



DETERMINANTS OF JOB SATISFACTION: A STUDY OF PRIVATE SECTOR BANK EMPLOYEES IN PUNJAB

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ABSTRACT

The present study is an effort to identify the determinants of job satisfaction among the employees. A sample of 200 employees working in the private sector banks in Punjab comprised the universe of the study. The study identified that 'adequate pay structure', 'time for work life balance', 'sense of job security', 'unbiased performance appraisal system', 'rational promotion policies', 'supportive superior', 'care of mental and physical health', 'healthy terms with the co-employees', 'implementation of labour norms', 'non-discriminating transfer policies', 'adequate education', 'prompt grievance settlement mechanism', 'tradition of job empowerment', 'requisite experience', 'use of delegation of authority', 'practice of job recognition', 'frequent training and development programmes' and 'diversity in job' are the determinants of the job satisfaction of the private sector bank employees. The employer needs to take care of the determinants identified in the study for increasing the level of job satisfaction of their employees. The findings of the study may be helpful for the employer, employees, researchers etc. of the area for developing job satisfaction.

Key Words: *Factors, Job Satisfaction, Private Sector.*

Introduction

The concept of job satisfaction is indeed must for the survival, growth and expansion of the business enterprises. The employees who are satisfied with their jobs are vital for coping with uncontrollable factors of the business environment. It is imperative for an organization to diagnose the determinants that influence job satisfaction of the employees. As far as the idea of job satisfaction is concerned, it is the contented and upright sense of an employee about her or his job. It includes the pleasure or comfort of an employee during the act of assigned job to her



or him. The increased level of the ‘commitment’, ‘efficiency’, ‘productivity’, ‘profitability’, ‘industrial harmony’ etc. may be derived with the help of job satisfaction. It also helps in reducing the causes of employee ‘disputes’, ‘turnover’, ‘absenteeism’, etc. in the business. The present study is classified into three sections. Section I deals with the data base and research methodology. Discussion of the determinants of job satisfaction of the private sector bank employees is discussed in section II. Conclusion and Recommendations are presented in Section III.

Review of Literature

So far various efforts have been made around the globe to identify the factors influencing organizational commitment among the employees. For instance, Locke (1976) opines that ‘clear policies’ and ‘strategies’ of the organization clarify to the employees to know their ‘tasks’ and ‘objectives’ else it may lead toward dissatisfaction. Tripathi (1987) opines that job satisfaction is the general attitude of the employee towards his job. To the extent a job has an ‘ability to fulfil the dominant needs’ and is ‘consistent with the expectations and values’ of the employee, the job will provide satisfaction to the employee. Porter and Lawler (1989) perceive that employees having high ‘self-control’, ‘responsibility’ and ‘level of challenge’ derive ‘intrinsic satisfaction’ from the their job. Forsyth and Copes (1994) identify that ‘rank’, ‘age’, ‘sex’, ‘education’, ‘years with police force’, and ‘length of time at present position’ have a significant effect on the level of job satisfaction of police officers. Armentor and Forsyth (1995) highlight that ‘age’, ‘career tenure’, ‘job tenure’, ‘sex’, ‘salary’ and ‘private practice or worked for an agency/organization’ are the variables that influence the level of job satisfaction of the social workers. [Ellickson](#) and [Logsdon](#) (2002) reveal that ‘environmental factors’ such as ‘promotional opportunities’, ‘pay and benefits satisfaction’, ‘performance appraisal satisfaction’, ‘equipment and resources’, ‘training’, ‘workload’, ‘supervisory relationships’, and above all ‘departmental esprit de corps’ are significantly, and positively, related to overall job satisfaction. Bernal *et al.* (2005) find that job satisfaction is subject to improvement. The level of job satisfaction is determined by four factors viz., ‘economic aspects’, ‘interpersonal relations’, ‘working conditions’ and ‘personal fulfillment’. Abdulla *et al.* (2011) conclude the ‘wages’ as the main factor for job satisfaction. The study also opines that besides ‘wages’ other factors such as ‘promotion’, ‘recognition of



work', and 'employees' loyalty' also influences the job satisfaction. Akbar *et al.* (2011) conclude that 'empowered employees' lead to high level of employee satisfaction. Thus, it is significant to explore the determinants that influence job satisfaction of the employees.

Objective of the Study:

The objective of the study is to identify the determinants of the job satisfaction of the private sector bank employees in Punjab.

The present study has been categorised into three sections. Section I deals with the data base and research methodology. Discussion of the determinants of job satisfaction of the private sector bank employees is discussed in section II. Conclusion and Recommendations are presented in Section III.

Section I

Data Base and Research Methodology

This study is mainly based on the primary data. The employees having an experience of atleast four years of employment in private sector banks were thought to be one of the most relevant sources of information in this regard as they could provide accurate feedback about the determinants of job satisfaction. A sample of 200 employees was selected and surveyed in Punjab personally using the convenience sampling from September to December, 2015. The demographic profile of the respondents is presented in exhibit 1.

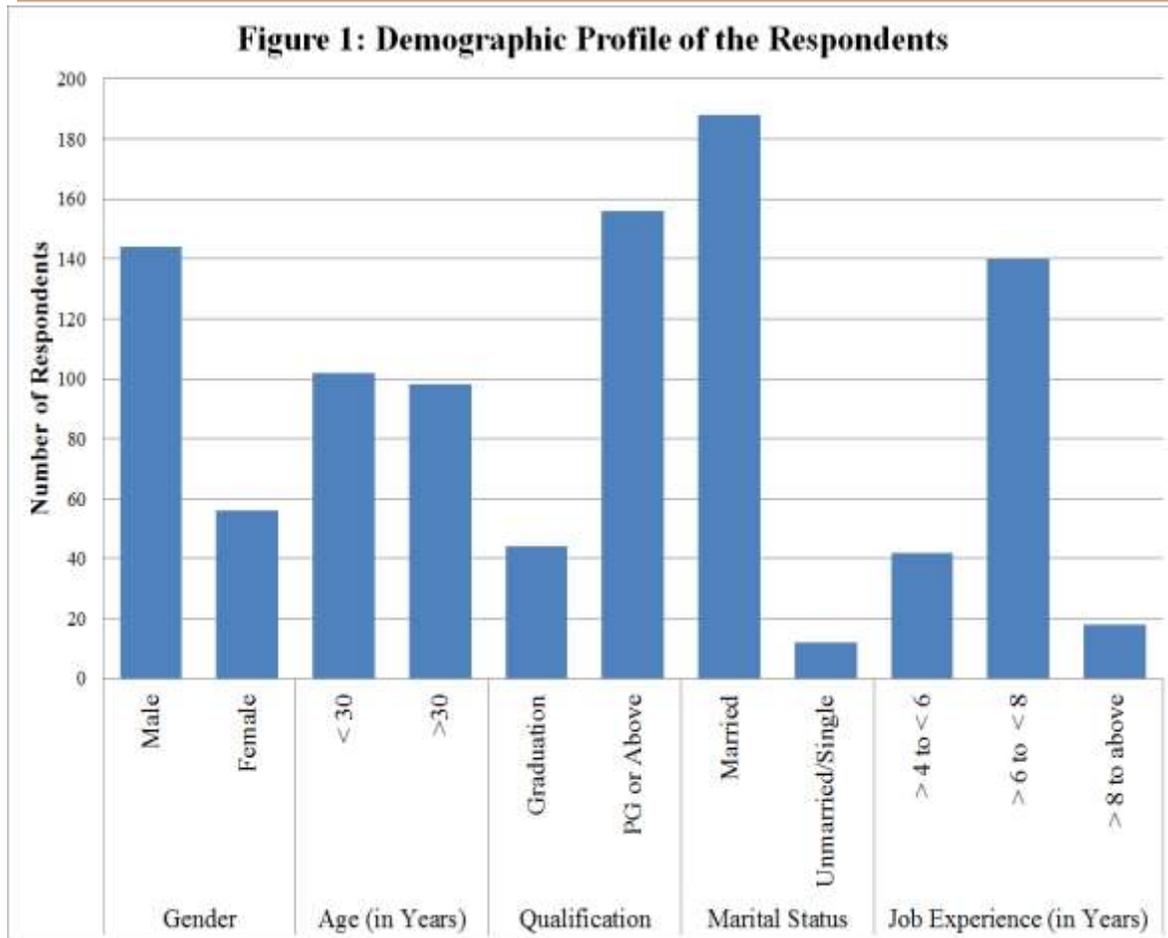


Exhibit 1

Profile of the Respondents (N = 200)

Demographic Profile		Number of Respondents	Percentage
Gender:	Male	144	72.0
	Female	56	28.0
Total		200	100
Age (in Years)	Less than 30	102	51.0
	More than 30	98	49.0
Total		200	100
Qualification	Graduation	44	22.0
	Post Graduation and Above	156	78.0
Total		200	100
Type of Sector	Married	188	94.0
	Unmarried/Single	12	6.0
Total		200	100
Job Experience (in Years)	More than 4 to less than 6	42	21.0
	More than 6 to less than 8	140	70.0
	More than 8 to above	18	9.0
Total		200	100

Figure 1: Demographic Profile of the Respondents



The above table and figure shows that 72 percent respondents were male and 28 percent were female. 51.0 percent of the respondents sampled in the study belonged to the age group of ‘less than 30 years’ and 49.0 percent belonged to the age group of ‘more than 30 years’. 22.0 percent of the respondents were graduates and 78.0 percent were post graduates or above. 94.0 percent of the respondents were married employees and 6.0 percent were unmarried/single. 70.0 percent have the experience of more than 6 to less than 8 years followed by 21.0 percent more than 4 to less than 6 years and 9 percent have more than 8 years of job experience. With the help of a well structured questionnaire respondents were requested to express their level of agreement/disagreement on a five point scale ranging from ‘strongly agreed’ to ‘strongly disagreed’. The appropriate weights were assigned to ‘strongly agreed (5)’ to ‘strongly disagreed (1)’ to analyze the collected information (Hair *et al.* 2003; Malhotra and Dash, 2009).



Section II

Determinants of Job Satisfaction of the Private Sector Bank Employees

This section is meant for discussing the determinants of the job satisfaction of the private sector bank employees. The descriptive statistics of eighteen statements (in abridged form) comprising of the determinants along with their respective average score and standard deviation are also shown in exhibit 2.

Exhibit 2

Descriptive Statistics (N=200)

Variables	Determinants	Average Score	Standard Deviation
js ₁	adequate education	4.38	0.69
js ₂	requisite experience	4.26	0.90
js ₃	care of mental and physical health	4.49	0.82
js ₄	time for work life balance	4.62	0.90
js ₅	sense of job security	4.61	0.75
js ₆	supportive superior	4.51	0.91
js ₇	healthy terms with the co-employees	4.46	1.02
js ₈	diversity in job	3.96	1.19
js ₉	practice of job recognition	4.22	1.12
js ₁₀	tradition of job empowerment	4.32	0.94

js ₁₁	use of delegation of authority	4.23	0.91
js ₁₂	implementation of labour norms	4.43	1.02
js ₁₃	non-discriminating transfer policies	4.41	1.20
js ₁₄	frequent training and development programmes	4.04	1.23
js ₁₅	unbiased performance appraisal system	4.56	0.93
js ₁₆	rational promotion policies	4.55	0.76
js ₁₇	adequate pay structure	4.72	0.69
js ₁₈	prompt grievance settlement mechanism	4.38	1.24

WAS=Weighted Average Score and SD=Standard Deviation.

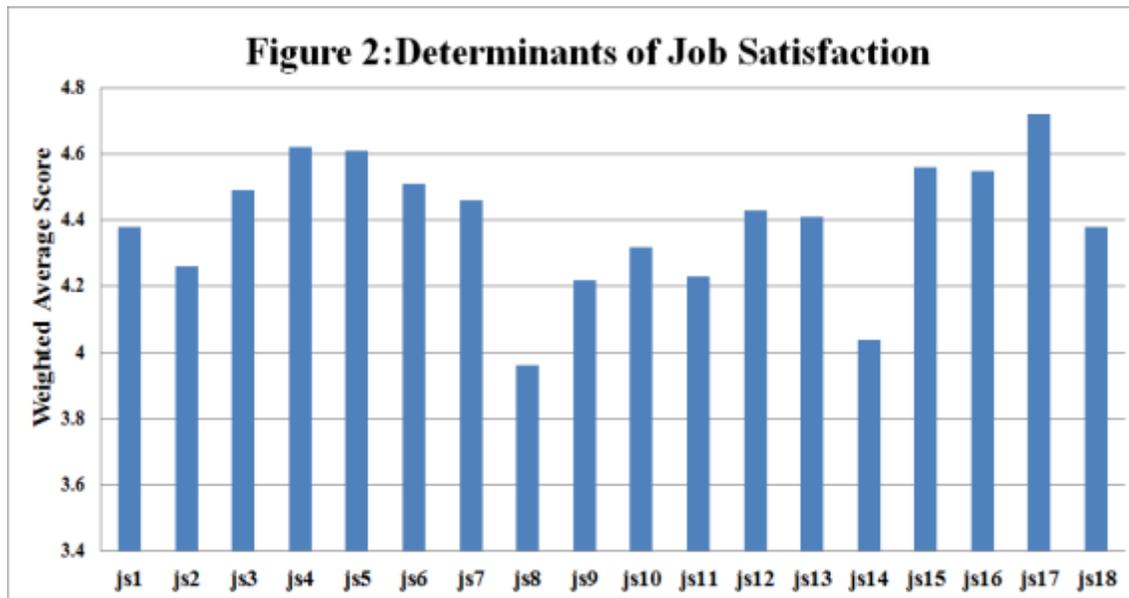


Table 2 and figure 2 show that the respondents surveyed have been found agreeing that ‘adequate pay structure’ [weighted average score (WAS) 4.72], time for work life balance (4.62), ‘sense of job security’ (4.61), ‘unbiased performance appraisal system’ (4.56), ‘rational



promotion policies' (4.55), 'supportive superior' (4.51), 'care of mental and physical health' (4.49), 'healthy terms with the co-employees' (4.46), 'implementation of labour norms' (4.43), 'non-discriminating transfer policies' (4.41), 'adequate education' (4.38), 'prompt grievance settlement mechanism' (4.38), 'tradition of job empowerment'(4.32), 'requisite experience' (4.26), 'use of delegation of authority' (4.23), 'practice of job recognition' (4.22), 'frequent training and development programmes' (4.04) and 'diversity in job' (3.96) are the determinants of the job satisfaction of the private sector bank employees .

In the present study an effort has also been made to measure the concordance among the respondents for perceiving the determinants considered for assessing the job satisfaction of the employees. For this, Kendall's Coefficient of Concordance has been applied in the ongoing study. The value of Kendall's (W) is found to be .636 [where (n = 200); ($\chi^2 = 276.129$) and ($df = 17$)] which is asymptotically significant at 1 percent level of significance and signifies that there is a close concordance among the respondents pertaining to the statements designed for identifying the determinants of the job satisfaction. It shows that employees perceive similar perceptions about the determinants of job satisfaction considered in the ongoing study.

Section III

Conclusion and Recommendations

The satisfied employees are the key for the success of an organization. It is must for an organization to diagnose the determinants that influence job satisfaction of the employees. The studies of Locke (1976), Tripathi (1987), Porter and Lawler (1989), Forsyth and Copes (1994), Armentor and Forsyth (1995), [Ellickson](#) and [Logsdon](#) (2002), Bernal *et al.* (2005), Abdulla *et al.* (2011), Akbar *et al.* (2011) etc. are sufficient enough for evolving the significance of the idea of job satisfaction among the employees for an institution. To study the objective of examining the determinants of the job satisfaction of the private sector bank employees, the primary data is mainly used in the study. The employees having an experience of atleast four years of job experience in private sector banks in Punjab comprised the universe of the study. With the help of a well-structured questionnaire comprising of eighteen statements, the respondents were



requested to express their level of agreement/disagreement on a five point scale ranging from 'strongly agreed' to 'strongly disagreed'.

The respondents surveyed have been found agreeing that 'adequate pay structure, time for work life balance, 'sense of job security', 'unbiased performance appraisal system', 'rational promotion policies', 'supportive superior', 'care of mental and physical health', 'healthy terms with the co-employees', 'implementation of labour norms', 'non-discriminating transfer policies', 'adequate education', 'prompt grievance settlement mechanism', 'tradition of job empowerment', 'requisite experience', 'use of delegation of authority', 'practice of job recognition', 'frequent training and development programmes' and 'diversity in job' are the determinants of the job satisfaction of the private sector bank employees. To measure the concordance among the perceptions of the respondents, Kendall's Coefficient of Concordance has been applied in the ongoing study and close concordance has been identified in the study.

On the basis of findings the study recommends that an employer needs to ensure adequate pay structure for the employees. The reasonable time is required to be given to the employees for work life balance. The employer has to develop the feeling of job security among the employees. The employer has to ensure the unbiased performance appraisal system in the institution. Similarly the prospects of rational promotional policies are to be given to the employees. To increase the level of job satisfaction the superiors are required to be supportive for the employees. The employer is also required to take care of the mental and physical health of the employees. Similarly the employer has to develop the healthy terms between or among the co-employees. The implementation of labour norms is also required for job satisfaction. The non-discriminating transfer policies also contribute satisfaction among the employees. The employees possessing the adequate education and experience subject to the necessity of the job are required to be hired. The employer needs to follow the prompt grievance settlement mechanism for the solution of the grievances of the employees. Likewise, the practice of job empowerment, delegation of authority, job recognition, and diversity in job has to be followed for raising the satisfaction level of the employees. Last but not the least the employer has to run the frequent training and development programmes for the updating of the employees subject to the changes taking place in the jobs.



As far as the limitations are concerned, the present study is confined to two hundred respondents only. It also ignores the impact of their demographic variables on the job satisfaction. The selection of eighteen variables for assessing the determinants of job satisfaction is also one of the limitations of the on going study. However, the findings of the study may be helpful for the employer, employees, researchers etc. of the area for evolving the concept of job satisfaction.

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