

A STUDY ON JOB SATISFACTION OF EMPLOYEES IN STATE BANK OF INDIA IN VELLORE DISTRICT.

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ABSTRACT

The present study “A study on job satisfaction of bank employees in State Bank of India, Vellore District” is an empirical study based on the survey conducted among the employees working in the State Bank of India in Vellore District. The primary data were collected through field survey. Direct interview method was adopted to collect the required information from the respondents by providing detailed questionnaire to them. The questionnaire contains questions pertaining to personal data and job satisfaction variables. A random sampling method is used to collect the samples from the employees of SBI in Vellore District. A well framed questionnaire was circulated among the employees.. Totally 185 questionnaire were circulated among them; and only 162 were returned the filled in questionnaire. Out of this, 150 questionnaires were found usable for study. Hence, the exact size of the study is 150. The researcher has analysed the collected data with the help of averages and percentages. The findings were displayed through statistical applications like tables, Charts and Diagrams.

Keywords: Bank Employees, Job Satisfaction, State Bank of India, Employee Relationship, Workforce.

INTRODUCTION

The success of any organization totally depends upon its workforce. Every organization has a big responsibility of keeping its workforce satisfied. Employees’ of the day expect not a mere decent living but also a satisfied life. In the recent scenario every commercial bank attempts to make their employees satisfied in their job and try to attract more customers. A worker in stress cannot perform well in the job. Dissatisfied workforce causes immediate problem to their business. The employees with dissatisfaction in such banks do not work so effectively as the employees in private sector banks. Hence the need for studying job satisfaction, among employees working in commercial banks especially in the nationalised banks like the State Bank of India has become inevitable. This study helps to locate the set of workers who are dissatisfied in their job in State Bank of India in Vellore District. Further locating of such workers who are dissatisfied in their job is helpful to suggest suitable measures to overcome job dissatisfaction.

STATEMENT OF THE PROBLEM

Job satisfaction is very important for all employees of organization, association , institutions and business. This study aspires to discover the SBI employees’ job satisfaction on working condition, performance appraisal, work relationship with management and co-workers, training and development and also overall job satisfaction. As it is the largest public sector bank in India, by knowing the level of job satisfaction of employees one can gauge the general trend in the level of job satisfaction in the public sector banks in India and also able to relate the overall state of employees in the banking industry in India. Hence, there is a need to study the job satisfaction of State Bank of India.

OBJECTIVES OF THE STUDY

1. To study the satisfaction of employees with regard to the working condition.
2. To find out the level of satisfaction in the aspects of employees training, salary and other benefits.
3. To analyze the employee relationship with co-workers and management and employees overall job satisfaction.
4. To suggest ways and means of improving the satisfaction level of employees.

SCOPE OF THE STUDY

Employee job satisfaction is very important for employees as well as management. This study is vital support to the bank for identifying the area of frustration of job of the employees. The study will bring out into lime light the working condition that prevails in the banking sector in India. This study helps the management to take appropriate decisions in the interest of the bank, society and the nation.

METHODOLOGY

The study is undertaken at Vellore district. Both the primary and secondary data were collected for analysis.

1.Primary sources of data:

The primary data were collected through field survey. Direct interview method was adopted to collect the required information from the respondents by providing detailed questionnaire to them.

2.Secondary sources of data:

The secondary data were collected from books, journals Magazines, News papers, Reports, Websites and other supplementary sources.

3.Sample Design:

A random sampling method is used to collect the samples from the employees of SBI in Vellore District. A well framed questionnaire was circulated among the employees. Totally 185 questionnaire were circulated among them; and only 162 were returned the filled in questionnaire. Out of this, 150 questionnaire were found usable for study. Hence, the exact size of the study is 150.

4.Analysis of Data:

The researcher has analysed the collected data with the help of averages and percentages. Basically all the data were converted as codes in the master sheet. The findings were displayed through statistical applications like tables, Charts and Diagrams. The new insights and various dimensions of the findings were interpreted with the help of Tables, Charts and Diagrams.

LIMITATIONS OF THE STUDY:

1. This study focuses only SBI employees in the Vellore district and has only a sample of 150 employees due to time and cost constraints.
2. All the findings and suggestions given in the study were entirely based on the employees' response which may not be generalized to other geographical areas and to other industries.
3. The employees while responded showed some hesitation and did not answer freely in front of the higher authorities in the bank. But they responded freely outside the bank.

RESEARCH GAP:

From the review of literature it is found that there are various researches have been conducted in the area of job satisfaction in different sectors. There was no in-depth research on the employee job satisfaction in State Bank of India in Vellore district. So there is a research gap and the researcher would like to address the research gap by carrying out a research on job satisfaction of employees in State Bank of India in Vellore district.

REVIEW OF LITERATURE

1. Dubey et al. (1983) in their study entitled, "Job Satisfaction and Need Hierarchy among Bank Officers", observed that both the satisfied group and dissatisfied group ranked money and status as the two most satisfying factors on the job. The satisfied and dissatisfied groups were similar with regard to personality variables and they also ranked the various needs in a similar fashion.
2. Baldev Sharma (1979) in his study entitled, "Determinants of Job Satisfaction among Bank Employees", has identified four factors namely education, monthly emoluments, work technology and type of supervision having impact on job satisfaction. In the study it is found that technology and education were found to be the important determinants of job satisfaction.
3. Sinha (1988) in his study on, "Job Satisfaction: A Study of the Bank Employees" has revealed that job satisfaction of an employee is related to an individual expectation of different characteristics such as work environment, income, security, prestige and promotion of the job. The perception of job satisfaction as to its attainment in the job is also related to job satisfaction.
4. Uma Sekaran (1989) in her study on, "Paths to the Job Satisfaction of Bank Employees", has underlined that making work more interesting, reducing stress and facilitating success and experience have progressively increased employee's competence which resulted in increased job satisfaction.
5. Nazil A. Nazir (1998) in his study on "Perceived Importance of Job Facets and Overall Job Satisfaction of Bank Employees" has indicated that barring income and level of education, no other personal factor was found to be related to the overall job satisfaction of the respondents.
6. Rengaswamy and Markandayan (1998) in their study entitled, "Job Satisfaction of Workers in Tamil Nadu State Transport Corporation - A Case Study" have underlined that no significant difference was found in technical, administrative and traffic workers in their levels of job satisfaction and also in the various factors influencing the job satisfaction.
7. Rajeswari, A. (2000) made a study on "A Comparative Study on Job Satisfaction of Women Employees of Public Sector Banks and LIC in Tirunelveli District" and identified the level of job satisfaction of the women employees in public sector banks and the Life Insurance Corporation of India.

8. Laxmisha (2010) in her study entitled, “Employee Motivation and Job Satisfaction in Commercial Banks”, stated that the employees are motivated by internal and external factors.
9. Renu Narchal et al. (1984) in their study entitled, “Job Satisfaction: Some Correlates”, have observed that higher the age and more the number of dependents, the less would be the job satisfaction.
10. Kapoor (1967) in his study entitled, “Some Determinants of Job Satisfaction”, analysed the employee satisfaction is a function discrepancy between his expectations and actual achievement. The greater the discrepancy the stronger the dissatisfaction and vice versa..

THEORETICAL FRAMEWORK:

JOB SATISFACTION

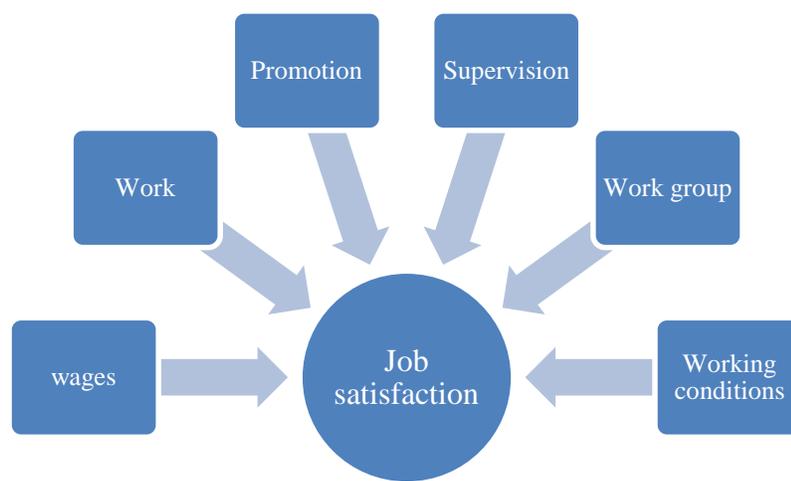
MEANING AND DEFINITION OF JOB SATISFACTION

Job satisfaction refers to an individual’s complex attitude towards his job. It is a pleasurable emotional state resulting from the appraisal of one’s job as achieving as facilitating the achievement of one’s job value. According to Vroom (1964) the term ‘job’ refers to workers’ immediate work task and work role in a particular work organisation.

According to Hoppock (1935), “Job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully say I am satisfied with my job”. Blum (1968) conceptualised job satisfaction as “an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job”.

SOURCES OF JOB SATISFACTION

1.Wages



Sources of Job Satisfaction

Wages play a significant role in influencing job satisfaction. This is because of two reasons. First, money is an important instrument in fulfilling one's needs; and too, employees often see pay as a reflection of management is concern for them.

2. Nature of Work

Most employees crave for intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and attitudes and being offered a variety of tasks, freedom, and feedback on how well they are doing.

3. Promotions

Promotional opportunities affect job satisfaction considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence, status and the like.

4. Supervision

There is a positive relationship between the quality of supervision and job satisfaction. Supervisors who establish a supportive personal relationship with subordinates and take a personal concern in them contribute to their employees' satisfaction.

5. Work group

The work group plays a significant role in providing satisfaction to individual employees. It does so, primarily by providing group members, with opportunities for interaction, with each other. It is well known that, for many employees work fills the need for social interaction.

6. Working conditions

Working conditions that are compatible with an employee's physical comfort and that facilitate doing a good job contribute to job satisfaction. Temperature, humidity ventilation, lighting and noise, hours of work, cleanliness of the work place, and adequate tools and equipment are the features which affect job satisfaction.

VARIABLES INFLUENCING JOB SATISFACTION

1. Salary and allowances
2. Other benefits and services
3. Training provided by the employer
4. Prizes and awards
5. Chance for gaining public relationship
6. Recreational facilities
7. Relationship among co-workers
8. Boss - subordinate relationship
9. Safety measures
10. Personal and family problems
11. Heavy work
12. Reasonability in transfer policy

13. Promotion opportunity
14. Job security.

ANALYSIS OF DATA

Job satisfaction of employees in State Bank of India in Vellore District is ascertained through the primary data obtained from them. The questionnaire is considered as an instrument to obtain the responses from the employees of State Bank of India in Vellore District. The primary data is first treated with percentage analysis to exactly present the details about the background of employees in state bank of India in Vellore District and their responses.

TABLE-1 GENDER OF EMPLOYEES

GENDER	No.of Respondents	Percentage(%)
Male	93	62
Female	57	38
Total	150	100

From the above data, it is observed that 62% of employees are male and 38% of employees are female.

It is noted that most of the employees are male.

TABLE-2 AGE OF EMPLOYEES

Age	No.of Respondents	Percentage(%)
Less than 20 years	27	18
21 to 30 years	59	39
31 to 40 years	26	17
More than 40 years	38	26
Total	150	100

The above table shows 18% of employees are less than 20 years of age, 39% are 21 to 30 years; 17% are 31 to 40 years; and 26% are more than 40 years.

Therefore, it is quoted that most of the employees are in the age group of 21 to 30 years.

TABLE-3 EDUCATIONAL STATUS OF EMPLOYEES

Educational status	No.of Respondents	Percentage(%)
School level	18	12
Under graduate	63	42
Post graduate	46	31
Professional	23	15
Total	150	100

The above data, that 12% of employees have studied up to school level; 42% of employees studied up to under-graduate; 31% of employees studied up to post-graduate and 15% of employees studied up to professional level.

It is concluded that most of the employees have studied upto under graduate level.

TABLE-4 FAMILY STATUS OF EMPLOYEES

Family status	No.of Respondents	Percentage(%)
Joint family	47	31
Nuclear family	103	69
Total	150	100

From the above table, 31% of employees are having joint families; and 69% are having nuclear families.

Most of the families are living in nuclear families.

TABLE-5 JOB POSITION OF EMPLOYEES

Position of employees	No.of Respondents	Percentage(%)
Manager	11	07
Officer	37	25
Clerk	54	36
Sub-staff	48	32
Total	150	100

From the above table, it is observed that 7% of employees are manager; 25% of employees are officer; 36% are clerk and 32% are sub-staff.

It is noticed that most of the employees are clerk.

TABLE-6 JOB EXPERIENCE OF EMPLOYEES

Job of Experience employees	No.of Respondents	Percentage(%)
Less than 5 years	22	15
5 to 10 years	37	25
11 to 20 years	48	32
21 to 30 years	26	17
More than 30 years	17	11
Total	150	100

From the above table, it is understood that 15% of employees have less than 5 years of experience; 25% have 5 to 10 years; 32% have 11 to 20 years; 17% have 21 to 30 years ; and 11% have more than 30 years of job experience.

Most of the employees have 11 to 20 years of job experience.

TABLE-7 SALARY, ALLOWANCES AND OTHER BENEFITS GRANTED IN THE JOB ARE REASONABLE

Salary, Allowances and other benefits	No.of Respondents	Percentage(%)
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Strongly Agree	69	46
Agree	42	28
Neutral	07	05
Disagree	26	17
Strongly Disagree	06	04
Total	150	100

From the above table it is noticed that 46% of employees strongly agree; 28% of employees agree; 5% are neutral; 17% of employees disagree and 4% of employees strongly disagree that salary, allowances and other benefits granted in the job are reasonable.

Most of the employees strongly agree that salary, allowances and other benefits granted in the job are reasonable.

TABLE-8 THE TRAINING PROVIDED IN THE JOB IMPROVES THE EFFICIENCY TO DO JOB

Training Provided	No.of Respondents	Percentage(%)
Strongly Agree	78	52
Agree	43	29
Neutral	10	07
Disagree	12	08
Strongly Disagree	07	04
Total	150	100

From the above table shows that 52% of employees strongly agree; 29% of employees agree; 7% are neutral; 8% of employees disagree and 4% of employees strongly disagree that the training provided to them in the job improves the efficiency to do the job.

Most of the employees strongly agree that the training provided to them in the job improves the efficiency to do the job.

TABLE-9 RELATIONSHIP AMONG CO-WORKERS IS GOOD

Relationship among Co-Workers	No.of Respondents	Percentage(%)
Strongly Agree	67	45
Agree	58	38
Neutral	04	03
Disagree	12	08
Strongly Disagree	09	06
Total	150	100

From the above table shows that 45% of employees strongly agree; 38% of employees agree; 3% are neutral; 8% of employees disagree and 6% of employees strongly disagree that the relationship among co-workers is good.

Majority of the employees strongly agree that the relationship among co-workers is good.

TABLE-10 PRIZES AND AWARDS GRANTED BY THE MANAGEMENT ARE APPRECIABLE

Prizes and Awards granted	No.of Respondents	Percentage(%)
Strongly Agree	62	41
Agree	43	29
Neutral	07	05
Disagree	24	16
Strongly Disagree	14	09
Total	150	100

From the above data shows that 41% of employees strongly agree; 29% of employees agree; 5% are neutral; 16% of employees disagree and 9% of employees strongly disagree that the prizes awards granted by the management are appreciable.

Most of the employees strongly agree that prizes and awards granted by the management are appreciable.

TABLE-11 RECREATIONAL FACILITIES SUCH AS REST ROOMS, CANTEEN, AND LUNCH ROOMS ARE SUFFICIENTLY PROVIDED

Recreational Facilities	No.of Respondents	Percentage(%)
Strongly Agree	67	45
Agree	48	32
Neutral	08	05
Disagree	15	10
Strongly Disagree	12	08
Total	150	100

From the above table shows that 45% of employees strongly agree; 32% of employees agree; 5% are neutral; 10% of employees disagree and 8% of employees strongly disagree that the recreational facilities are sufficiently provided to them.

Most of the employees strongly agree that the recreational facilities are sufficiently provided by them.

TABLE-12 PROMOTION OPPORTUNITY PROVIDED IN THE JOB ARE APPRECIABLE

Promotion opportunity	No.of Respondents	Percentage(%)
Strongly Agree	63	42
Agree	47	31
Neutral	07	05
Disagree	16	16

Strongly Disagree	06	06
Total	150	100

From the above data shows that 42% of employees strongly agree; 31% of employees agree; 5% are neutral; 16% of employees disagree and 6% of employees strongly disagree that promotion opportunity provided in the job are appreciable.

Majority of the employees strongly agree that promotion opportunities provided in the job are appreciable.

TABLE-13 THE BOSS AND SUBORDINATE RELATIONSHIP ENCOURAGES THE WORK

Personal Relationship with the Public	No.of Respondents	Percentage(%)
Strongly Agree	61	41
Agree	49	33
Neutral	07	05
Disagree	28	18
Strongly Disagree	05	03
Total	150	100

From the above table shows that 41% of employees strongly agree; 33% of employees agree; 5% are neutral; 18% of employees disagree and 3% of employees strongly disagree that the boss and subordinate relationship encourages the work.

Most of the employees strongly agree that the boss and subordinate relationship encourages the work.

TABLE-14 SAFETY MEASURES PROVIDED BY BANK ARE INADEQUATE

Safety measures	No.of Respondents	Percentage(%)
Strongly Agree	32	21
Agree	28	19
Neutral	12	08
Disagree	51	34
Strongly Disagree	27	18
Total	150	100

21% of employees strongly agree; 19% of employees agree; 8% are neutral; 34% of employees disagree and 18% of employees strongly disagree that the safety measures provided by bank are inadequate.

Most of the employees disagree that the safety measures provided by the bank are inadequate.

TABLE-15 TRANFER POLICY APPLIED IN THE BANK IS REASONABLE

Tranfer policy	No.of Respondents	Percentage(%)
Strongly agree	76	51
Agree	43	29
Neutral	11	07
Disagree	14	09
Strongly Disagree	06	04
Total	150	100

The above table shows 51% of employees strongly agree; 29% of employees agree; 7% are neutral; 9% of employees disagree and 4% of employees strongly disagree that transfer policy applied in the bank is reasonable.

It is noticed that most of the employees strongly agree that transfer policy applied in the bank is reasonable.

FINDINGS:

1. 62% of employees are male and 38% of employees are female.
2. 18% of employees are less than 20 years of age, 39% are 21 to 30 years; 17% are 31 to 40 years; and 26% are more than 40 years of age`
3. 12% of employees have studied up to school level; 42% of employees studied up to undergraduate; 31% of employees studied up to post-graduate and 15% of employees studied up to professional level.
4. 31% of employees are having joint families; and 69% are having nuclear families.
5. 7% of employees are manager; 25% of employees are officer; 36% are clerk and 32% are sub-staff.
6. 15% of employees have less than 5 years of experience; 25% have 5 to 10 years; 32% have 11 to 20 years; 17% have 21 to 30 years ; and 11% have more than 30 years of job experience.
7. 46% of employees strongly agree; 28% of employees agree; 5% are neutral; 17% of employees disagree and 4% of employees strongly disagree that salary, allowances and other benefits granted in the job are reasonable.
8. 52% of employees strongly agree; 29% of employees agree; 7% are neutral; 8% of employees disagree and 4% of employees strongly disagree that the training provided to them in the job improves the efficiency to do the job.
9. 45% of employees strongly agree; 38% of employees agree; 3% are neutral; 8% of employees disagree and 6% of employees strongly disagree that the relationship among co-workers is good.
10. 41% of employees strongly agree; 21% of employees agree; 5% are neutral; 16% of employees disagree and 9% of employees strongly disagree that the prizes awards granted by the management are appreciable.
11. 45% of employees strongly agree; 32% of employees agree; 5% are neutral; 10% of employees disagree and 8% of employees strongly disagree that the recreational facilities are sufficiently provided to them

12. 42% of employees strongly agree; 31% of employees agree; 5% are neutral; 16% of employees disagree and 6% of employees strongly disagree that promotion opportunity provided in the job are appreciable.
13. 41% of employees strongly agree; 33% of employees agree; 5% are neutral; 18% of employees disagree and 3% of employees strongly disagree that the boss and subordinate relationship encourages the work.
14. 21% of employees strongly agree; 19% of employees agree; 8% are neutral; 34% of employees disagree and 18% of employees strongly disagree that the safety measures provided by bank are inadequate.
15. 51% of employees strongly agree; 29% of employees agree; 7% are neutral; 9% of employees disagree and 4% of employees strongly disagree that transfer policy applied in the bank is reasonable.

SUGGESTIONS:

1. Sufficient training should be given to employees in the bank so that they can update their knowledge and skill.
2. Some more computer trained employees should be recruited instead of giving training to the old employees in computer.
3. Some more prizes and awards should be given to the employees so that they will develop more in their performance.
4. Rest rooms and lunch rooms are provided to employees neatly.
5. Adequate safety measures should be provided in the bank.
6. Workload of employees should be reduced by appointing sufficient employees.
7. Transfer must be provided to the employees whenever they need and whenever it is reasonable.
8. Promotion must be made to the employees according to the experience, service, talent and seniority.
9. Job security should be provided to all employees.
10. Proper welfare facilities are provided to all employees.
11. Medical facilities are arranged properly not only to the employees but also their dependents.

CONCLUSION:

In order to find out the Employees' Satisfaction in SBI, Vellore District has been selected. Data Collected from 150 employees has been analysed. The study has arrived at valuable conclusion and presents the Employees Satisfaction in SBI in Vellore District.

The study results clearly indicates that the employees employed in SBI in Vellore District are satisfied with their jobs. The factors which are considered for study are interpersonal relations and working conditions intrinsic to the job and motivated them which were the recognition, work itself, advance opportunities and possibility of growth. Many employees felt that there was poor interpersonal relationships prevailing in the work-settings and the common factor indicated by them was verbal abuse by the management. The analysis throws light on the fact that the employees are satisfied with their profession.

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