

## COMPARATIVE STUDY ON JOB SATISFACTION OF J&K BANK EMPLOYEES

**\*ZAFFAR AHMAD NADAF**

*\*Research Scholar, Department of Education, Aligarh Muslim University, Aligarh.*

### **ABSTRACT:**

*Satisfaction from life and every work is the important aim of every one's life. We spent maximum time of our in working or involving in any economic activity, which is the main sources of surviving our life. Every employee wants to get higher level of satisfaction from his job. Job satisfaction is the favorableness or unfavorableness with which employees view their work. Job satisfaction is a psychological concept and it is mostly depend upon the internal feeling of employees. There are a lot of independent variables on which job satisfaction is depending. These are educational qualifications, nature of work, pay, job security, promotional opportunities and family & work life balance. The employee's satisfaction improve the productivity and profit so it is important both employees and employer also. In this paper researcher tried to explain the concept and factor affecting job satisfaction and their significant relationship with all factors. The commercial banks have embarked on different management strategies as resorts to promote employees job satisfaction. The main purpose of the study is to identify the levels of job satisfaction among employees of Jammu and Kashmir bank and the factors contributing to job satisfaction.*

**Keywords:** *Dependent, Employee, Psychological, Strategies, Satisfaction, Variables.*

### **I. INTRODUCTION**

Major part of man's life spent in work which is a social reality and social expectation. Only economic motive has never satisfied men. It is always of a greater interest to know why men work and at which level and how he/she satisfied with the job. Job satisfaction is dynamic, as it can go as quickly as it comes. A positive emotional state occurs when a person's job seems to fulfill important values, provided these values are compatible with one's needs. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job

experience. In short, job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization.

Many variables have been conjecture to be a result of job satisfaction or dissatisfaction. The concept of job satisfaction has emerged and now there are several factors contributing to it, which are monetary and non-monetary job satisfaction of employees and bank performance / success, are significantly related to each other. Better understanding of job satisfaction and factors associated with it helps managers to guide employee's activities in a desired direction. The morale of employees is a deciding factor in the bank efficiency. Thus, it is fruitful to say that managers, supervisors, human resource specialists, employee, and citizens in general are concerned with ways of improving job satisfaction.

The study of job satisfaction among Bank employees is important because there are various aspects of the job that are highly attractive and lead to satisfaction and aspects of the job that lead to dissatisfaction. Positive aspects include the opportunity to work in Bank and employees to accomplish common goals, developing banking background and the ability to work with co-workers. It is important to identify which factors contribute to job satisfaction as well as those that may lead to job dissatisfaction to assure that the manager ship is attractive to potent. Many variables have been hypothesized to be a result of job satisfaction or dissatisfaction. These include both those variables of job performance and those of deem. The degree of satisfaction are determined by the ratio between what we have and what we want. By law of nature as we have more, we want more; hence, the level of satisfaction remains less.

## II. REVIEW LITERATURE

Maximum time of man's life spend at work place so a man satisfy his life if he satisfy from his job. Five components affect the job satisfaction; work, pay promotion, salary and recognition (Khalid Salman & Irshad Muhammad, 2011)

Lethal(2007) indicate no direct relationship between job satisfaction and level of education. Women employees more satisfaction with their job and recognized (teaching) as their ideal profession. Married employees were found to be more satisfied than their unmarried colleagues were. That the employees with higher rank reported less satisfaction and more dissatisfaction than those who were in the lower rank.

Sargent and Hannum (2005) on the other Shah and Jalees (2004) say that job satisfaction increase as employees 'progress in rank.

Alam (2013) conducted a research on the Job satisfaction of female workers in different garment factories in Dhaka city and concluded the level of satisfaction is positively correlated with level of wages they get. Zeal, Anwar and Nazrul (2012) in their study on comparative Job satisfaction of senior male and female executives in Bangladesh, showed that there are insignificant difference between male and female executives regarding satisfaction in different facets of job. The direction of all these studies on job satisfaction tends to be consistent to the self-reporting state of individual is very much related to the job itself and one's experience.

### III. OBJECTIVES

The present study is aimed at finding out job satisfaction of bank employees through different dimension and density of satisfaction levels. More specifically the study aims at the objectives as follows:

1. To find out the satisfaction among employees of J&K banks regarding job aspects Sex, Age, Number of Depended, Marital status Pay, Educational level, experience and Leave facilities
2. To identify the factors responsible for satisfaction or dissatisfaction of the employees of J&K Bank

### IV. HYPOTHESES

There is a significant relationship between the variables (namely, occupational class, race, gender, educational level, experience, age, marital status, income and job status) and job satisfaction amongst employees in a Jammu & Kashmir banks.

### V. SIGNIFICANCE OF THE STUDY:

We enjoy work and find it to be a central part of life, but some of us hate work and do so only because they must. Job satisfaction then can be important to those who are in an organization it allows the workers and researchers to look at aspects of job satisfaction in the organization and work to increase those aspects that lead to job satisfaction. Those who study job satisfaction in organizations do so for two reasons:

- 1 Job satisfaction is relevant for all those who are interested in the subjective evaluation of working conditions such as responsibility, task variety, or communication requirements because job satisfaction is strongly caused by such conditions.
- 2 Job satisfactions is also important because it is closely linked to outcome variables such as absenteeism, inefficiency, counterproductive behavior, or lack of leadership.

## VI. METHODOLOGY

Job satisfaction has been taken as dependent variable. Independent variables are educational qualifications, nature of work, pay, job security, promotional opportunities, and no. of depended persons & work life balance. The main purpose of the study is to identify the levels of job satisfaction among employees of J&K bank and the factors contributing to job satisfaction. Bank employees in this study refer to clerks, officers, and managers. To achieve the objectives of the study 150 surveys were sent (through questioners) to 15 banks situated in south and north Kashmir (Jammu and Kashmir Bank).

Therefore, all the questionnaires were returned having response rate of 100%. The questionnaire using 5-Scale Likert (1 Strongly satisfied, 2 Satisfied, 3 Neutral 4 Strongly dissatisfied 5 Dissatisfied) design to test the impact of all the variables.

For this study, the questionnaire is divided into 2 sections demographic variables and facets of job satisfaction. The questionnaire cover all the variables such as educational qualifications, nature of work, pay, job security, promotional opportunities and no. of depended & work environment. The data were analyzed through SPSS v.19

## VII. DATA ANALYSIS AND INTERPRETATION

It is to be recalled that the principal objectives of the present study were to study the factors affected job satisfaction of Jammu & Kashmir Bank employees. Data collected with the help of questionnaire 2 test is applied for the significant of variables. According to Robbins and Sanghi (2006) “Job satisfaction is collection of feelings that an individual holds toward his or her job.” The same was contributed by MasudIbn Rahman (2008) “Job satisfaction is defined as a general attitude toward one’s job. It is in regard to one’s feelings or state-of-mind regarding the nature of their work.” Job satisfaction is derived from many inter-related factors. Although these factors can never be completely isolated from one another for analysis, they can by the use of statistical techniques, be separated enough to give an indication of their relative importance to job satisfaction. Job satisfaction is the result of effect of so many factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation. Moreover, the attitude of any employee affects a lot. One gets satisfaction in any of the activities depending upon how he/she perceives the situation and what is expected in exchange of effort. There may be the difference between two employees, working at a different place and on different cadres.

It all depends upon viewing of the situation and the effect of rest of the factors, which are crucial at any point of time.

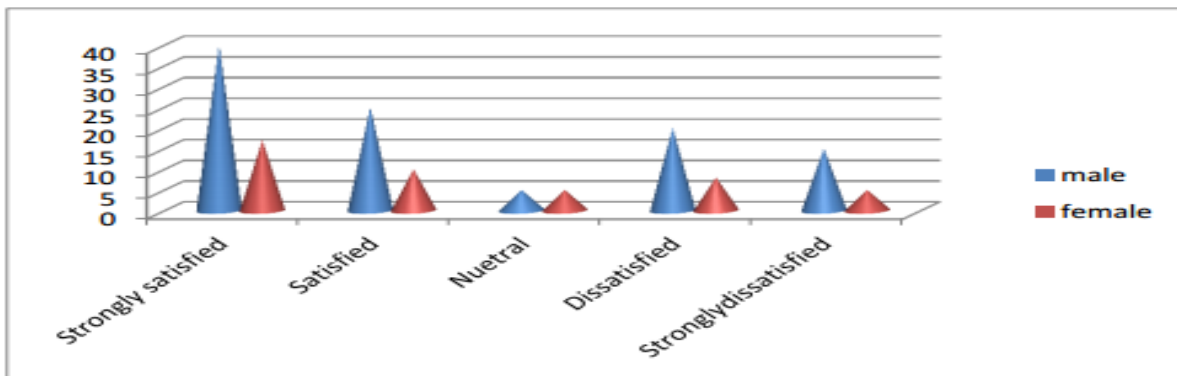
- A) Personal Factors: Sex, Number of Dependents, Age, Educational level.
- B) Factors related to the Job: Type of work, Size of organization, Pay, Opportunity for advancement, working conditions, Co-workers.

**Table: 1 Job Satisfaction according sex**

S. N.	Satisfaction level	Male	Female	Total
1	Strongly satisfied	40	17	57
2	Satisfied	25	10	35
3	Neutral	5	5	10
4	Dissatisfied	20	8	28
5	Strongly Dissatisfied	15	5	20
Total		105	45	150

$\chi^2$	P value	D.F.	↓ S.D.	→S.D.
2.2049	0.698129	4	17.7341	42.4264

At 5% level of significance the calculate value of  $\chi^2$  is 2.2049 and the table value of  $\chi^2$  is 9.48773. The calculate value is less than the table value so it conclude that there is no significant relationship between sex and job satisfaction.  $P > 0.05$  so it is not a significant factor means job satisfaction is not related with sex. The gender variable is not significant at the 5% level



**Table: 2 Job Satisfaction according No. of depends**

S. No.	Satisfaction Level	1-2 depended	3-4 depended	More than 4 depended	Total
1	Strongly satisfied	15	33	10	58
2	Satisfied	5	20	5	30
3	Neutral	5	9	3	17
4	Dissatisfied	7	10	5	22
5	Strongly Dissatisfied	5	15	3	23
Total		37	87	26	150

$\chi^2$	P value	D.F.	↓ S.D.	→S.D.
3.4049	0.9064452	8	16.3248	32.5115

At 5% level of significance the calculate value of  $\chi^2$  is 3.4049 and the table value of  $\chi^2$  is 15.50731. The calculate value is lower than the table value so it conclude that there is not significant relationship between no. of depended and job satisfaction.  $P > 0.05$  so it is a not significant variable means job satisfaction is not affected with the No. of depended

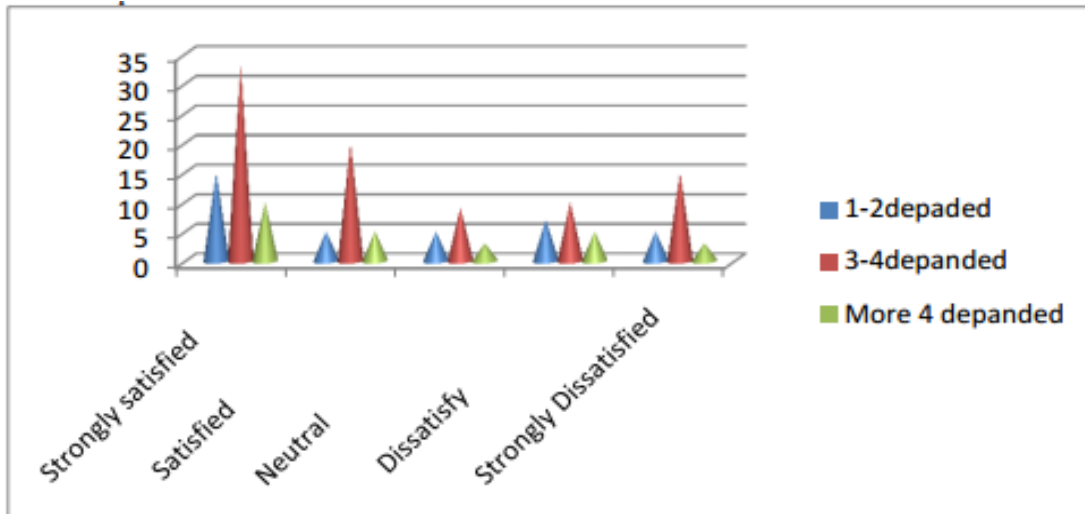
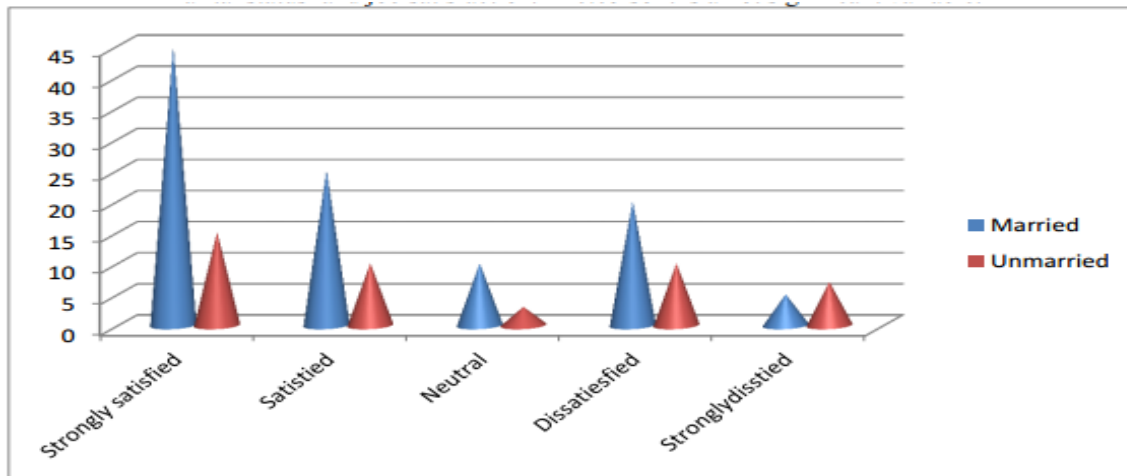


Table: 3 Job Satisfaction according marital status

S. No.	Satisfaction Level	Married	Unmarried	Total
1	Strongly satisfied	45	15	60
2	Satisfied	25	10	35
3	Neutral	10	3	15
4	Dissatisfy	20	10	30
5	Strongly Dissatisfied	5	7	12
Total		105	45	150

$\chi^2$	P value	D.F.	↓ S.D.	→ S.D.
5.7910	0.215307	4	19.6067	42.4264

At 5% level of significance the calculate value of  $\chi^2$  is 5.7910 and the table value of  $\chi^2$  9.48773. The calculate value is lower than the table value so it conclude that there is not significant relationship between marital status and job satisfaction.  $P > 0.05$  so it is a not significant variable.



S. No.	Satisfaction Level	Graduate	PG	Above PG	Total
1	Strongly satisfied	15	25	20	60
2	Satisfied	10	15	18	43
3	Neutral	3	2	2	7
4	Dissatisfy	10	10	5	25
5	Strongly Dissatisfied	7	5	3	15
Total		45	57	48	150
$\chi^2$		<b>P value</b>	<b>D.F.</b>	<b>↓ S.D.</b>	<b>→ S.D.</b>
7.5236		0.48133	8	21.4942	6.2450

At 5% level of significance the calculate value of  $\chi^2$  is 7.5236 and the table value of  $\chi^2$  is 15.50731. The calculate value is lower than the table value so it conclude that there is not significant relationship between educational level and job satisfaction.  $P > 0.05$  so it is a not significant variable.

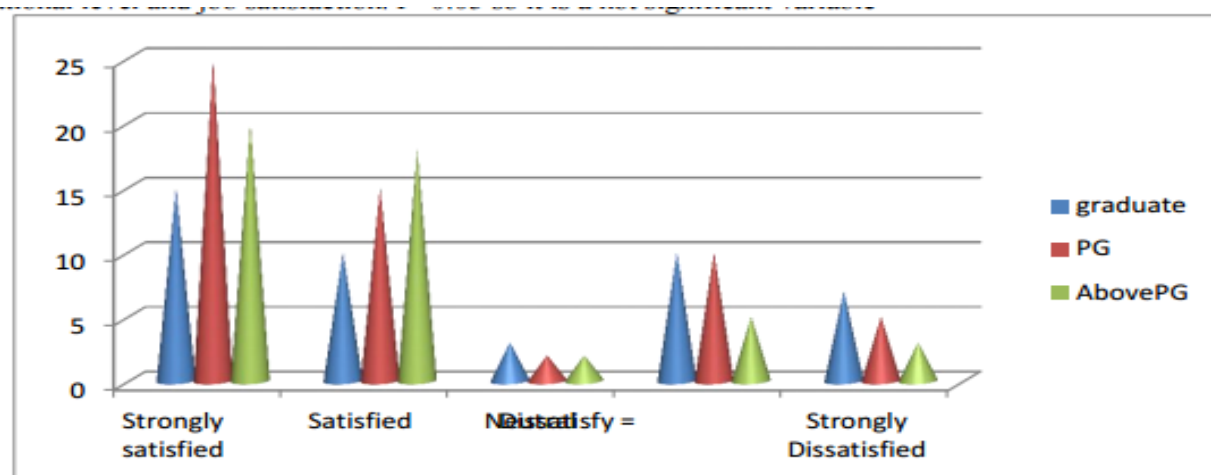


Table: 5 Job Satisfaction according to Age. Age is an important factor to decide about job satisfaction. Maximum age limit for clerk and probationary officers to join bank is of 28 yrs.

S. No.	Satisfaction Level	20-30	30-40	40-50	50-above	Total
1	Strongly satisfied	5	14	13	20	52
2	Satisfied	2	10	10	15	37
3	Neutral	2	2	1	2	7
4	Dissatisfy	7	5	8	5	25
5	Strongly Dissatisfied	10	7	10	2	29
Total		26	38	42	44	150

$\chi^2$	P value	D.F.	↓ S.D.	→ S.D.
22.33	0.000000	16	17.1334	0.0000

At 5% level of significance the calculate value of  $\chi^2$  is 22.33 and the table value of  $\chi^2$  is 21.02607. The calculate value is higher than the table value so it conclude that there is a significant Relationship between age and job satisfaction.  $P < 0.05$  so it is a significant variable means job satisfaction is related to age of employee.

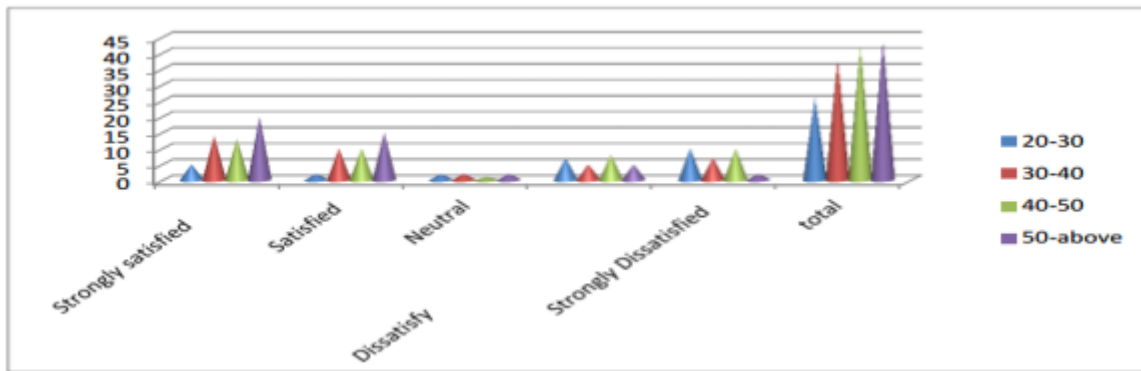


Table: 6 Job Satisfaction according Experience

S. No.	Satisfaction Level	1-5 year	6-10 year	11-15 year	16-20 year	Above 20	Total
1	Strongly satisfied	5	5	15	20	23	68
2	Satisfied	3	5	10	12	8	38
3	Neutral	3	2	1	2	2	10
4	Dissatisfy	5	4	3	2	2	13
5	Strongly Dissatisfied	7	5	5	3	1	21
Total		23	20	33	39	35	

$\chi^2$	P value	D.F.	↓ S.D.	→ S.D.
31.03	0.0134	16	23.8642	8.1240



At 5% level of significance the calculate value of  $\chi^2$  is 31.03 and the table value of  $\chi^2$  is 26.29623. The calculate value is higher than the table value so it conclude that there is not a significant Relationship between experience and job satisfaction.  $P > 0.05$  so it is not a significant variable means job satisfaction is related with Experience. This variable is significant at the 5% level.

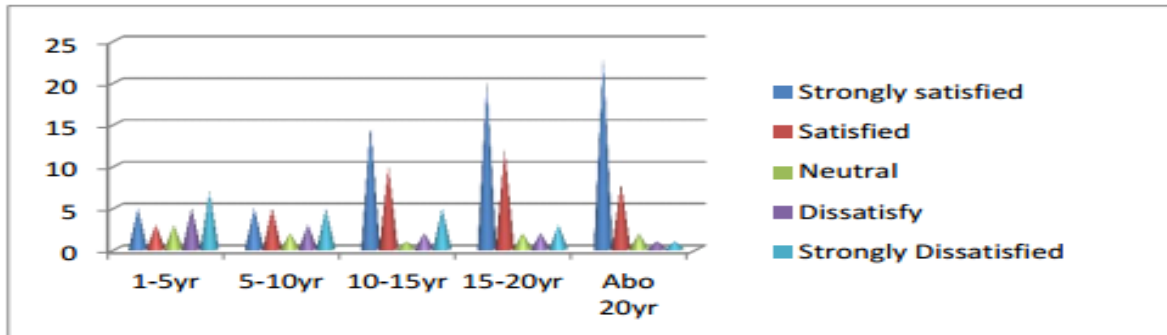


Table: 7 Job Satisfaction according Leave facilities

S. No.	Satisfaction Level	ML	PL	CL	Total
1	Strongly satisfied	40	35	20	95
2	Satisfied	38	30	17	85
3	Neutral	14	20	25	59
4	Dissatisfy	25	36	40	101
5	Strongly Dissatisfied	33	29	48	110
	Total	150	150	150	450

$\chi^2$	P value	D.F.	↓ S.D.	→ S.D.
26.9131	0.000732	8	19.5704	0.0000

At 5% level of significance the calculate value of  $\chi^2$  is 26.9131 and the table value of  $\chi^2$  is 15.50731. The calculate value is higher than the table value so it conclude that there is a significant relationship between Leave facilities and job satisfaction.  $P < 0.05$  so it is a significant variable means job satisfaction is related to leave facilities which are given by bank.

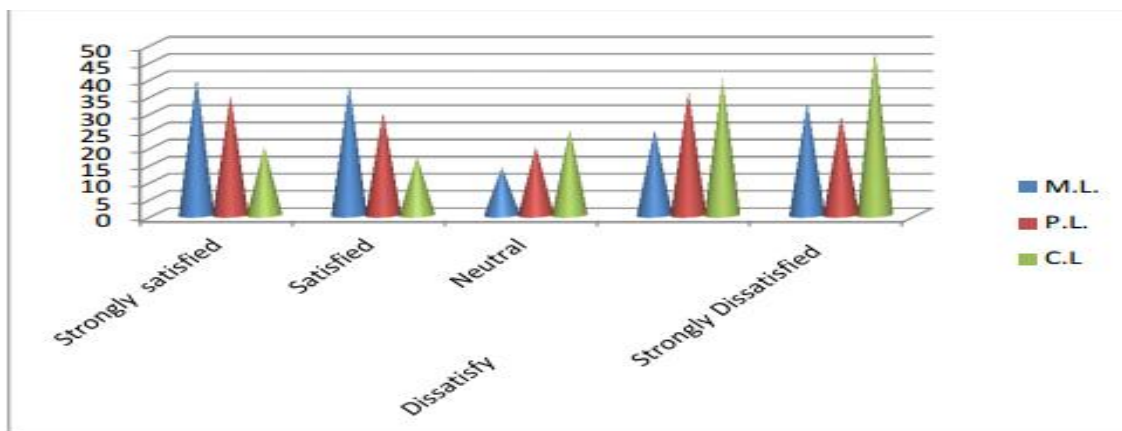


Table: 8 job Satisfaction according other basic requirement/ other facilities

S. No.	Satisfaction Level	A/C	Water	Computer	Electricity	Total
1	Strongly satisfied	30	35	25	30	120
2	Satisfied	25	40	30	20	115
3	Neutral	20	15	10	15	60
4	Dissatisfy	40	25	35	35	135
5	Strongly Dissatisfied	35	35	50	50	170
Total		150	150	150	150	600

$\chi^2$	P value	D.F.	□ S.D.	→ S.D.
21.4213	0.04454082	12	39.8434	0.00000

At 5% level of significance the calculate value of  $\chi^2$  is 21.4213 and the table value of  $\chi^2$  is 21.02607. The calculate value is higher than the table value so it conclude that there is a significant relationship between other facilities and job satisfaction.  $P < 0.05$  so it is a significant variable means job satisfaction is related with other basic requirement

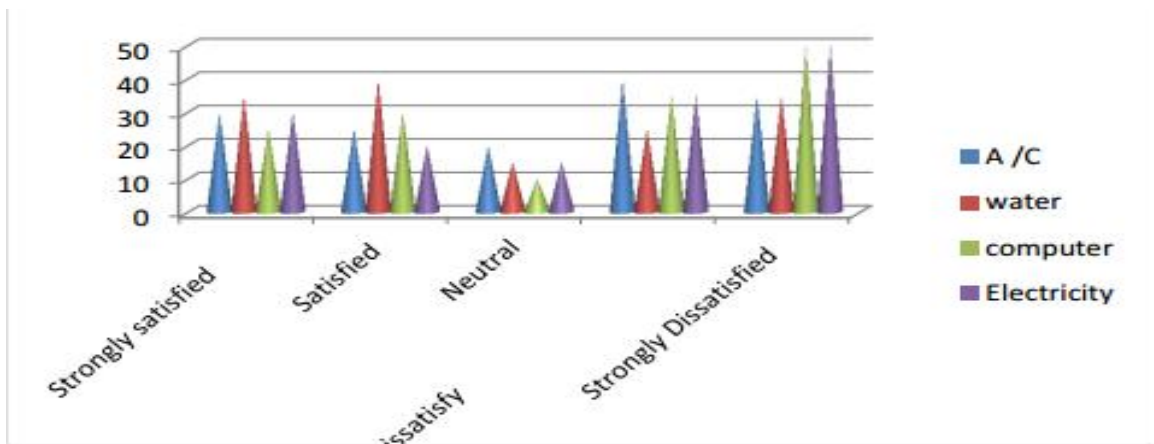


Table: 9 Job Satisfaction according working hours

S. No.	Satisfaction Level	6-8 hours	More than 8 hr	Total
1	Strongly satisfied	45	10	55
2	Satisfied	40	7	47
3	Neutral	25	6	31
4	Dissatisfy	10	1	11
5	Strongly Dissatisfied	5	1	6
Total		125	25	150

$\chi^2$	P value	D.F.	↓ S.D.	→ S.D.
11.7378	0.019411	4	16.02	16.02

At 5% level of significance the calculate value of  $\chi^2$  is 11.7378 and the table value of  $\chi^2$  calculate value is higher than the table value so it conclude that there is a significant Relationship between working hours and job satisfaction.  $P < 0.05$  so it is a significant variable means job satisfaction is related to working hour of bank.

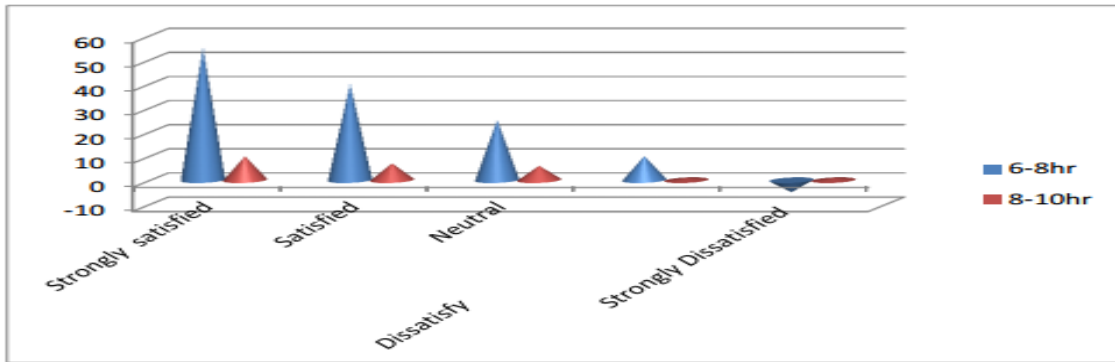
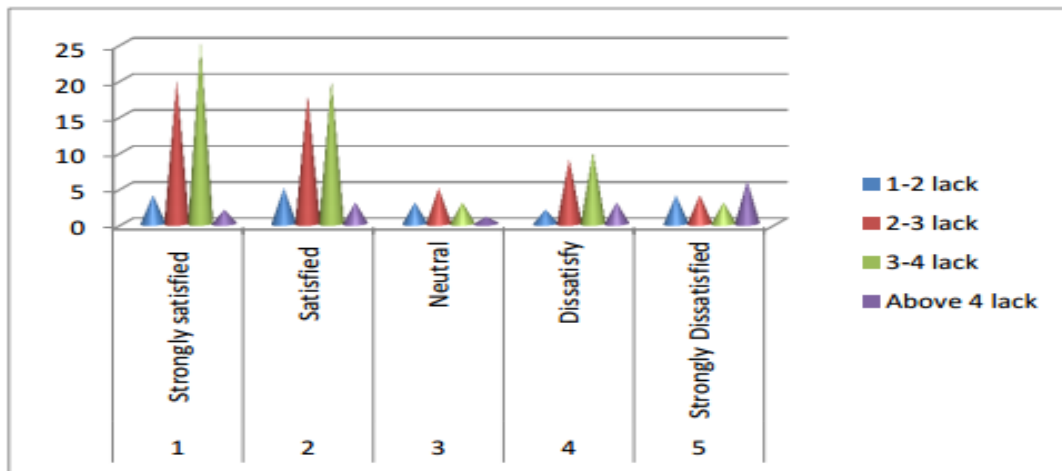


Table:10 Satisfaction according Package

S. No.	Satisfaction Level	1-2 lakh	2-3 lakh	3-4 lakh	Above 4 lakh	Total
1	Strongly satisfied	4	20	25	2	51
2	Satisfied	5	18	20	3	46
3	Neutral	3	5	3	1	12
4	Dissatisfy	2	9	10	3	24
5	Strongly Dissatisfied	4	4	3	6	17
Total		18	56	61	15	150

$\chi^2$	P value	D.F.	S.D. ↓	→ S.D.
23.0522	0.027286	12	17.5071	24.3653

At 5% level of significance the calculate value of  $\chi^2$  is 23.0522 and the table value of  $\chi^2$  is 21.02607. The calculate value is higher than the table value so it conclude that there is a significant Relationship between package and job satisfaction.  $P < 0.05$  so it is a significant variable means job satisfaction is related to Package



### VIII. CONCLUSIONS

The purpose of this study was to investigate the predictors of bank employees. Job satisfaction including those that are personal and those that are job related in the Jammu and Kashmir Bank. Job satisfaction has been one of the most extensively researched concepts in work and organisational psychology. Job satisfaction is believed to

reflect an individual's affective and/or cognitive assessment of his or her working conditions and job attributes. It has been traditionally used to confirm the effectiveness of job redesign and motivational conditions at work. The dimensions and degree of job satisfaction of bank employees in Jammu and Kashmir Banks south Kashmir and north Kashmir are not uniform. However, after introspecting several parameters and dimensions, it becomes clear that no single dimension or factor can please human being totally. More over satisfaction is a state of mind.

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