A comparative study of job satisfaction of private and public banking sector of Delhi and Noida
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ABSTRACT
In this era of high competition, success of any organization depends on its human resource. Banks are no exception to this. Being happy, reliable and satisfied employee are very important aspects for any employee in the organization. Productivity and Profitability are highly dependent on the personnel of the Organization. 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 nation. So, for the success of banking, it is very important to manage human resource efficiently and to find whether its employees are satisfied or not. Only if they are satisfied, they will work with commitment and portray a positive image of the organization. This research focuses on studying and comparing the factors affecting job satisfaction of Public and Private Banking Sector. Total 4 Banks has been take namely PNB, SBI, ICICI and Axis Bank in which there are two public sector and two private sector banks. Sample size is 60(where 15 employees of each bank has been taken). Questionnaire method is used for collecting Primary Data which is used on Likert Scale.

Keywords: Human resource, job satisfaction, work involvement, employee satisfaction, quality of work life, work life balance

1. Introduction
Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work. It is a worker's sense of achievement and accomplishment and is generally supposed to be directly linked to productivity as well as to personal wellbeing. The happier people are within their job, the more satisfied they are said to be. Job satisfaction implies doing a job one enjoys, doing it well, and being properly rewarded for one's efforts.

Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their boss, the quality of the physical environment in which they work, degree of performance in their work, etc.. Job satisfaction further implies eagerness and happiness with one's work. It describes how satisfied an individual is with his or her job. It is not the same as motivation, although it is closely linked, but satisfaction includes the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.
Questions related to rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. For the organization, job satisfaction of its workers means a workforce that is motivated and committed to high quality performance. Job is one of the most essential of life's tasks. Research focusing on the bio psychosocial impacts of job satisfaction and dissatisfaction on the modern worker, suggests that one's level of satisfaction with one's job impacts upon one's mental and physical health and overall satisfaction with life. Whether the Employee is satisfied or not it results from the exchange between the demands and the expectations of an organization, and of workers’ expectations and personal objectives. Employees and organization have relationships of reciprocity. The organization provides the means for the worker to cover a series of needs and to realize their personal aspirations. Workers provide the organization with the resources so that it may reach its objectives.

2. Review of Literature

Job satisfaction involves several different spheres such as satisfaction with pay, promotion opportunities, fringe benefits, job security and the challenge of the job (Nguyen, Taylor, & Bradley, 2003). Job satisfaction can lead to cost reduction by reducing absences, task errors, and turnover. Since work is an important aspect of people's lives and most people spend a large part of their working lives at work, understanding the factors involved in job satisfaction is crucial to improving employees' performance and productivity. Job satisfaction has often been linked to organizational loyalty, turnover intentions, and absenteeism. These variables are costly to an organization, as they could lead to low morale, poor performance, lower productivity, and higher costs of hiring, retention, and training (Opkara, 2002).

Abdel-Halim (1983) investigated 229 supervisory and non-supervisory employees in a large retail-drug company and concluded that individuals who have high need-for-independence performed better and were more satisfied with high participation for non-repetitive tasks (Kam, 1998). Additionally, administrative styles, professional status and pay are known as important factors influencing job satisfaction.

Carr and Kazanowsky (1994) showed that inadequate salary was the major factor of employees’ dissatisfaction. Recent studies showed that to increase their employees’ job satisfaction participative (democratic) management style was mostly preferred by today’s managers. The private banks specifically created a cut throat competition by launching new and new products and services regularly to gain more market share. The employment patterns in the banking sector changed abruptly and it became a high volatile market. The salary bands and compensation and rewards patterns changed and focus became on performance and targets rather than experience and loyalty. Hence, pay and job satisfaction became a key factor for the banking professionals which needed attention so as to achieve the long term goals of the bank (Islam & Saha).

Studies have tested the hypothesis that income is an important determinant of job satisfaction (Nguyen, Taylor, & Bradley, 2003). Factors such as pay, the work itself, supervision, relationships with co-workers and opportunities for promotions have been found to contribute to job satisfaction (Opkara, 2002). There is a significant difference in the job satisfaction levels of employees based on their income. Employees earning the lowest income report significantly lower levels of job satisfaction.

3. Objectives of the study
3.1 Primary objective

The main objective of the study is to compare the satisfaction level of employees in Punjab National Bank, State Bank Of India, Axis Bank and ICICI Bank.

3.2 Secondary objectives

1. To have a intense knowledge of the topic
2. To Study valuable Factors In Job Satisfaction
3. Employees satisfaction level.
4. Employees satisfaction from designations.
5. Employees satisfaction from salary packages.

4. Research methodology

Study has been taken from managerial and operational staff of public and private sector banks from Delhi and Noida. Two public sector banks and two private sector banks were selected for the study namely PNB, SBL, ICICI and Axis Bank. A total of 60 subjects were selected equally from the four organizations selected for the study.

4.1 Study design

The study conducted would be mainly descriptive and analytical. It is mainly to comparative analysis of job satisfaction among public and private bank employees.

Data sources:-Questionnaires has been used for collecting primary data on the basis of 1-5 likert scale. Secondary data had also been taken from books and internet.

Sample Size: Sample size has been taken 60(where 15 employees of each bank has been taken), data has been analysed through bar charts.

4.2 Profile of the Respondents

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4.3 Data analysis and interpretation

Analysis and interpretation through bar charts. Some of the variables which affect Job satisfaction of the Employees are:-

4.4 General working conditions

It includes factors like:
1. No. of working hours
2. Place of work
3. Amount of paid vacation time/sick leave Offered

![Bar chart showing general working conditions]

Figure 1: Shows general working conditions

Analysis shows that Satisfaction level of employees from general working conditions is almost equal but private sector employees are dissatisfied due to timings and location of work. About 20% employees of private sector are dissatisfied from general working conditions of their organization. Hence public sector employees are more satisfied than private sector employees.

4.5 Compensation and promotion

1. Promotional Benefits
2. Benefits (Health insurance, life insurance, etc.)
3. Security of Job
4. Salary

About 70% employees of private sector are dissatisfied, 7% neutral and only 17% are satisfied. 17% extremely satisfied and 80% satisfied in public sector due to having job...
security in their jobs. Thus, public sector employees are happy and satisfied due to job security even having less salary.

![Compensation And Promotion](image)

**Figure 2:** Shows compensation and promotion

### 4.6 Relationships at work

1. Relationships with your colleagues
2. Relationships with your Boss
3. Relationships with your Junior

![Relationships at Work](image)

**Figure 3:** Relationships at work

50% employees of private sector and 67% employees of public sector are satisfied with their work relationships with supervisors. Satisfaction is due to good relationships with their coworkers. It shows that public sector employees are more satisfied than private sector employees.

### 4.7 Use of skills and knowledge

1. Opportunity to utilize your skills and Competencies
2. Opportunity to learn new skills
3. Support for additional training and education

![Figure 4: Shows use of skills and competencies](image)

Due to not having opportunity to learn new skills and not proper training here, 7% dissatisfaction and 33% neutral among public sector employees. 30% among private sector are extremely satisfied due to proper training and having opportunity to learn new skills timely. Thus, private sector employees are more satisfied than public sector employees.

4.8 Operational activities

1. Different types of Job Assignments
2. Degree of liberty associated with your work roles
3. Plenty opportunity for periodic changes in tasks

![Figure 5: Shows operational activities](image)

Due to not having opportunity to learn new skills and not proper training here, 7% dissatisfaction and 33% neutral among public sector employees. 30% among private sector are extremely satisfied due to proper training and having opportunity to learn new skills timely. Thus, private sector employees are more satisfied than public sector employees.
33% employees in private sector are dissatisfied due to less independence in their work roles. 33% are satisfied in public sector with the independence given in their work roles. Hence public sector employees are more satisfied than private sector employees

4.9 Empowerment

1. Requests input on decisions affecting me.
2. Job without Interference.
3. Delegation of Authority to do the job

![Figure 6: Satisfaction from empowerment](image)

About 23% employees of private sector are dissatisfied from their jobs due to interference of their supervisors in their work. 15% of employees are satisfied in public sector with the authority of work. Hence public sector employees are more satisfied than private sector employees

4.10 Commands and feedback

1. Lets me know what is expected of me.
2. Appreciation of my performance
3. Instructions about how to do work
4. Adequate and proper feedback for my duties

26% employees of private sector are dissatisfied from their direction and feedback system. 17% public sector employees are neutral as they don't get appropriate recognition for their performance timely. Hence public sector employees are more satisfied than private sector employees. Job satisfaction was measured using the likert scale. A single item on five-point rating scale ranging from quite dissatisfied to quite satisfy was taken.
4.11 Findings and recommendations

During the Analysis it has been found that degree of job satisfaction of Axis and ICICI Bank was found to be significantly lower than in PNB and SBI. At least two reasons were found to be responsible for the low job satisfaction level of employees of private sector banks. There are 5 factors which determine Job satisfaction. These are (i) Relations with superior subordinates and co workers, (ii) work Environment (for example, safety, heat, noise, and dust), (iii).Job conditions (for example security, promotion, and welfare), (iv) Salary (v) Organization as a whole. Among four variables, there is not much difference. But low scores of the third variable, is wholesale responsible for the dissatisfaction among private sector banks.

High Competition and Job security are the two main important issues of Private Sector Banks. Sincerity, commitment, loyalty, and dedication are not enough to secure a job. In Private sector Banks welfare policies are not clearly defined and executed whereas in public sector banks, welfare policies are clearly defined and legally imposed. Retirement, pensions, gratuity, and other related welfare policies are effectively executed. Moreover in Private Sector Banks Employee turnover is very high and job security is very low.

4.12 Recommendations

Pay, Organizational Culture, Job Stress and job commitment should be the focus for a manager and to reduce the negative results of these factors, more effort on the part of policy makers, practitioners, and organizational management has to envisage which are as follows:

1. Salary should be paid according to the experience and knowledge of the employee
2. Various yoga, pranayam and meditation techniques should be included to reduce the stress.
3. There must be brain storming between employees and employers relating to their job profile, job stress, and salary from time to time in order to increase their job-commitment.
4. Proper award should be given for overtime.
5. Understanding employee Needs.
6. Understand his interest of domain.
7. Proper Redressal of his grievances.
8. Understand his family problems.

4.13 Limitations of the study and future work

Job satisfaction has negative effects on the organization and employees.

1. Due to this dissatisfaction in job Physical problems and health problems like heart
diseases, stomach problems, arthritis, and increased frequency of drinking and smoking,
cardiovascular, gastric, and other stress related disorders occurs.
2. Psychological and behavioral problems like change of moods, inferiority complex,
widespread resentment, reduced aspirations and self esteem, reduced motivation and job
skills.
3. Organizational: job dissatisfaction, behavioral problems, production turn over,
increased absenteeism, increased accidents, lower productivity.

5. Conclusion

In this highly competitive and complex environment it is difficult to be a satisfied employee.
This study focuses on the factors affecting job satisfaction of private and public banking
sector. The results suggest that the factors had satisfactorily explained job satisfaction and
that the policy makers and managers should focus on enhancing the employee job satisfaction,
if they want to increase their productivity. Work conditions, fairness, promotion, pay,
security of job, welfare policies and job stability are the key factors. Layoffs threats, quick
turnover, less welfare schemes and less scope for growth increases job dissatisfaction. The
productivity of the employees is the prime factor as far as the success of an organization is
concerned. The productivity in turn is dependent on the welfare of the 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.

5.1 Future Work

Here we can analyse that Public Sector Employees are more satisfied than Private Sector so
future researchers can do a detailed study and comparison in between Private Banking
Sectors that which bank is the most satisfied and what are the policies and facilities
available to that bank so as to improve the other banks also.

6. References

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