

**A STUDY ON JOB SATISFACTION OF BANK EMPLOYEES WITH SPECIAL REFERENCE TO PERINTHALMANNA MUNICIPALITY, MALAPPURAM DISTRICT****Fasla N.P***

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Keywords: Job satisfaction, bank employees, attitude**Abstract**

In this era of competitive world, success of any organization depends on its human resource. Banks are no exception to this. The employees of the bank valuable assets to the organization. In modern society the needs and requirements of the people are ever increasing and ever changing. When the people are ever increasing and ever changing and the people needs are not fulfilled they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. Employees of the day expect not a mere decent living but also a satisfied life. Due to change of technology, new rules and our social values, organizations have to face challenges. All the components affect the employee's behaviours, attitudes and working situation. The work place is a second home for employees because they survive more than 40 hours a week in the working environment.

Introduction

Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector 1997). Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences job satisfaction has been studied both a consequence of many individual and work environment characteristics and as antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent less likely to leave more productive more likely to display organizational commitment And more likely to be satisfied with their lives (Lease 1998) job satisfaction of industrial workers is very important for the industry to function success fully.

In the recent scenario especially after globalization customer attrition is very high especially from public sector banks to private sector banks one of the reasons for the higher attrition is the poor banking services. Hence every banks attempts to make their employees satisfied in their job and try to attract more customers. Hence under the direct supervision of the owners the banks are well managed and employees are well focused towards their customers who are satisfied with the service provided.

Employees are concerned with their work environment for both personal comfort and how it facilitates doing a good job. People get more out of work than merely money as tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore having friendly and supportive co-workers leads to increased job satisfaction.

Objectives Of The Study

- To know the level of job satisfaction among bank employees.
- To find the relationship between salary and job satisfaction.
- To study effective factors in job satisfaction.
- To study the availability of good working condition

Scope Of The Study

The study aims to measure the level of job satisfaction of the Bank employees. It covers different cadres of employees working in banks such as officers, clerical staff and sub staff further the study measures the level of job satisfaction among different cadres of employees working in banks and locates the factors which cause job satisfaction of the among them. Job satisfaction is a concept measuring psychological satisfaction of the



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employees. In the present study the level of job satisfaction has been analyzed from the point of view of the employees working in the banking sector.

Collection Of Data

The data is collected through primary and secondary sources.

Primary data

Primary data was collected from the respondents using structured questionnaires, which was prepared in such a way that, it enables the respondent to express their opinion freely and frankly and collect data from 50 respondents.

Secondary data

Secondary data was collected from different published and unpublished research reports, text books, magazine, journals, articles, website etc.

Theories Of Job Satisfaction

1) Affect Theory

Edwin .A.Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in job and what one has in job. Further, the theory states that how much one value a given fact of work (eg. the degree of autonomy in a position) moderates how satisfied / dissatisfied one becomes when exceptions are/aren't met. When a person values a particular fact of job, his satisfaction is more greatly impacted both positively and negatively, compared to one who doesn't value that fact. To illustrate, if employee A values autonomy in the work place and employee B is indifferent about autonomy, then a employee. A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or nol autonomy compared to employee B. This theory also states that too much of particular fact will produce stronger feelings of dissatisfaction the more a worker values that fact.

2) Dispositional Theory

Another well-known job satisfaction theory is the dispositional theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies towards a certain level of satisfaction regardless of one's job. This approach become a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and job research also indicates that identical twins have similar levels of job satisfaction.

3) Two-Factor Theory (Motivator – Hygiene Theory)

Frederic Herzberg's Two Factor theory (also known as motivator Hygiene Theory) attempt6s to explain satisfaction and motivation in the workplace. This theory sates that satisfaction and dissatisfaction are driven by different factors-motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of subordinate motivation can be seen as an inner force that derives individuals to attain personal and organization goals (Hoskinson, Porter & Wrench.P.133). Motivating factors are those aspects of the job that make people want to perform, and provide people3with satisfaction,for example achievement in work, recognition, promotion opportunities. These4 motivating factors are considered to b e intrinsic to the job, or the work carried out.. Hygiene factor include aspect of the working environment such as put company polices, supervisory particles an d other working conditions.

4) Need Fulfillment Theory.

Under this theory it is believed that a person is satisfied if he gets what he wants and the more he wants something or the more important it is to him, the more satisfied he is when he gets is and the more dissatisfied he is when does not get it. In other words, "Job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied ". The fulfillment theory suffers from a major draw back. Satisfaction is function if not only what a person receivers but what he feels he should receive.



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Variables Of Job Satisfaction

Some of the dependent variable of job satisfaction are listed down by important among them are given below:

1. **Challenging Job:** Job must have a scope for application of skills, knowledge, initiative and above all it must be meaningful. Herzberg's satisfier and job characteristics theory are relevant here.
2. **Equitable:** More than the rewards, equity and fairness of rewards are equally important. Equity theory of motivation is relevant.
3. **Supportive Working Conditions:** Supportive working conditions are equally important as the condition of work itself to improve job satisfaction.
4. **Supportive Colleagues/Supervisors:** If the colleagues and supervisors are supportive enough then the person automatically performs his job well.

Analysis And Interpretation

Table 1 showing different factors that affect the job satisfaction level of bank employees

Factors	Number of respondent	Percentage
Salary & Other allowance	17	34%
Working condition	8	16%
Supervision	7	14%
Relationship with peers	8	16%
Company policy	6	12%
Other benefits & services	4	8%
TOTAL	50	100



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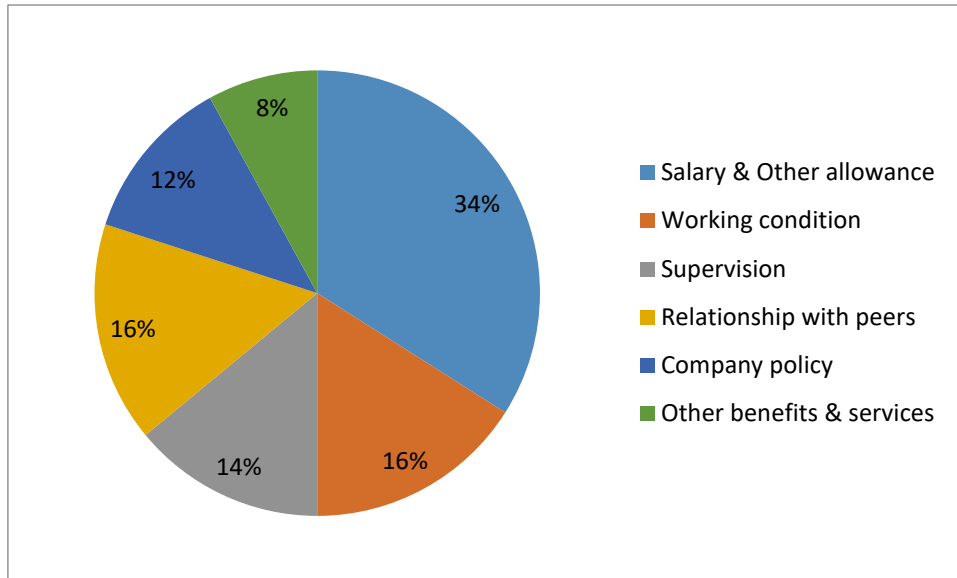


Chart1 showing different factors that affect the job satisfaction level of bank employees

Interpretation

Graph shows that 34% of people are prefer salary in their job satisfaction level, 16% prefer their working condition, 14% satisfied with relationship with peers, 14% people considering supervision, 12% prefer company policy and remaining 8% are satisfied with other benefits and services

Table 2 Showing factors which motivating employees

Motivating factors	Number of respondent	Percentage
Salary increase	20	40%
Promotion	10	20%
Leave	6	12%
Motivational talks	8	16%
Recognition	6	12%
TOTAL	50	100

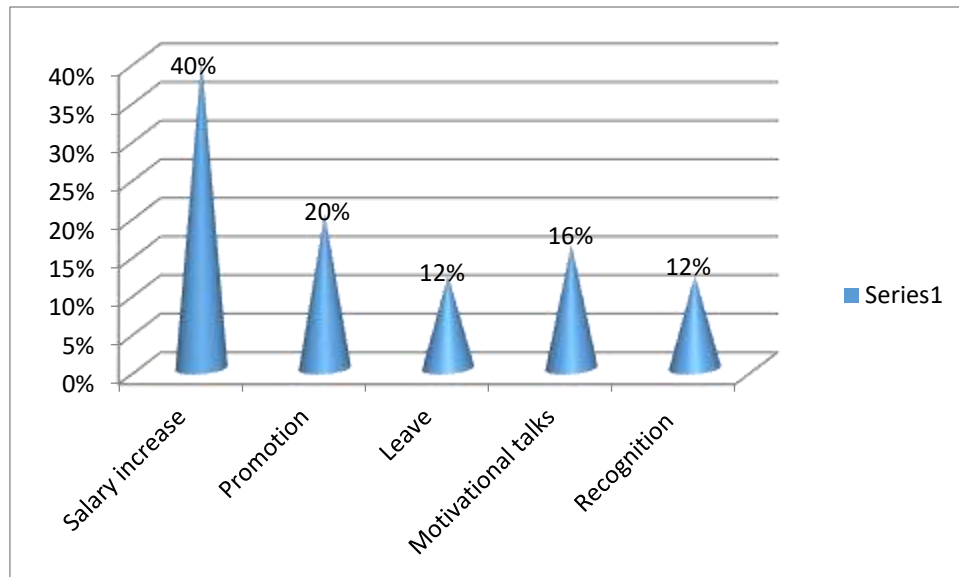


Chart 2 Showing factors which motivating employee

Interpretation

Graph show that 40% of people are thinking that salary increase is the important factor that motivate them most 20% are motivated in promotion, 16% are motivational talks, 12% are motivated in their leave and remaining 12 % people motivated in recognition of the banks.

Findings

1. The majority employees are prefer the salary in the job satisfaction
2. 50% bank employees get variety of task in their bank
3. Salary increasing motivates the most employees in bank
4. Most of the employees 44%are get promotion in bank
5. Majority of the bank 45% are not Grievance Redressed mechanism and more employees are not satisfied in their Grievance Redressed mechanism.

SUGGESTIONS

1. As duties of employees in the bank ,employees feel boredom so banks should provide variety of job responsibilities and adequate opportunity for periodic changes in duties
2. Banks can provide recognition by giving rewards on timely basis, by praising employees in meetings, by sending letters of good workers to their homes
3. The work load in the bank should be reduced so that the employees is more satisfied with their job
4. According to employees service the organization can increasing the salary and other allowances

Conclusion

Job satisfaction of bank employees is a very big concept as it include s various factors associated with job satisfaction of employees satisfaction varies employee to employee. The 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, promotion, 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 all varies.. This study mainly invested the relation between of job satisfaction with employee's performance and organizational commitment organizational commitment it like, to be3 strongly associated with employee retention. To ensure organizational commitment, companies must promote job satisfaction. The organization also lacks the relationship between workers and supervisors. It should be given due consideration, the organist ions also lack on certain factors such as working conditions,



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security training development facilities and long working hours. This research concluded that overall job satisfaction of back employees though is not very high but still satisfactory. But there is still considerable room for improvements. An organization should try to take every possible step to enhance job satisfaction among employees because if employees are satisfied then customer associated with it will also be satisfied.