn (1998) Focus on the aspects of job satisfaction in varied organization but with the similar focus and methodology to enquire into the factors contributing to job satisfaction highlighting the significance of the concept of job satisfaction for the organizational performance and success. In the said studies it is clarified that the personal employee related factors and other peripheral factors were not so important in determining the level of employee satisfaction concerning the job. It is with the exception of the income and the salary and other financial benefits.

The study of Purohit and Belal (1996) was on job satisfaction of employed professional accountants in Bangladesh. In the findings of the study it is reflected that job satisfaction of the said accountant professionals on the job has been moderate and it is dependent on the recognition of their performance by the authorities and the peers.

Life and job satisfaction: A two-wave panel study of Duncan Cramer (1995) in the study it is stated that job satisfaction in the life of the of the employees in one area may spill over other areas of work and the life of the employees. Moreover, it is postulated by the observations that the relationship is negative between the compensation and the experience of the professional accountants and their satisfaction with the job performed. It is observed that the satisfaction of the incumbents is found negative with regard to one aspect of the job it is compensated by the satisfaction they derive on the job with regard to another aspect. This is a very valid and notable observation of the study and stands distinctive in its character.

Greenberg and Baron (1993) cited to have a number of variable factors in the determination of job satisfaction of employees. The hypothesis of Baron is very much supported by Barrick and Mount (1991), who observed that the employee consciousnesses the significant influencing factor of employee job satisfaction which in turn largely influences job performance. Some other studies also stated that there observed a positive relationship between the age of the employee and the job satisfaction (Reiner & Zhao, 1999). In the study of McLean & Andrew, 2000; Reiner
& Zhao, 1999 the employee job satisfaction and his performance on the job have been more the positively and significantly, but negatively related with the rate of turnover.

**Hossain (1992)** in his study on job satisfaction and job behavior of private sector industrial workers and supervisor on the lines and the framework of psychology came out with the observation that job satisfaction scores related to workers stand above those of the supervisor cadre employees. The job satisfaction of the employees is stated as bearing apparent correlation with the organizational performance through employee performance. Further, the poor reward and salary conditions, besides the job insecurity are stated as potential reasons for dissatisfaction of employees on the job.

The motivational basis of organizational citizenship behavior is a research study **Organ (1990)**. The study empirically observed that job satisfaction is an employee’s attitude maintained by him towards the job he performs. The employee perception and the attitudes are found to the basis of such an attitude and it is considered basic to study job satisfaction dimensions in any organization as to how such attitudes are formed in the psyche of the employees. Finding the variables influencing the job satisfaction and the employee behavioral dimensions stand as the secondary goal in this regard.

### 2.4 INDIAN STUDIES

The research study of **Jitendra Kumar Singh and Dr. Mini Jain (2013)** on employees’ Job satisfaction and its impact on their performance is an all-inclusive and comprehensive investigation. The study drives home the point mutually the satisfied workers on the stand productive and the productive employees stay satiated. In the cycle of the employee’s career it is a sustainable phenomenon. It is also observed that for an organization and also for the management it is an ever-faced challenge to keep up the level of employee satisfaction, because of the fact that the psychological dimensions of the employee behavior do experience volatility. It is also reflected through the study that the organizational and the managerial legacies existing along with the working environment and working conditions need be properly geared and monitored by the management to sustain and improve job satisfaction which in turn positively influence job performance of the best bench mark.
Meena and Dangayach (2012) studied the employees satisfaction in banking sector. The study is an analytical enquiry into the employee satisfaction. The study focused on the strategic dimensions of employee job satisfaction in relation to the factors of organizational and office environment, besides the employee loyalty and profitability. The researchers opined that emphasis on health and wellbeing and the job satisfaction of the employees will help bring in marked improvements in overall productivity and growth and success of the organization.

The study conducted by Thangaraj and Karthick (2012) is an analysis of employees job satisfaction in private sector banks-with specific reference to Coimbatore. The empirical based study observed that the work environment has nothing to do with the employee job satisfaction. It is firmly concluded that the employees in the private sector banks who felt that they have insufficient time to discharge their family obligations and commitments feel dissatisfied with the job. The study concluded that the bank employees in the Coimbatore city working with the private sector banks are found Coimbatore are less content with their work place environment and thus they are with low level of job satisfaction.

The studies of Shallu Sehgal (2012) and Ranjit (2012) on “Job satisfaction of bank employees in Shimla on a comparative study of private and public-sector bank” and on influence of demographic factors on job satisfactions of textile mill workers respectively enquired into the factors like job security, benefits, welfare facilities, income levels and other demographic and organizational besides the work-related influences on job satisfaction. The focus of the study is on the comparative job satisfaction scenario of the two public sector banks in the case of the first study which found out that the two public sector banks, UCO Bank and the Axis bank differ in their job satisfaction levels This is found due to the differences in job security, benefits and the work environment. The second study of Ranjit regarding the job satisfaction scenario in textile mills observed that the demographic variables of the employees at various levels influence the effectiveness and profitability of the textile mills and the resultant consequences do reflect on the employee stress levels and finally the job satisfaction.

The study of Tulika and Bijaya Kumar Sundaray (2012) on “Job satisfaction of executives is a comparative study on public and private sector. It is observed through
the study analysis that the interpersonal relations with the fellow employees stands as the significant determinant of job satisfaction. It is also suggested by the researchers that in public sector enterprises there should be major priority for the aspect of job satisfaction for organizational success.

Job satisfaction in banking: A study of private and public-sector banks is an empirical research study of Suman Jain et al., (2012)90 the study concludes that job dissatisfaction arises due to the negative factors like threats of continuous employment, absence of welfare facilities, lack of scope for employee progression and vertical growth, besides the pay anomalies and low financial benefits and unattractive retirement packages. The policies of management with respect to security of job environment, growth prospects in employment, family security, salary levels and the increments in pay highly influence the employee job satisfaction.

Vinod Kumar Singh and Kishor Pankan (2011)91 study on employees perception of job satisfaction in Indian and foreign banks is a notable research attempt which highlighted the sectoral differences in job satisfaction. The sectoral variations in job satisfaction is observed to exist largely due to the variation in compensation, social environment in the organizations, growth opportunities, job securities. Both in the Indian and the India located foreign banks the job security and the growth opportunities are observed to influence much the phenomenon of job satisfaction.

The studies of Sowmya and Panchanatham (2011)92 Parvathy (2010)93 Arunima shrivastava and Pooja Purang (2009)94 are on the factors influencing job satisfaction of employees and also on the perception of employees on job satisfaction. Job suitability, security, working conditions and the work environment and other interpersonal relationship among the workers are observed significant determinants of the levels of job satisfaction.

Raj Kamal and Debashis Sengupta (2009)95 in their research paper titled as “A study of job satisfaction of bank officers” came out with different valid and scientific observations. The study found out that the level of job satisfaction depends upon the age factor, physical energy and the expectations of the employees. Another similar study with respect to the banking sector was conducted by Kumudha and Abraham (2008)96 on “Organization career management and its impact on job and the career satisfaction. The management programs regarding the self-development, opportunities
to learn new skills, free flow of information about job and organizational issues have been found to mostly influence the perceptions and feelings of the employees and in turn the job satisfaction and also the career commitment.

The studies, of Monika Thakur (2007)\textsuperscript{97} and Chowdhury (2007),\textsuperscript{98} are relating to the job satisfaction dimensions of the bank employees and executives. The study observed that in the case of the public-sector banks, provision of adequate job security, facilities like monetary benefits and the allowances like the medical provisions, pension, gratuity, etc. could assure satisfactory levels of job satisfaction. It is further stated, on the other hand, that though the private sector banks involve the similar nature of work and the inherent challenges in job performance and more facilitating work environment, they could not assure the equal level of job satisfaction. It is because of the fact that there observed the absence of job security and other monetary benefits after employee retirement. In essence the studies came out with the view, through the enquiry of the job satisfaction of the employees comparatively of the private and the public-sector bank employees, that the private sector bank employees are more satisfied than public sector bank employees. Further, it is also cited that there exists difference of job satisfaction in different management levels among the sectors excepting in the in the mid-level executives.

The study of Singh (2005)\textsuperscript{99} found that job satisfaction is the result of various attitudes in all probability. The attitudes of the employees are considered significant in determining job satisfaction. The positive and negative attitudes count in this regard. The employees’ experience with the work environment and also the experience with his own life and the organizational dimensions are found to count much in determining job satisfaction.

The studies, of Anu Singh Lather and Shilpa Jain (2005),\textsuperscript{100} Bajpai and Srivastava (2004)\textsuperscript{101} and of Shamni Pandey and Kamath (2000),\textsuperscript{102} are more far reaching with profound observations on employee job satisfaction. According to findings of the study, the significant positive predictor of job satisfaction for top level managers, standing in priority are employees needs for autonomy on the job and self-actualization. In the case of the middle level managers it also observed that the Need for self-control, self-esteem and need for monetary gains and other benefits also are found to be the significant predictors of job satisfaction. At the level of the
supervisors and workers also the need for self-control and also the self-actualization has been found to be the factors significantly positive in affecting job satisfaction. The outcome shows that the threats of layoff, quick turnover and poor welfare schemes and less scope for vertical growth increased job dissatisfaction. On the other hand, secure job environment, welfare policies, and job stability observed playing a dominant role in influencing the degree of job satisfaction. It I also observed that factors such as career growth, organizational transparency, the level of decision-making power etc., are stated to affect the degree of job satisfaction in the case of young executives.

Vijayakumar Mallik and Pradeep Kumar Mallik (1998)\textsuperscript{103} produced a research paper christened as job involvement as against job satisfaction of bank employees. The study observed that though managers are more job involved in comparison to clerks and sub staff, they are found with less satisfaction.

The studies of Bhatt (1997)\textsuperscript{104} and Loh (1995)\textsuperscript{105} concluded that the employees and the supervisors looking for a better motivational policy to encourage dedicated team within the organization. It is observed that technology in the work environment through mechanization and computerization has reduced the repetitive tasks. The scenario has increased the employee challenges. These changes in the work environment are observed to influence the job satisfaction. But concluded that the socio-personable variables LIC employees do bear a relation with the job satisfaction. It is further found that the women employees in the higher age group, married, graduate, highly experienced employees, and high income employees are having more job satisfaction than their younger counter parts.

The study of Asha (1994)\textsuperscript{106} on job satisfaction among women in relation to their family environment brought out that the job satisfaction among the women employees is much influenced by the forces and dimensions of the family environment. An empirical enquiry is made by the researcher into the family environs, through the analysis of the socio-psychological characteristics to assess the extent to which these factors are having a bearing on the job satisfaction of the women employees. The study came out with the observation and the firm revelation that the perception of the women employees with respect to their family environment is the far reaching influencing element of their job satisfaction.
The studies of Davis R (1992)\textsuperscript{107} Bharati Nagaratinam and Reddy (1991)\textsuperscript{108} and Shodi (1990)\textsuperscript{109} reflected and came out with the observation that job satisfaction is profoundly influenced by the aspects of psychological state of the employee, the psychological distress or delight, job performance, absenteeism and turnover. The ensured and established work environment and the reward structure offered as well as the scope and opportunity for the family obligations of the employee are found to be the influencing aspects of the employee job satisfaction. Further it is also found out that the occupational stress and the absence of employer’s care for the distress of the employee on the in the organization are the potential determinants of job satisfaction. The level of stress associated with the job is identified having a positive relationship with the levels of job satisfaction. In other words, greater stress is observed accompanied with lower satisfaction and vice versa. Moreover, it is further found that the psyche, the emotional disorders among the employees, the state and the circumstances in the personal life of him besides his expectations, expressed or hidden, do influence employee job satisfaction. Therefore, it is suggested that the employers be sensitive and reasonably responsive to the personal life and also the expectations of the employees so as to assure the reasonable levels of job satisfaction.

The study of Sekaran (1989)\textsuperscript{110} on “Job satisfaction and quality of life of bank employees traced the factors like the quality of life, the sense of job involvement and confidence on self-competence do have impact on the job satisfaction. The research study found that the human resource related aspects and the organizational climate bear greater influence on the job satisfaction.

The study of Niraj Kumar (1985)\textsuperscript{111} is concluded that lack of communication between management and workers is responsible for the low levels of job satisfaction and employee commitment and as a consequence the poor performance based on the findings of the study the researcher suggested that the educated management has to pay more attention towards the problems of most of the illiterate workers and concentrate more on productivity and efficiency.

The works of research of Singh and Srivastava (1983)\textsuperscript{112} Gangulli et al., (1980).\textsuperscript{113} And Prasad (1979)\textsuperscript{114} established that there lies strong correlation between satisfaction and productivity. It is more in the case of high achievers when compared to the low achievers. Here the achievement motivation of the employees counts in
determining the level of job satisfaction. It is further stated that the non-financial aspects like the operational freedom and the nature of interest in the work and the interesting nature of the work. These qualitative factors relating to the job and the personality of the employees are found to be more determining than the financial considerations and incentives. Prasad in his study, referring to the workers in the sugar factories in co-operative and the private sector, firmly stated irrespective of the skill levels, the Indian workers assign and prefer to focus greater importance to higher wages, job security, promotion and health. Thus, the said empirically proved that, in different dimensions, the cited factors are observed to bear more influence on employee job satisfaction.

The study of Saiyadain (1977)\textsuperscript{115} on the organizational levels and job satisfaction was conducted with a specific focus on semi-government considering their service conditions, pay scales, work environment and a host of other factors. The study that among the target group of semi government employees under study, satisfaction of social and security needs was equally emphasized by all cadres of employees as a corner stone for job satisfaction. Further, as far as the satiation of the ego and self-actualization needs is concerned, it is observed that the higher the level of satiation of these needs, the higher will be the job and career satisfaction.

The study of Chadha (1977)\textsuperscript{116} on job satisfaction and performance focused on the work group in the work system to derive the inferences on the employee job satisfaction. Through, the inter personal relations on job performance. As molecule in the total work system the work group of employees is observed having a number of social and psychological interventions and in turn the motivational interventions and thus reflect on the level of employee job satisfaction. These variety of interventions help maximize the optimization of the human resource dimensions concerned with the job satisfaction. It is recommended that the work system comprising of the variety of the job mix, facilities and the conditions for further learning, the aspects of employee autonomy and the social and emotional support from the colleagues and also the future prospects of career growth work in the direction of psychological boost and in turn the job satisfaction. Based on the observations the researchers suggested for an appropriate work system congenial for the optimization of the human resource dimensions positively contributing to the better job performance with job satisfaction.
Rupanda Sataria and Paduki (1977) conducted a study to verify the validity of “motivation-hygiene theory” and reported that feeling of satisfaction stem from various sources namely providing opportunities for achievement, proper recognition of work and more responsibility. They also revealed that attention should be paid to supervision, inter-personal relations and environmental factors.

A review of a number of research studies are presented by Raja and Roy (1974). The essence of the bunch of studies reviewed mostly relate to motivation and job satisfaction and the underlying phenomenon of job satisfaction. It is found that the prospects of promotion and recognition are identified as the factors leading to job satisfaction in the case of the middle level managers and the supervisors. It is also put forth in the observations that a number of factors relating to work influence either in the direction of job satisfaction or dissatisfaction. These include the adequacy of the organizational policy, type of work and earnings, the quality of administration are such factors identified. Further, it is clarified, with empirical evidence that lack of technically competent higher ups, absence of sympathetic supervision, unfriendliness of superiors and lack of opportunity for growth definitely contribute to job dissatisfaction.

With respect to the blue-collar workers, Diwivedi (1973) made a study regarding the influence of the financial incentives on job satisfaction. The researcher studied the influence of the financial incentives on the blue-collar employees’ job satisfaction. Further, it is found through the study that the monetary benefits and the financial incentives contribute positively for enhancing job satisfaction of employees with a greater correlation.

A study on managerial compensation and motivation was conducted by Narain (1973) by selecting a sample of 1213 public sector enterprise manager in the central public sector. The study was carried on with the canvassing of a structured questionnaire mostly through mail survey. The study came out with the conclusion that the managers of public sector enterprises at all levels at all levels considered the social and economic security as the mostly most significant aspect and the need to be satisfied for their job satisfaction. In addition, the managerial support to the personal ego and the satiation of the self-actualization needs of higher order add in the
direction of job satisfaction. The level of the needs, no doubt, does vary with the level of managerial hierarchy in the organizational structure.

With respect to executives a study was conducted by Pestonjee and Basu (1972) focusing on the aspects of job satisfaction. The study observed, that in the public sector, the factors of personal achievement, recognition, responsibility, job challenges etc., are very much observed to contribute in the direction of job satisfaction. On the other hand, in the private sector, the stated factors are found to have a less influence on the employee job satisfaction.

The study of Bhattacharya (1972), on the perceptions of organizational characteristics in relation to the satiation of needs of managers, is a systematic enquiry into the dimensions of employee job satisfaction. The study analyzed the perceptions of a sample of two hundred and ten Indian managers with a focus on the need gratification in the direction of job satisfaction. The study came out with the revelations that the employee’s feeling of performing worthy tasks, mutually cooperative work environment, dignity and status associated with the job, social status associated with the job outside the work environs are recognized by the study as the significant factors leading to employee job satisfaction.

A cross cultural study of behavior in groups was conducted by Dayal and Saiyadain (1970). In the course of the study the sample of forty personnel were personally interacted for their first-hand observations through perceptions. It was found that personal achievement, job recognition, the nature of work itself, interpersonal relationships, responsibility and achievement and growth prospects in the organization are found to be the potential factors contributing to job satisfaction in order of importance. Further, supervision, working conditions, company policies and administration are found to be the essential factors identified as leading to job dissatisfaction.
2.5 RESEARCH GAP

The reviewed studies so far indicate that the job satisfaction has been studied with reference to various factors demographic, psychographic, monetary, organizational and personal and their relevance to co-worker behavior and supervisor behavior and indirectly or directly on the job satisfaction. The other notable factors like the pay and promotion, organizational factors and other work-related factors are also considered in influencing the employee job satisfaction. In some studies, the employees were highly satisfied. It can be clearly observed that the studies on banking sector employees, both in India and abroad are plenty. It can be visible through bird’s eye view of the literature review. But a study in co-operative banking is very rare and almost absent. The research gap as could be found in the literature existing has driven the researcher to pursue the present research on the employee job satisfaction among employees of the district co-operative central banks with special reference to West Godavari DCCB Hence, this study will form a base for future researchers to conduct studies with respect to co-operative banking sector in India in the areas of human resource management, and more specifically with regard to job satisfaction.

References:


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