



A STUDY ON JOB SATISFACTION AMONG STATE BANK OF INDIA (SBI) EMPLOYEES IN TIRUCHIRAPPALLI

B. Bharathi *

Dr. S. M. Pushpa Rani **

Abstract: *The success of any organisation depends upon its employees. In sustaining the market share, every organisation has a big responsibility of keeping its workforce satisfied. Employees' of the day expect not a mere decent living but also a satisfied life. Personal satisfaction in the life of an employee depends upon the satisfaction he/she gets in his/her job. A worker in stress cannot perform well in the job. The higher employee turnover and dissatisfaction in the job are the two serious competitive disadvantages faced by many of the modern day undertakings.*

It is an undeniable fact that the future of any business enterprise depends upon the level of satisfaction of its workforce. Dissatisfied workforce causes immediate problem to their business. If the problems are left unattended they have a tendency of spiralling out to other business, or industry and even to other region. Hence in course of time it could become a serious threat to the growing economy.

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 commercial bank attempts to make their employees satisfied in their job and tries to attract more customers.

*Assistant Professor of Commerce, Srimad Andavan Arts and Science College, Trichy

** Associate Professor of Commerce, Holy Cross College, Trichy



INTRODUCTION

The success of an organization depends not merely on its technical efficiency, updated machinery, good plant layout, dynamic organization etc., but also depends upon its human resource. A satisfied, happy and hardworking employee is the biggest asset of any organization, including banks. 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. The high level of satisfaction will surely pave the way for improvement in their work which would result in projection of a positive image of the organization.

STATEMENT OF THE PROBLEM

Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. It is a most frequently studied variable in organizational behaviour research, and also a central variable in both research and theory of organizational phenomena ranging from job design to supervision (Spector, 1997). The traditional model of job satisfaction focuses on all the feelings that an individual has about his/her job. However, what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide. Satisfied employee is inclined to be more industrious, inspired, and dedicated to his work (Syptaket al., 1999). Job satisfaction results from the exchange of personal factors, such as principles, character, and opportunity with employment factors such as the impression of the work situation and the job itself (Davies et al., 2006).

In the globalised era where the competition has become the 'mantra of success', the banks vie with each other to attract the customers. But retaining the employees is equally important for survival through reduced employee attrition. Hence the factors influencing the satisfaction of the employees play a vital role in the success of the banks. This condition necessitates seeking answer for the following questions:

1. Are employees in banks really satisfied in their job? If not so,
2. What are the factors that have been weakening the job satisfaction among employees in banks?



SCOPE OF THE RESEARCH WORK

This study is focused on Job Satisfaction of SBI bank employees in Tiruchirappalli. Various dimensions on job satisfaction like pay and fringe benefits, relation with co-workers, supervision, empowerment of employees, nature of job, participation of employees in decision making, performance appraisal and training and development, etc. have been probed into. The study throws light on the factors influencing the job satisfaction and remedial measures to enhance the level of job satisfaction.

OBJECTIVES

- To study the socio-economic profile of the SBI bank employees in Tiruchirappalli
- To analyse the satisfaction level of the employees with regard to working conditions, job security and other welfare measures in SBI

METHODOLOGY

The present study has been designed with a view to investigate the satisfaction level of bank employees, to find out the effect of various aspects (pay and fringe benefits, relation with co-workers supervision, employees empowerment, nature of job, employees participation, performance appraisal and training and development, etc.) on job satisfaction. The study covers only one Public Sector namely State Bank of India. 100 employees is taken as sample size for the study.

DATA COLLECTION

Primary data were collected through questionnaire. Secondary data were collected from books, journals, magazines, newspapers, research articles, websites and reports from RBI bulletins.

STUDIES RELATED TO JOB SATISFACTION

Centres and Bugental (1966) in their study entitled, "Intrinsic and Extrinsic Job Motivation among Different Segments of Working Population", revealed that higher occupational level employees assigned more value to the intrinsic aspects as interesting work, self-expressions as determinants of job satisfaction

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.

Sinha and Sharma (1992) in their study entitled, "Union Attitude and Job Satisfaction in Indian Workers", underlined that employees who are seldom absent were more satisfied with their jobs.

According to Baron et al. (2006), studies have generally indicated a low to moderate inverse relationship between job satisfaction and employee absence and turnover. This implies that the lower an individual's satisfaction with his/her job, the more likely is that person to be absent from work or to resign and seek other job opportunities.

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.

ANALYSIS AND INTERPRETATION

TABLE-1 Classification on the basis of Nature of Job

Nature of Job	Frequency	Percent
Clerical Cadre	86	86.0
Officer Cadre	14	14.0
Total	100	100.0

Source: Primary Data

From the above table it is clear that 86 percent of the employees were clerical staff and remaining 14 percent were officers.

TABLE-2 Classification on the basis of Experience

Experience	Frequency	Percent
Less than 5 years	16	16.0
5-10 years	16	16.0
10-15 years	14	14.0
More than 15 years	54	54.0
Total	100	100.0

Source: Primary Data

Table 2 indicates that 54 percent of the employees have more than 15 years of experience and 14 percent of the employees have 10-15 years of experience.



TABLE-3 The freedom to work independently

	Frequency	Percent
Low	6	6.0
Moderate	40	40.0
High	48	48.0
Very High	6	6.0
Total	100	100.0

Source: Primary Data

From the above table it is clear that 48 percent of the employees were highly satisfied on their freedom to work independently, 6 percent of the employees have low level of satisfaction regarding the freedom to work independently.

Findings based on personal factors

- ✓ Majority (44 percent) of the employees were in the age group of 30 to 40 years.
- ✓ About 29.25 percent of the employees earn monthly income of Rs.30001-Rs.40000
- ✓ Majority(74.5 percent) of the employees were married

Findings based on factors influencing job satisfaction

- ✓ About 71.8% of the employees are highly satisfied with the attitude of the Management in providing better working conditions.
- ✓ Regarding the opportunities for job enlargement, 67.3% of the employees are highly satisfied.
- ✓ About 59.5% of the employees agreed that they are highly satisfied with promotion opportunities
- ✓ Majority (74.3%) of the employees are of the view that their work is important for their superiors than their health.
- ✓ Majority (75.5%) of the employees opine that the opportunity is identified with their achievement.

SUGGESTIONS

Based on the findings of the study, the following suggestions are offered as feasible to achieve the improvement of Job Satisfaction among Bank employees.

- As the level of job satisfaction of female employees is lower than the level of male employees the banks have to find out ways to improve the level of satisfaction through a survey.



- As the staffs are not satisfied with the tea from outside the banks can provide canteen facilities in all the branches.
- Implementation of centralized schemes for waste and dust disposal, drinking water facilities, sanitary facilities, recreation and rest room facilities and canteen facilities can improve the safe and healthy working conditions of the bank branches more cheaply.

CONCLUSION

Since nationalization banking sector is considered to be one of the major employers. Even people prefer bank as a career as the social status and wages are good enough. But during the 80's bank has started to lose its charm and banking sector has started to incur losses, which also resulted in job dissatisfaction of employees.

But winds of liberalization has brought fresh air and with the entry of foreign banks in India, greater need is felt for better customer service and a creating competitive edge to overcome competitors' strategy. All these have led the employees to talk in favour of work culture.

REFERENCES

1. Dubey, B.L., Uppal, K.K., Varma, K.K. and Padma Dwivedi, "Job Satisfaction and Need Hierarchy among Bank officers" , Indian Journal of Labour Economics, 1983, Vol. 26, Issue No. 1-2, pp. 86-91.
2. Baron, R.A., Bryne, D., Nyler, R. & Branscombe, D., Social Psychology, London: Allyn & Beacon, 2006
3. Centres, R. and Bugental, D.E., "Intrinsic and Extrinsic Job Motivation among Different Segments of Working Population", Journal of Applied Psychology, 1966, Vol. 50, pp.193-197.
4. Sinha, D. and Sharma, K.C., "Union Attitude and Job Satisfaction in Indian Workers", Journal of Applied Psychology, 1992, Vol. 46, pp. 247-254.
5. WWW.SBI.com