
Job Satisfaction of Employees: A Study on State Bank of India, Bhubaneswar

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Abstract

The issue of job satisfaction is widely discussed in the literature on organizational behavior. There is a lot of work on the issue of job satisfaction which reveals that it reduces the rate of absenteeism and turnover. A large number of academicians and researchers agreed on several important determinants of job satisfaction like team work, environment, job autonomy, behavior of leadership, organizational commitment and nature of work. Better human resource management (HRM) practices also play a central role in enhancement of productivity of an organization (Bloom and Van Reenen, 2007). Petrescu and Simmons (2008) found that HRM practices increase satisfaction with pay and their overall job satisfaction. The Banking Sector is considered to be the lifeline of any economic activity as the contribution of this industry to the economic growth is direct, considerable and commendable. It is essential to study the job satisfaction of employees in banking sector.

This spaper presents the analysis of employee's job satisfaction in State Bank of India, Bhubaneswar, Odisha. A sample of 250 employees (151 Officers and 99 Clerks) from different branches of Bhubaneswar were surveyed about their job satisfaction. The findings of this research resulted that old age group are more satisfied than young and middle age group. It is concluded that employees are not satisfied with the factor like salary and pay associated with promotion. The study may serve as a valuable contribution to State Bank of India, Bhubaneswar and may also be useful to many practitioners in industry and companies.

Keywords: Job Satisfaction, Contribution, Nature of work.

1. Introduction

In the present era of globalization, the varied and changing demand of consumers are putting consistent pressure on the employers to satisfy their needs and to be competitive in the business. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management. This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace by achieving work-life balance. This paper explains the importance of employee job satisfaction and the possible ways to enhance their performance on a sustainable basis in the organization.

The ascending performance of employee is certainly an outcome of his satisfactory job experience in the organization which can be seen from his contented work life. This is known as job satisfaction. It varies from job-to-job and person-to-person. Truly speaking, job

satisfaction depends upon the nature of job, assessment of the employee by our own colleagues at the workplace, attitude and behavior of the said employee in relation to the assigned job. The salesperson derives job satisfaction from nature of his job and work environment which he finds comfortable and rewarding.

Job Satisfaction has attracted the critical attention of researchers for variety of reasons:

- **Impacts mental health:** It has some relation with the mental health of the people. Job satisfaction and life satisfaction are inextricably bound. The spillover effects of many unresolved personality problem, family-related issues and other maladjustments in social life could often be felt on the job. It is important for the psychological adjustment and happy living of a person.

- **Influences physical well-being:** It has some degree of positive correlation with physical health of individuals. People, who like their work, are likely to live longer. Chronic dissatisfaction with work creates stress which in turn, takes its toll on the physical as well as mental health of an individual.
- **Spreads goodwill about the Company:** People who feel positive about their work life are likely to voice favorable opinions about the company to the general public. In the long run, this helps the company to gain a favourable image and attract talent without any difficulty.
- **Allows a person live with the organization:** A happy and satisfied individual can find it easy to live with the company for a long time.
- **Reduces absenteeism and turnover:** A number of research studies indicate a negative relationship between satisfaction and absenteeism. A satisfied employee has a positive attitude towards his work and will try to avoid being absent from work. On the other hand, there is a strong negative correlation between job satisfaction and turnover (Hom and Griffeth)

2. Literature Review

Job satisfaction is a very wide concept. It includes various factors associated with satisfaction of employees. Satisfaction varies from employee to employee. Chahal, Chahal and Chowdhary, (2013) stated that overall satisfaction of bank employees is associated with different factors of job satisfaction which includes nature of job, working environment, salary and incentives linked job, promotional methods, performance appraisal, relationship with other employees and management, and grievance handling etc., While concluding, it could be said that with the change of satisfaction determinants, level of job satisfaction also varies. This study mainly investigated the relation between of job satisfaction with employee's performance and organizational commitment.

The study conducted by Saleem, Majeed, Aziz and Usman (2013) is to identify the determinants of job satisfaction and examine their impact on employees of the banking industry at Bahawalpur district. The results conclude that all the variables organizational policy and strategy, nature of work, communication, job stress, employee personality and recruitment and selection procedures have significant association with employees job satisfaction.

Vij, Suri and Singh (2012) found that there was a significant and positive association between job satisfaction of employees and the organizational culture in both public and private sector banks. Age and length of service were found to have significant relationship with the job satisfaction of employees in public sector banks only. Relationship orientation, task orientation and interpersonal conflict emerged out to be significant determinants of job satisfaction of employees in public and private sector banks. In public sector banks, employees also showed higher satisfaction from their job with higher receptiveness to change, cooperation among peers, team orientation, organizational goal

identity and union management cooperation. In private sector banks it was interpersonal trust that could probably raise the satisfaction from job of employees. The performance of a bank mostly depends upon the level of its customer satisfaction which in turn, results in job satisfaction of officers. So the study conducted by Ahmed and Uddin (2012) revealed that authority should concentrate to build a set of satisfied employees. It must be admitted and appreciated because total success of the bank depends on the employees' performance, efficiency, honesty, diligence and integrity. So special care should be taken to increase and maintain their level of job satisfaction and thereby assist them to increase their efficiency and productivity since they are playing a vital role in the economic development of the country.

Sehgal (2012) explored there is an association of socio-personal factors with job satisfaction. Age and income were found significantly and positively correlated with job satisfaction of employee of both the public and private sector banks. Male employees in both banks are highly satisfied with their job as compared to female employees. The more experienced employees are highly satisfied with their job, as compared to those having less experience or fresher in both the banks. The employees with more or higher educational qualification are very much satisfied with their jobs as their position in the bank are according to their qualification and expectations. But the employees with less educational qualification were dissatisfied with their jobs because of fewer benefits provided to them. This condition is related to both the banks.

Jain and Sharma (2012) indicated 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. 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. Only if they are satisfied, they will work with commitment and project a positive image of the organization.

Nimalathan (2012) attempted to understand and explain the job satisfaction, which influenced by utilitarian reasons (e.g. to increase productivity and organizational commitment, lower absenteeism and turnover and ultimately increase organizational effectiveness) as well as humanitarian interests (i.e. the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized). The satisfied workers also tend to engage in Organizational Citizenship Behaviour (OCB) i.e. altruistic behaviours that exceed the formal requirements of a job. Dissatisfied workers show an increased propensity for counterproductive behaviours, including withdrawal, burnout, and workplace aggression. The study has identified eight factors based on factor loadings named as 'better working environment'; 'officer's view'; 'worked efficiently'; 'present work'; 'improving interpersonal

relationship'; 'bank treatments'; 'colleagues' and 'challenging work'. However only 'colleagues' factor is significantly correlate with overall job satisfaction of bank executives.

With the change of satisfaction determinants, level of job satisfaction also varies. Kamal and Sengupta (2008) observed that as a person ages, his job satisfaction shows an increasing trend. With age, spiritualism of the person increases, but his alternatives for change decreases. Younger employees have more energy, more expectations and more options, and hence have lesser satisfaction with the job.

3. Objectives

- To know the impact of different variables of job satisfaction. In this study the variables which have been taken included are: age, salary and experience.
- To suggest measures that would go a long way in resolving various problems to ensure smooth functioning, growth and development of SBI in the state of Orissa (city of Bhubaneswar) in particular and the country in general.

4. Research Methodology

This research has been pursued with the help of primary data. The total number of respondents (sample) taken is N=250. The dependent measures were JSS, comprises of 9 sub-scales such as Nature of work, Pay, Supervision, Contingent rewards, Promotion, Co-worker, Operating Policies, Benefits and Communication.

4.1 Nature and Sources of the Data

The study is an empirical study and the data have been collected from mainly primary sources. The secondary

data has been extracted and compiled to make the study more relevant. The primary data have been collected from 250 bank employees through a well-structured questionnaire. And some open-ended questions were framed for the purpose of the study to get pertinent information from the respondents.

4.2 Selection of Sample

Sample for the study is drawn from 1 local Head office, 1 service branch and 1 staff training centre of SBI, in Bhubaneswar. A stratified random sampling technique has been adopted to select 250 bank employees in Bhubaneswar city.

4.3 Techniques Used for Data Analysis

The techniques have been applied for the study are Descriptive statistics, Correlation and Regression analysis. In descriptive statistics the different techniques which have been applied are mean, standard deviation etc

5. Data Analysis and Interpretation

This paper is based on the empirical survey to measure the level of satisfaction. The focus is on the employees of SBI at Bhubaneswar. The total number of respondents (sample) taken is N=250, which includes 151 officers and 99 clerical staff. The data collection was conducted by the use of a questionnaire named as Job Satisfaction Survey (JSS) developed by P.E. Spector. It is a multidimensional instrument include nine subheading such are Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance based rewards), Operating Procedures (required rules and procedures), Coworkers, Nature of Work, and Communication.

Table-1: Job Satisfaction Of Officers And Clerks At Different Age Categories

Sl. No	Variable	Age Group					
		Young		Middle		Old	
		Mean	SD	Mean	SD	Mean	SD
1	Nature of work	3.8267	0.59592	4.1867	0.58478	4.1512	0.50404
2	Pay	3.0583	0.69071	3.0357	0.96108	3.1221	0.97975
3	Co-worker	4.0583	0.39764	4.3238	0.54673	4.3198	0.43665
4	Promotion	3.2000	0.94322	3.3833	0.98749	3.2180	0.91539
5	Rewards	3.3583	0.51563	3.8119	0.90528	3.8140	0.65886
6	Operating policies	3.5917	0.41254	3.6786	0.53122	3.5901	0.59274
7	Benefit	3.4533	0.61908	3.4952	0.86041	3.4977	0.64843
8	Supervision	3.2000	0.91303	3.6500	0.87071	3.7297	0.57037
9	Communication	3.0750	0.69527	3.6381	0.71742	3.6541	0.52744
	Total	33.1657	5.03307	32.8924	3.90744	33.0006	4.38013

Analysis of table reveals that by taking into account both officers and clerical group, out of the nine dimensions, co-worker and nature of work contributes to highest job satisfaction for young age group. The mean score of those variables were 4.0583 and 3.8267 respectively and the Standard deviation the same were 0.39764 and 0.59592.

For middle age group, co-worker, nature of work and rewards are the three dimensions that contribute to highest job satisfaction. The mean score were 4.3238, 4.1867 and 3.8119 respectively.

Similarly, for old age group, co-worker, nature of work and rewards are the three dimensions as the mean score

were 4.3198, 4.1512 and 3.8140 respectively which contribute to highest job satisfaction.

It is also seen that young and old age group employees are comparatively more satisfied than the middle age group.

Table-2: Job Satisfaction of Officers and Clerks Having Different Years of Experience

Sl. no	Variable	Experience (in years)													
		<5 Years		5-10 Years		10-15 Years		15-20 Years		20-25 Years		>25 Years		Total	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
1	Nature of Work	3.9689	0.62078	4.2500	0.71880	4.0267	0.67132	4.1765	0.46758	4.1583	0.62964	4.1982	0.49396	4.1392	0.5441
2	Pay	3.1000	0.82984	3.3125	1.62500	3.1000	0.99013	3.0245	0.82652	3.2083	0.93445	3.1441	0.93149	3.118	0.90185
3	Co-worker	4.1389	0.5502	3.8750	0.14434	4.3000	0.50178	4.3186	0.51739	4.3438	0.57489	4.3784	0.43415	4.307	0.49597
4	Promotion	3.3389	1.02546	3.2500	1.67083	3.3833	1.1175	3.3186	0.92206	3.4792	0.71443	3.2185	0.92203	3.296	0.94337
5	Rewards	3.5167	0.76574	3.5625	1.24791	3.5500	0.82484	3.8873	0.74886	3.7604	0.72035	3.8514	0.66775	3.767	0.73425
6	Operating Policies	3.6167	0.50452	3.7500	0.54006	3.8500	0.43095	3.5735	0.57073	3.7188	0.59578	3.6261	0.5818	3.638	0.55785
7	Benefit	3.4978	0.59791	3.4000	1.33666	3.5600	1.0669	3.4706	0.87619	3.7000	0.65408	3.4991	0.6795	3.5144	0.74199
8	Supervision	3.3222	0.91332	3.3125	0.89849	3.6667	1.1127	3.5980	0.82777	3.7187	0.59121	3.7613	0.63995	3.632	0.77781
9	Communication	3.2667	0.79487	3.5000	1.08012	3.5333	0.76103	3.5588	0.58435	3.7812	0.63122	3.7027	0.49488	3.589	0.6328
	Total	31.7667	4.45825	32.2125	8.91089	32.9700	6.02269	32.9265	4.41177	33.8688	3.99646	33.3797	3.94363	33.0006	4.38013

It is found that both officers and clerical group having less than 5 years of experience, out of the nine dimensions, two dimensions such as co-worker and nature of work contribute to the highest job satisfaction as the mean score were 4.1389 and 3.9689 respectively.

Nature of work, co-worker and operating policies are the dimensions which contribute to the highest satisfaction to both officers and clerical group of employees having 5-10 years of experience, where as promotion and pay are the components contributing to lowest job satisfaction.

The dimensions like co-worker, nature of work and operating policies are the three dimensions that contribute to the highest satisfaction of both categories of employees having 10-15 years of experience.

For both clerical and officers group having 15-20 years of experience same three dimensions like co-worker, nature of work and operating policies contribute to the highest level of satisfaction. Again pay, promotion and benefits contribute to lowest job satisfaction.

Similarly, co-worker, nature of work, rewards and operating policies are the dimensions that contribute to highest satisfaction for both the groups having 20-25 years of experience. And both categories of employees having more than 25 years of experience, out of the nine dimensions co-worker, nature of work and rewards contribute to highest satisfaction.

It is also observed that officers and clerical employees having 20-25 years and more than 25 years of experience are more satisfied.

Table-3: Descriptive Statistics

Mean	Standard Deviation
Age divided into categories	2.2760
Salary/Month	3.88
Experience	4.35
Nature of work	4.139
Pay	3.1180
Co-worker	4.3070
Promotion	3.30
Rewards	3.7670
Operating Policies	3.6380
Benefits	3.514
Supervision	3.63
Communication	3.593
Job Satisfaction	139.66

In order to know the impact of different variables like age, salary and experience on different components of

job satisfaction as well as overall job satisfaction, the statistical tool like correlations has been used.

Table - 4: Correlation between the Variables of Job Satisfaction with age, salary and experience

Age is correlated positively and significantly at 0.05 level with the dimensions such as nature of work, co-worker and communication. It is positively correlated and significantly at 0.01 level with the variables like: rewards and supervision.

It is also seen that age is correlated positively and significantly at 0.05 level with the total job satisfaction. It is concluded that age has impact on the score of total job satisfaction.

Salary is positively correlated with the dimensions like: nature of work, pay, co-worker, rewards, benefit and communication. It is negatively correlated with the dimensions such as promotion and operating policies.

with the dimension supervision. It is also seen that salary has no impact on the score of total job satisfaction.

Experience is positively correlated and significantly at 0.05 level with the dimension nature of work. It is positively correlated and significantly at 0.01 level with the dimensions like: co-worker, rewards and supervision. It is negatively correlated with the dimensions such as promotion and operating policies. This is positively correlated with the dimensions like: pay, benefit and communication. It is positively correlated and significantly at 0.05 level with the score of total job satisfaction. This is also concluded that experience has impact on the total score of job satisfaction.

This is positively correlated and significantly **Correlations** There is no overall job satisfaction by taking into account the factors like age, salary and experience.

Figure-5: Regression Analysis to Show the Impact of Various Components of Job Satisfaction on Job Satisfaction

Age, Salary, Experience	Variables of JS	Nature of work	Pay	Coworker	Promotion	Rewards	Operating policy	Benefits	Supervision	Communication	Total Job Satisfaction
Age divided into categories	Pearson Correlation	Pearson Correlation	.147*	0.104	.157*	-0.004	.166**	-0.02	0.04	.168**	.292*
Salary/month	Pearson Correlation	Pearson Correlation	-.045	0.002	.091*	-0.008	0.049	-.0048	0.019	-.09150*	0.0136
Experience	Pearson Correlation	Pearson Correlation	.147*	0.022	.475*	-0.025	.157**	.2107	0.01	.47506**	0.2562
		Description		R	R ²	Value of adjusted R ²	Value of beta	Value of C			
		Independent Variable Nature of work, D.V=TJS		.013	.0009	.0009	.0008	.032			
		Independent Variable pay, D.V=TJS		.002	.0001	.0001	.0018	.053			
		Independent Variable co-worker, D.V=TJS		.009	.0008	.0008	.0019	.026			
		Independent Variable rewards, D.V=TJS		.475*	.225	.225	.475	2.541			
		Independent Variable operating policy, D.V=TJS		.008	.0007	.0007	.0008	.062			
		Independent Variable benefit, D.V=TJS		.008	.0007	.0007	.0008	.062			
		Independent Variable supervision, D.V=TJS		.008	.0007	.0007	.0008	.062			
		Independent Variable communication, D.V=TJS		.001	.0001	.0001	.0001	.031			
		Constant		.526	.274	.274	.526	0.687			

It is observed that the independent variable nature of work regressed to the dependent variable total job satisfaction with beta value -0.091 and constant value 36.053. Again the independent variable pay regressed to the dependent variable total job satisfaction with beta value 0.475 and constant value 2.541. The independent variable co-worker regressed to the dependent variable total job satisfaction

with beta value 0.526 and constant value 0.687. Similarly independent variable promotion regressed to the dependent variable total job satisfaction with beta value 0.347 and constant value 2.831.

The independent variable reward regressed to the dependent variable total job satisfaction with beta value 0.569 and constant value 1.725.

Another independent variable operating policy regressed to the dependent variable total job satisfaction with beta value 0.379 and constant value 2.030. The independent variable benefit regressed to the dependent variable total job satisfaction with beta value 0.418 and constant value 2.342. Similarly independent variable supervision regressed to the dependent variable total job satisfaction with beta value 0.656 and constant value 1.655. The independent variable communication regressed to the dependent variable total job satisfaction with beta value 0.041 and constant value 34.036.

It is observed from the analysis that the variables like co-workers, rewards and supervision contribute most to total job satisfaction.

6. Suggestions

The policies of HR department in regard to transfer, recruitment must be clear-cut, properly communicated and widely circulated or even a written hand-out may be given to the employees from time to time. Rules relating to training programme needs to be revised as per the changing banking scenario. Choice based selection of trainee is to be avoided. Role specific training may be imparted to the new employee before occupying a particular position. Pay associated with promotion may be enhanced as higher responsibility is associated with higher designation. Grade pay may be introduced for all the employees as per Government rule. Pay parity needs to be maintained properly between both clerical and officers as more risk and challenges are involved with the work of officers.

7. Conclusion

The banking sector has undergone a sea-change over the years, which has put new pressures and realities before the bank employees. 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. Only if they are satisfied, they will work with commitment and project a positive image of the organization. And to a large extent depends upon the coordination, synchronization and cooperation of the Bank employees.

Age was among the factors found to affect job dissatisfaction. As workers grow older, they tend to be more satisfied with their jobs. Older workers have lower expectations than younger workers and they tend to be better adjusted to the work situation.

In SBI, promotions are only partially linked with performance appraisal and are largely based on defined time schedule. But in case of private sector banks HR practices are well implemented and used as a growth and developmental tool to lay out one's future career plans and also promotion is made on the basis of performance.

Length-wise analysis of job satisfaction has revealed that employees are satisfied with the components like nature of work, co-worker, rewards and supervision. Employees having 20-25 years and more than 25 years of experience are more satisfied.

By income-wise analysis, it is concluded that employees are not satisfied with the pay and pay associated with promotion. Furthermore, employees have stated, "they are receiving less pay than their counterparts in private and foreign banks". This perception creates the state of perceived inequity.

The components like co-worker, rewards and supervision are seen to be key top areas and have major impact on job satisfaction in my study.

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