CHAPTER - II

REVIEW OF LITERATURE

Job satisfaction is considered as one of the key factors for the success of an organization. Organisation takes efforts to satisfy their employees, to make them committed and to develop their extra role behaviors. A satisfied, happy and hardworking employee is the biggest asset of any organization including banks. Banks being a financial service provides workforce of any bank is responsible to a large extent for its productivity and profitability. So, for the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. This section discloses the review of literature on job satisfaction studies in India as well as abroad and highlight the significant works of the researcher.

INTERNATIONAL STUDIES

Saba Salem et al., (2013)¹ in their study on determinants of job satisfaction examine its impact on employees of the banking industry has found that all the variables such as organizational policy and strategy, nature of work, communication, job stress, employee personality and recruitment and

selection procedures have significant association with employees job satisfaction.

Muhammad Zeeshan Shaukat et al. (2012) found that provision of support at work and higher leader-member exchange relations positively predicts employees job satisfaction. It shows that when organization provides support to its employees or when supervisor is supportive and employees have good exchange relation with their supervisor, they reciprocate it with good relations and increase job satisfaction.

Khawaja Jehanzeb et al., (2012) concluded that degree of rewards, motivation and job satisfaction of employees has a strong relationship in the banking sector of Saudi Arabia further it has been found that employees in banking sector give more importance to economic or financial rewards.

Mohammad Morshedur Rahman et al., (2012) concluded that the female employees overall job satisfaction of private banks is associated with adequate remuneration for work, available opportunity for promotion, job evaluated rewards, recognition for good work, satisfied provision salary

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increment, satisfied provision salary increment, satisfied incentive and benefits, salary increases on performance, motivated to work satisfied available opportunity, training program regularly, satisfied space available, satisfied environment. If these factors are considered carefully, then overall satisfaction on female employees of private commercial banks.

Jahirul Hoque et al., (2012)\(^5\) concludes that the determinants of job satisfaction such as job status, salary fringe benefits, job security, promotional opportunities, working environment, job autonomy, recognition for good work, co-workers, and supervising have been assigned by both the level of executives, junior and top level as the major determinants of their respective job satisfaction. It is also revealed that each of their determinants has significant positive relation with the overall job satisfaction of the executives. Therefore, increase in values/standard of each of these determinants would definitely increase the level of job satisfaction of the selected executives.

Saner and Eyupoglu (2012)\(^6\) tried to provide empirical evidence to establish whether gender differences exists in relation to the job satisfaction of male and female university teachers in Turkish Universities. They found that female employees have a higher level of job satisfaction.


Abdullah et al., (2011)\textsuperscript{7} in their study on determinants of job satisfaction in the UAE – a case study of Dubai police has found salary as the main factor for job satisfaction, but other factors such as the promotion, recognition of work, an employees loyalty also considered important determinant of job satisfaction.

Rumman (2011)\textsuperscript{8} concludes that there is no statistically significant association between factor, and their working environment in travel and tourism companies and a statistically significant correlation was found between the nature of the employee’s job and job satisfaction in the travel and tourism companies.

Lai (2011)\textsuperscript{9} found that an efficient compensation system result in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based salary, skill-based pay and performance-based pay. The study concludes that the intrinsic factors of motivation, including recognition, work, career opportunities, professional growth, responsibility, good feeling about the organization that has a significant correlation with job satisfaction, while hygiene factors have no significant relationship with job satisfaction of employees satisfaction.


Yasir Hassan et al., (2011)\textsuperscript{10} analyzed all the aspect of the job satisfaction among the private banking sector of Pakistan concludes that most of the employees working in private banks are satisfied with their work, management functions and job positions. The study reveals some factors that are point of high concern to employees regarding their satisfaction. These factors are job security, organizational operations, working condition, incentives and rewards.

Mallik (2011)\textsuperscript{11} in their study they found that the faculty member is generally satisfied with their job, however male faculty members were less satisfied than female faculty member.

Azash (2011)\textsuperscript{12} have tested the hypothesis of Herzberg’s two-factor theory. The results found that job satisfaction is caused by both motivation and hygiene factor. The important motivational factors perceived by public sector employees are achievement, advancement, interpersonal relations, working conditions, policy, personal life, the perceived important motivational factors by private sector bank employees are achievement, interpersonal relation, supervision, policy.


\textsuperscript{11} Malik N. (2011), “Study on Job Satisfaction factors of Faculty Members at University of Balochistan,” vol.3.No.1 pp.267-272.

Khalid et al., (2010)\textsuperscript{13} observed that there is a positive relationship between autonomy, leadership behavior and teamwork environment influence more than autonomy on employees job satisfaction. The results also depict a significant difference of level of job satisfaction between male and female employees.

Ahmed et al., (2010)\textsuperscript{14} conclude that the salary, promotion and training positively and significantly influence the job satisfaction.

Riaz et al., (2010)\textsuperscript{15} and Gunlu et al., (2010)\textsuperscript{16} have found that job satisfaction is highly related to the organizational commitment of the employees in telecom sector and among hotel managers respectively.

Orisatoki and Oguntibeju (2010)\textsuperscript{17} in their study they found that there was no significant difference in satisfaction between genders or between age groups. There was positive correlation between job satisfaction with understanding the goals and objectives of the management and sense of belonging. The was no significant correlation of job satisfaction with other


\textsuperscript{14} Ahmed, I., Nawaz, MM., Iqbal,N., Ali, I., Shoukat, Z., & Usman, A (2010),” Effects of Motivational factors on Employees Job Satisfaction a case study of University of the Punjab, Pakistan,” International Journal of business and Management, vol5, no.3.


factor such as knowledge about workplace, work stress, relationship with colleagues, but negative correlation of job satisfaction with salary.

Nazrul et al.,(2009)\textsuperscript{18} attempts to evaluate job satisfaction of bank offices in Bangladesh. It focuses on the relative importance of job satisfaction factors and their impact of bank type, work experience, age, and sex differences on the attitudes towards job satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. Private bank officers have higher levels of job satisfaction than those from public sectors as they enjoy better facilities and supportive work environment. Sex and age differences have relatively lower level of impact on it.

Abu Elanain (2009)\textsuperscript{19} observed that UAE employees prefer clear goals and objectives, well defined lines of authority, autonomy because of their high degree of uncertainty avoidance.

Ali and Ahmed (2009)\textsuperscript{20} concludes that due to the changes in reward or recognition program, there will be a corresponding change in work motivation and satisfaction, this means that if there is a greater focus on remuneration and

recognition, can have a positive impact as a result of motivation and thus lead to higher levels of job performance.

Hansia (2009) concluded that the majority of people or employees agree that personality type suits the work they do, and have the opportunity to do what they do best and they are also optimistic about their personal and professional life. He also demonstrates that the procedures for recruitment and selection are an important predictor of job satisfaction of employees, and fair policy of recruitment and selection leads to employee satisfaction at work.

Hanif and Kamal (2009) found that if companies makes favorable strategies and rules for the employees related to pay scales, policy development, staff input, and the work environment, may lead to employee engagement, satisfaction and increase employee loyalty with the organization because satisfied employees are more likely to be welcoming and attentive which attracts customers and the employees not satisfied with the job can lead to customer unhappiness.

Yasir Kamal and Fawad Hanif (2009) concluded that the job satisfaction of bank officers significantly dependent upon pay, promotion

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opportunities, rewards, relation with boss and coworkers. It is evident that the dependent variable satisfaction with pay has the expected positive effect on job satisfaction. There is some evidence that workers who dissatisfied with their bosses are more sensitive to their pay in deciding on whether they are satisfied with their job.

Ali Mohammad Mosadeghrad et.al., (2008)\(^{24}\) found that, variables such as employees age, gender, work experience years, organizational position, type of employment and salaries received, and benefits were seen as having significant effects on their job satisfaction.

Nahar et.al., (2008)\(^{25}\) found that the success of any organization greatly depends on it qualified, efficient and dedicated workforce. This is also important to know how much satisfied the employees are in the organization with its current facilities, rules and regulations and other job related factors, as their satisfaction level will definitely affect their job performance. The found that the employees are moderately satisfied with their job. The most prominent factors are compensation and other benefits provided to them.


Afroze(2008)\textsuperscript{26} tried to examine the job satisfaction of employees particularly staff working on the store floor level at Mega shop and found that the major sources of job satisfaction are shown to be policy, administration and salary.

Chimanikire et al., (2007)\textsuperscript{27} determines factors affecting job satisfaction among academic professionals in tertiary institutions of Zimbabwe against the backdrop of high brain drain in the sector. The results of the study showed that a greater proportion of the academic staff was not satisfied with their jobs. Reasons for dissatisfaction include high volume of work, inadequate salaries, allowances and so on.

Westlund (2007)\textsuperscript{28} conducted a study of 496 software professionals across the united states to assess relationships among job satisfaction and turnover intention. Infact the investigation revealed that a significant negative relationship between overall job satisfaction and turnover intention.

Katuwal and Shyam Bahadur (2007)\textsuperscript{29} in their study results revealed that the textile workers in Nepal have a high dissatisfaction with the facets of the job that involve the monetary expenditure of the organization, the

behavioral aspects of management and the employment policy of the organization. The results also reveal that, the public and private sector workers had shown significant differences in job satisfaction on the welfare facilities.

Olcum Cetin (2006)\textsuperscript{30} in their study on the Relationship between Job Satisfaction, Occupation and Organization Commitment found that differences in job satisfaction according to gender was not significant and also showed that differences in job satisfaction according to marital status was not significant and showed the difference in job satisfaction according to age was not significant.

Luddy (2005)\textsuperscript{31} found that there is significant difference in the job satisfaction levels of employee based on their income. Employees earning the lowest income report significantly lower levels of the job satisfaction relative to the other income groups. Highly paid employee may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job.

Ambrose et al., (2005)\textsuperscript{32} conducted a qualitative study to investigate faculty satisfaction and retention. The study focused on the faculty of a private university over a period of 2 years. Findings suggested sources of satisfaction

\textsuperscript{31} Luddy N. (2005), Job satisfaction amongst employee at a public health institution, in the wester cape: University of the Western cape.
and dissatisfaction clustered into areas such as salaries, collegiality, mentoring, and the reappointment, promotion, and tenure process of department heads.

Uddin et al., (2005)\textsuperscript{33} identified eight factors based on factor loadings named as better working environment, officers view, worked efficiently, present work, improving interpersonal relationship, bank treatment, colleagues and challenging work.

Francis Green and Nicholas Tsitsianis (2005)\textsuperscript{34} analyzed the trends in job satisfaction in Britain and Germany and found that intensification of work effort and declining task discretion account for the fall in job satisfaction in Britain. However, in Germany the significant sources of job dissatisfaction is working too many or too few hours.

Bader (2005)\textsuperscript{35} the study on Job satisfaction among Bank employees in eastern Libya examines the level of job satisfaction among 536 employees of a major bank from four cities in eastern Libya. The Minnesota Satisfaction Questionnaire (MSQ) was used to assess employees job satisfaction. Participants unanimously reported high level job satisfaction. Most have long term employment with satisfactory levels of job satisfaction. It was found that


gender, age, and their type of occupation was not necessarily related to job satisfaction.

IsuoOhashi (2005)\textsuperscript{36} in his empirical study analyzed the effect of pension benefits, family conditions and the personal characteristics of older individual on job satisfaction and reported that the number of hours worked, work environment and type of job than to wages are the major determinants of job satisfaction.

Beverley Ann Josias (2005)\textsuperscript{37} found that the six biographical characteristics (gender, age, number of dependents, tenure and marital status) significantly explain the variance in job satisfaction. The variance accounted for by these six variables is however, relatively small. Furthermore, the results indicate that job level and tenure are the best predictors of job satisfaction in the selected sample.

Study conducted by Dore (2004)\textsuperscript{38} have highlighted the significance of job satisfaction and its relationship between variables among the software professional. The study significantly found that job satisfaction determines the turnover intention of the employees in software companies.

\textsuperscript{37} Beverley Ann Josias (2005), “The relationship between Job satisfaction and Absenteeism in a selected field services section within an electricity utility in the western cape. Department of industrial psychology, University of the western Cape, pp.133-145.
Islam (2004)\textsuperscript{39} has made a study to assess and compare the job satisfaction, absenteeism and turnover of workers of the textile industry in Bangladesh. One of the main finding of the study is that job satisfaction has significantly negative correlation with absenteeism and turnover.

Saari and Judge (2004)\textsuperscript{40} observed that the causes of employee attitude, the results of positive or negative job satisfaction and also measuring influence of employee attitude.

Mark wooden and Diana Warren (2004)\textsuperscript{41} in their study on non-standard employment and job satisfaction reported that workers on fixed term contracts are more satisfied with their job than other workers and lower level of job satisfaction among casual employees are restricted to those working full-time and even then the size of the effect is only marked among the male employees.

Beisiegel (2003)\textsuperscript{42} “Diversity builds strength, Productivity” has found that there was no significant gender difference in job satisfaction. He has stated that it is the specifics of the job that impact on job satisfaction, and not the gender of the employee itself, and that this accounted for the absence of a significant direct correlation between job satisfaction and gender.

\textsuperscript{40} Saari L.M. & Judge T.A.,(2004),”Employee Attitude and Job Satisfaction” HRM, vol.43, No.4, pp.395-407.
Crossman and Abou-Zaki (2003)\textsuperscript{43} has found that job satisfaction is not independent in all job facets and that satisfaction with one facet might lead to satisfaction with another. Female employees were found to be less satisfied with all facets except pay. Those with lower educational qualifications were least satisfied.

Oshagbemi (2003)\textsuperscript{44} in their study on personal correlates of job satisfaction: empirical evidence from UK Universities has found that individual’s rank within the organization as a major predictor of job satisfaction and there was positive and strong correlation between the two. Similarly the length of service was significantly and negatively correlated to the job satisfaction. But the relationship between job satisfaction and age and gender was found to be insignificant for employees of the UK universities.

Lenz, Susan (2002)\textsuperscript{45} in his research paper “job satisfaction among Russian workers” remarked that there is a close relation between the attitude towards work and job satisfaction. Attitude towards work includes response patterns, occupational status, gender and generation.


Al-Ajmi (2001) studied the manager in the oil industry in Kuwait and found that the level of job satisfaction was affected by the age of managers. He concluded that young managers might think that their expertise is not appreciated and/or aged generation have almost a complete monopoly on important jobs. Holding a job with high prestige and earning more from a job contributes to more job satisfaction.

Judge and Bono (2001) analysed job satisfaction is a global concept comprised of various facets, such as employee satisfaction with pay, supervisor and co-workers.

Michael shields and Melanie ward (2000) concluded a study on the determinants of job satisfaction and reported that promotion a training opportunities, work-load, pay and better, internal relations are playing a vital role in the determinant of job satisfaction.

Daniel Hamersh (1999) concluded that the satisfaction among the worker in upper earnings quantities relative to that of workers in lower quantities. He has tested several hypotheses about the determinants of job satisfaction.

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satisfaction and on the basis of the data obtained he reported that the worker regret about the returns to their investment in skills affecting their satisfaction.

Nazil ANazir (1998)\textsuperscript{50} a study on “perceived importance of job facts and overall job satisfaction of bank employees” has stated that employee perceive various job factors as source of satisfaction and dissatisfaction there by nullifying unidirectional factor as proposed by Hertzberg. Barring income, level of education and no other personal factor was found to be related to the overall job satisfaction of the respondents.

Schermerhorn, Hund and Osborn (1998)\textsuperscript{51} found that job satisfaction is just one among many important attitudes that influence human behavior in the workplace. It is closely related, for example, to organizational commitment-the degree to which a person strongly identifies with and feels a part of the organization and job involvement, the willingness of a person to work, and apply efforts beyond normal job expectations. An individual who is highly involved in a job is considered very dedicated to it.

Alam (1997)\textsuperscript{52} conducted a study to determine the strength of job satisfaction, job involvement and organizational role stress among private and

\begin{thebibliography}{1}
\bibitem{} Alam K (1997),”Job Satisfaction, job involvement and organizational stress”, Paper presented at the 3\textsuperscript{rd} international and 34\textsuperscript{th} IAAP conference, technical teachers training institute, Madra, vol 22(2),pp. 43-50.
\end{thebibliography}
public sector executives. The sample comprised 50 private and 50 public sector executives. The findings of the study revealed that the executives of private and public sector did not differ significantly on areas of job satisfaction like management, personal adjustments and social relations, but the differed significantly on the variable of job involvement. Private sector executive, being more involved with their job as compared to public executives, private sector executives experienced more role stress as compared to their public sector counterparts.

Purohit and Belal (1996)\textsuperscript{53} have conducted a study on “Job Satisfaction of employed Professional Accountants in Bangladesh: An empirical study”. The result of the study has showed that the professional accountants in Bangladesh are moderately satisfied with their job. The results also show that there is a positive correlation between age and job satisfaction.

Duncan Cramer (1995)\textsuperscript{54} in his “Life and Job satisfaction: a Two-Wave Panel Study” has pointed out that satisfaction in one area of one’s life spills over or generalizes to another. The compensation model postulates that the relationship between the two variables is negative: people dissatisfied with one area will compensate by gaining satisfaction in another area.

Greenberg and Baron (1993)\textsuperscript{55} reported that employed women in general seem to be less satisfied with their work than their counterpart men.

Hossain (1992)\textsuperscript{56} has examined the job satisfaction and job behavior of private sector industrial workers and supervisors in Bangladesh. The result reveal that job satisfaction scored of the workers were higher than that of the supervisors. The study also indicates that job satisfaction has significant impact on performance of the enterprise. Moreover job insecurity poor salary has been considered as the most important cause of job dissatisfaction of the employees.

Organ (1990)\textsuperscript{57} found that job satisfaction is an attitude that individuals maintain about their jobs. This attitude is developed from their perceptions about their jobs. A major goal of studying job satisfaction is to ascertain how such attitude is formed, and what are the variables in organization that influence employees to feel satisfied or dissatisfied.

\begin{itemize}
\item \textsuperscript{55} Greenberg, J. and Robert, A. B. (1993) Behaviour in Organizations, Allyn and Bacon : Needham.
\item \textsuperscript{56} Hossain M.M (1992), “Job Satisfaction and Job behavior of private sector Industrial workers and Supervisor in Bangladesh” Bangladesh journal of psychology, vol.13, pp 33-44.
\item \textsuperscript{57} Organ, D.W. (1990), The Motivational Basis of Organizational Citizenship Behavior. In B. Staw & L. Cummings (Eds.), Research in Organizational Behavior, Greenwich, CT: JAI Press, 12: 43-72.
\end{itemize}
Meena and Dangayach (2012)\textsuperscript{60} in their study on employees satisfaction in banking sector has analyzed the employee satisfaction with office environment from a strategic point of view. The relation to employee loyalty and profitability was illuminated. They also recommended improvements in employee’ satisfaction, employee productivity health well-being and growth of organization.

Thangaraj and Karthick (2012)\textsuperscript{61} observed that with regard to work place environment, the workers were not neither satisfied nor dissatisfied, majority of the employees felt that inadequate time for the family commitments and the analysis has provided the conclusion that the employees in private sector banks at Coimbatore are only moderately satisfied with the job and job content and the work environment.

Shallu Sehgal (2012)\textsuperscript{62} “Job satisfaction of bank employees in Shimla: A comparative study of private and public sector bank” found that the study revealed that there is not much difference in the level of job satisfaction between public (UCO) banks and private (AXIS) banks, but regarding some factors like job security, salary offered to employees, benefits given to the employees and experience, the satisfaction level differs in both the banks.


Ranjit (2012)\textsuperscript{63} concluded that the textile mill workers had moderate level of job satisfaction and the demographic variables like age, gender, marital status, educational qualification, occupation, years of experience, monthly income, nature of industry, welfare facilities and working conditions do influence the level of job satisfaction of textile mill workers. The demographic profiles with which people enter employer organizations ultimately affect such companies profitability and effectiveness indirectly by impacting on the employees job stress and job satisfaction.

Tulika and Bijaya Kumar Sundaray (2012)\textsuperscript{64} has found that the relationship with ‘co-workers’ is an important aspect of job satisfaction occupying one of the priority positions, as executives working in public and private sector enterprises were found to be highly satisfied with the relationship they have with their co-workers.

Suman Jain et al., (2012)\textsuperscript{65} the study indicates that layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth increase job dissatisfaction. On the other hand, secure job environment, welfare policies, and job stability increase the degree of job satisfaction. Efficient human


resource management and maintaining higher job satisfaction level in banks determine not only the performance of the bank but also affect the growth and performance of the entire economy.

Vinod Kumar Singh and Kishor Pankan (2011)\textsuperscript{66} the study brings the fact that the sectoral differences in terms of compensation, growth opportunities, social environment and job security play a significant role in influencing employees perceptions of job satisfaction in Indian and foreign banks. By leveraging this fact, jobs can be enriched and can be made highly motivating and satisfying for the employees. Furthermore, the present study attempts to enrich the existing knowledge base in the area of job satisfaction in the banking sector as a whole for the bank employees leading to focus on the job satisfaction in Indian and foreign banks.

Sowmya and Panchanatham (2011)\textsuperscript{67} analysed the factors influencing job satisfaction of banking sector employees and found that the commercial banks perceived pay and promotion is an indispensible factor to decide their satisfaction level. The employees have significant inclination towards optimistic supervisor behavior and pleasant organizational setup. The factor analysis identified that the job suitability as well as the working condition and

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other interpersonal relationship among the workers are able to ascertain their level of satisfaction within the working domain.

Parvathy (2010)\textsuperscript{68} the study shows that working condition is an important factor for job satisfaction. Good working atmosphere and pleasant surroundings help increasing the production of industry. Working conditions are more important to women workers than men workers.

Arunima shrivastava and Pooja Purang (2009)\textsuperscript{69} found that the sectoral differences in terms of compensation, growth opportunities, social environment and job security play a significant role in influencing employees perceptions of job satisfaction. By leveraging this facts, jobs can be enriched and can be made highly motivating and satisfying for the employees. It is also indicate that private sector bank employees report greater satisfaction with the pay and benefits aspects of the job as compared to public sector bank employees.

Raj kamal and Debashis Sengupta (2009)\textsuperscript{70} observed that as a person ages, his job satisfaction shows an increasing trend. Younger employees have more energy, more expectations and more options, and hence have lesser

satisfaction with the job. Overall the job satisfaction of bank officers though is not very high but still satisfactory.

Kumudha and Abraham (2008)\textsuperscript{71} compared 100 managers from public and private sector banks and found that the programs related to self-development, information about job openings, opportunities to learn new skills and retirement preparation programs greatly influence the feelings of career satisfaction.

Monika Thakur (2007)\textsuperscript{72} in their study the found that both public and private bank officers are equally satisfied. This may be because both perform the same nature of work and enjoy the same authority level. It was also found that on the one hand, public sector banks provide good job security to their employees plus many other benefits – medical, pension, gratuity, etc. On the other hand, private banks are providing good working atmosphere and attractive salary package to retain its efficient employees.

Chowdhury (2007)\textsuperscript{73} has found that the private sector bank employees are more satisfied than public sector bank employees. There is also difference

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of job satisfaction in different management levels in both the sector except in the mid-level.

Singh (2005)\textsuperscript{74} found that job satisfaction is the result of various attitudes in all probability, activated by a workers needs and their fulfillment (through work), a worker exhibits towards his job, towards related factors and towards life in general. More explicitly explained a workers experience of satisfaction or dissatisfaction with his job, or any aspect of it, in large part, consequences of the extent of his positive or negative job attitude.

Anu Singh Lather and Shilpa Jain (2005)\textsuperscript{75} “Motivation and Job satisfaction” found that need for autonomy and self actualization is a significant positive predictor of job satisfaction for top level managers. Need for self control and need for monetary gins are predictors of job satisfaction of middle level managers. Need for non financial gains have significant negative effect on job satisfaction of middle level managers. Need for self control has significant positive effect on job satisfaction of supervisors and workers.

Bajpai and Srivastava (2004)\textsuperscript{76} studied the satisfaction levels of employees of two public sector and two private sector banks in India. The results indicated that layoff threats, quick turnover, less welfare schemes, and


less scope for vertical growth increased job dissatisfaction. In contrast, secure job environment, welfare policies, and job stability increased the degree of job satisfaction.

Shamni Pandey and Kamath (2000)\textsuperscript{77} observed that factors such as growth, transparency, the level of decision-making power and so on affect the degree of job satisfaction of young executives.

Vijayakumar Mallik and Pradeep Kumar Mallik (1998)\textsuperscript{78} in their article titled “job involvement vis-à-vis job satisfaction of bank employees: A case study” have stated that though managers are more job involved in comparison to clerks and sub staff, they derived less job satisfaction than other two categories.

Rajesh J Bhatt (1998)\textsuperscript{79} concluded that though supervisors are having little differences with management policies as prescribed by Govt. of India for social banking they are satisfied. They are also looking for a better motivational policy to encourage dedicated team within the organization. While clerks who have to face public are little bit stressed. As it is considered their duty, they don’t have to complain. With the recent mechanization and

computerization has reduced their repetitive tasks which has increased their satisfaction level.

Bhatt (1997)\textsuperscript{80} He investigated socio-personable variables of job satisfaction of LIC employees. The sample consisted 282 employees among them 242 were men and 40 women. The study found that women employees higher age group, married, graduate, highly experienced employees, high income employees should more job satisfaction that their counter parts.

Loh (1995)\textsuperscript{81} they investigated that job orientation, perception and job satisfaction of IT professionals were carried out by them. Data were collected from 140 IT professionals in Singapore. It has shown that job has greater influence for fair compensation.

Asha (1994)\textsuperscript{82} “Job satisfaction among women in relation to their family environment”, analysed whether the social-psychological characteristics of family had any effect on the job satisfaction of women employees. The findings of the study revealed that job satisfaction among women employees was related to their perception of family environment.


Davis (1992)\textsuperscript{83} found that job performance, absenteeism, turnover, and psychological distress are significantly affected by job satisfaction. The work environment and the reward structure offered on the as well as the family obligations of the employee can be viewed as the factors of the satisfaction. It is viewed as a valuable source of information for managers. Individuals job expectation is compared to what they actually receive from different faces of the work situation. Managers can use the knowledge of job satisfaction I understanding the strategies to motivate their subordinate for increased productivity.

Bharati Nagaratinam and Reddy (1991)\textsuperscript{84} found that occupational stress was significantly related to job satisfaction-greater stress accompanied with lower satisfaction.

Shodi (1990)\textsuperscript{85} they studied job satisfaction and psychiatric disorders in a sample of 101 male software engineers. The results shows that many software engineers are not satisfied with their work and the quantity of the job has one greatest influence on their mental health.

Sekaran (1989)\textsuperscript{86} Job satisfaction of employees was traced through the quality of life factors of job involvement and sense of competence by them. A sample of 267 bank employees was involved. The results suggested that personnel and organizational climate factors influence job involvement of people in their jobs.

Niraj Kumar (1985)\textsuperscript{87} in his study on labour conflict in Industry, concluded that lack of communication between management and workers is responsible for the poor performance and the research stressed that the educated management has to pay more attention towards the problems of most of the illiterate workers and there by concentrate more on higher productivity and efficiency.

Singh and Srivastava (1983)\textsuperscript{88} collected data on need for achievement and job satisfaction of 150 blue collar workers half low producing and other half high producing on the basis of ‘hours saved’. Their results suggest significant positive relationship between satisfaction and productivity for high achievers than for low achievers.


Gangulli et al., (1980) analyzed the responses given by 39 trainees employed in four different vocational training schemes on factors of job satisfaction and concluded that non-financial incentives like independence and interesting work are found to be more attractive than financial incentives.

Prasad (1979) concentrated his attention on 400 workers belonging to four sugar factories viz. two in private sector and two in co-operative sector and reported that the India workers irrespective of their skill gives more importance to good wages, job security, promotion and health.

Saiyadain (1977) in a study of 84 semi-government employees found that satisfaction of social and security needs was equally emphasized by all levels and as far as ego and self actualization is concerned the higher the level, the higher was their satisfaction.

Chadha (1977) in his study has reported that a work group in a work system forms the molecule for any motivational interventions of optimizing human resources and recommended a work system consisting of the social factors namely optimum variety of job mix, conditions for continuing learning,


elements of autonomy, social support from colleagues, type of work and desirable future career for better industrial climate in an organization.

Rupanda Sataria and Paduki (1977)\textsuperscript{93} conducted a study to verify the validity of motivation-hygine 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.

Roy and Raja (1974)\textsuperscript{94} reviewed a number of studies on motivation and concluded that for supervisors and middle-level managers, promotion is an important incentive as well as a dissatisfier. Recognition is another job factor causing both satisfaction and dissatisfaction. Reasons which contribute to dissatisfaction are lack of adequate organizational policy and administration, lack of technically competent and sympathetic supervision, unfriendliness of superior and lack of opportunity for growth. First line supervisors value income, promotion, job security and working conditions. Middles level managers value advancement, type of work and earnings. Senior managers, on the other hand value feeling of worthwhile accomplishment, recognition of good work done and decision making authority.


Diwedi (1973) tried to determine the effect of the financial incentives on job satisfaction of blue-collar workers and found that the financial incentives raised the satisfaction of workers. Besides the report emphasized that the workers showed more positive attitudes towards different aspect of ‘on -the -job’ and ‘off –the- job’ areas.

Narain (1973) in a study of 1213 public sector managers found that managers at all levels recognized security as the most important need to be satisfied and satisfaction of ego and self actualization needs increased with higher levels of managerial hierarchy.

Pestonjee and Basu (1972) conducted a study on 80 executives and found that motivators (achievement, recognition, responsibility etc.) were found to contribute significantly more towards job satisfaction than hygiene factors in public sector, while in private group motivators contributed significantly towards the feeling of dissatisfaction.

Bhattacharya (1972) on a sample of 210 managers found feeling of doing a worthwhile job, obtaining cooperation from people, matching ability

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with job and recognition outside the company as most important factors contributing to job satisfaction.

Dayal and Saiyadain (1970) in a study on 40 personnel found that the factors contributing to work satisfaction in order of importance are: achievement, recognition, work itself, responsibility, interpersonal relationships, achievement and growth. The factors leading to dissatisfactions are supervision, working conditions, company policies and administration.

Various studies discussed shows that the job satisfaction has been studied with relevance to co-worker behavior supervisor behavior, pay and promotion, organizational factors and other work related factors. In some studies the employees were highly satisfied or otherwise. Domination studies in job satisfaction are available on nursing, teachers, doctors etc. But a study in banking is very rare. The gap in this literature is the negligible studies available in Chennai with special reference to banking sector employees that has motivated the researcher to find out the factors influencing employee job satisfaction in banking sector-Chennai. Banking sector is a prime sector in the national scenario and mainly it has survived unaffected in spite of the recession. Therefore this study will form a base for future researchers to conducts studies with respect to banking sector in Chennai/Tamilnadu, India.

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