



## INFLUENCING FACTORS TOWARDS JOB SATISFACTION OF THE BANK EMPLOYEES

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### Abstract:

Job satisfaction can be defined as extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job dignity. Job satisfaction is an important technique used to motivate the employees to work harder. This paper investigates the level of job satisfaction of bank employees and the various factors influencing satisfaction of employees and to study the relationship between personal factors of employees. Based on a survey, the paper attempts to gain insights into the satisfaction level from the perspective of the Bank employees. Factors including salary of employees, gender, marital status, location of bank, type of bank, length of service of employees. Increase in level of these factors improves overall satisfaction of employees which is identified by using statistical techniques.

**Key Words:** Customer Satisfaction, Job Satisfaction, Employees Performance & Perspective Factors

### Introduction:

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from various business organizations.

### Review of Literature:

In banking sector, the study about the effects of emotional intelligence and the low, mid, high level expression of innovative business attitudes on job satisfaction has been scrutinized among the different positions of public and special banks chosen randomly and taking place in Istanbul. It has been resulted in employees' emotional intelligence compiled of tuning up emotions, recognition, utilization them is effective upon creating an innovative way of thinking. (Orhan, 2012:81-84) By the way, among academics, job satisfaction is not separated from their general mood. It has been agreed on that their job satisfaction changes to the places that they work at. When job satisfaction ranks from the high to the low, it is clearly revealed that the academics working at vocational high schools and institutes have high rate of job satisfaction; otherwise the least is the academic working at colleges. Furthermore, the rate of emotional intelligence is at the highest of preceptors and accordingly professors, research assistants, associate professors, assistants of professor and finally lecturers as regard to the difference of job satisfaction and emotional intelligence. And also, the school departments could be decisive in the rate of emotional intelligence. While academics having duty at vocational high schools are the highest and respectively colleges, faculties, institutes and finally rectorship. (Çömez, 2012: 120-123).

**Research Methodology:** This part of the research study was done to identify the job satisfaction among the bank employees. 20 statements were developed for assessing the job satisfaction in the field of banking industry. A five-point Likerts scale was used to measure the satisfaction with the statements. Reliability analysis was done to ensure the reliability of the instrument and those items with item-to-total correlation below 0.3 and Cronbach's alpha below 0.7 were deleted resulting in a 15-item scale to measure the Satisfaction level.

**Reliability Analysis:** Twenty statements are considered to measure the satisfaction of employees which has an overall Cronbach's alpha of 0.851 which is well above the accepted norms of 0.70 (Nunnally, J.C, 1978). Hence the variable identified and included in the instrument are reliable and relevant.

Table 1: Reliability Statistics

Cronbach's Alpha	Number of Items
0.851	20

Table 2: Item -Total Statistics

Job Satisfaction Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The communication received from company is accurate	64.6575	146.038	.485	.842
I feel I am being paid a fair amount for the work I do	64.9018	148.977	.405	.845

My work group or unit makes decision democratically	65.0365	146.182	.496	.842
Training priorities are aimed to achieve the organizational objective	65.1598	144.647	.517	.841
I receive co-operation from all other departments	65.3333	144.355	.472	.842
I am satisfied with the allowances provided by my organization.	65.4269	143.820	.455	.843
My co-workers are friendly to me	65.4909	143.463	.475	.842
Training programs are conducted as ritual in the organization	65.5411	144.221	.423	.845
Bank employee policies are properly and equally administered in my department.	65.3995	145.902	.435	.844
The Salaries we received are good as other organization pay to their employees	65.4224	145.311	.432	.844
I have influence over the policies of the union or employee associations	65.4566	144.889	.432	.844
Need for training should be assessed well in advance	65.4886	143.454	.477	.842
My superiors are concerned for providing quality product and services	65.3288	144.322	.460	.843
If I do a good job I will be rewarded	65.3858	144.498	.428	.844
I am a member of a union or employee association	65.7123	147.047	.301	.851
Training courses are relevant to the needs of employees	65.5091	146.333	.357	.848
Employees are sponsored for external training on the basis of genuine training needs	65.6849	145.127	.419	.845
Do you feel that employees are recognized as individuals	65.5959	145.134	.418	.845
I have a clear path for career advancement	65.4635	144.776	.442	.844
The bank has adequate safety and health standard	65.5342	145.924	.408	.845

Exploratory Factor Analysis (EFA) was carried out on 20 measures to validate construct which will help to analyse the employees' responses and to evaluate factors which exert influence over the satisfaction level. The measures were subjected to Principal Component Analysis (PCA) under the restriction that the Eigen values of each construct should be more than 1. The various measures used to assess the satisfaction level, along with item code, mean and S.D are exhibited in the following Table

Table 3: Job Satisfaction - Variables

S.No	Item Code	Statements	Mean	Std. Deviation
1	JS1	The communication received from company is accurate	4.1598	1.06409
2	JS2	I feel I am being paid a fair amount for the work I do	3.9155	.98254
3	JS3	My work group or unit makes decision democratically	3.7808	1.03371
4	JS4	Training priorities are aimed to achieve the organizational objective	3.6575	1.10815
5	JS5	I receive co-operation from all other departments	3.4840	1.21714
6	JS6	I am satisfied with the allowances provided by my organization.	3.3904	1.29798
7	JS7	My co-workers are friendly to me	3.3265	1.27851
8	JS8	Training programs are conducted as ritual in the organization	3.2763	1.34247
9	JS9	Bank employee policies are properly and equally administered in my department.	3.4178	1.17618
10	JS10	The Salaries we received are good as other organization pay to their employees	3.3950	1.23142
11	JS11	I have influence over the policies of the union or employee associations	3.3607	1.26654
12	JS12	Need for training should be assessed well in advance	3.3288	1.27523

13	JS13	My superiors are concerned for providing quality product and services	3.4886	1.24691
14	JS14	If I do a good job I will be rewarded	3.4315	1.30782
15	JS15	I am a member of a union or employee association	3.1050	1.44239
16	JS16	Training courses are relevant to the needs of employees	3.3082	1.33548
17	JS17	Employees are sponsored for external training on the basis of genuine training needs	3.1324	1.27851
18	JS18	Do you feel that employees are recognized as individuals	3.2215	1.27959
19	JS19	I have a clear path for career advancement	3.3539	1.25122
20	JS20	The bank has adequate safety and health standard	3.2831	1.23720

**KMO and Bartlett's Test of Sphericity:** The result of KMO and Bartlett's Test of Sphericity are presented in Table 4, which show that the value of Kaiser-Meyer-Olkin (KMO) Measure of Sampling adequacy value is 0.798 and the Bartlett's Test of Sphericity is significant at one per cent level of significance ( $P < .001$ ), which reveal the appropriateness of the sample data for conducting factor analysis.

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.798
Bartlett's Test of Sphericity	Approx. Chi-Square	3414.384
	df	190
	Sig.	.000

**Exploratory Factors Extraction Model:** Table 5 presents the results of factors' extraction on the basis of the Eigen values greater than 1 criterion, which resulted in identification of four factors which together explain the variance of 55 per cent.

Table 5: Total Variance Explained

Comp onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.358	26.792	26.792	5.358	26.792	26.792	3.174	15.872	15.872
2	2.601	13.004	39.796	2.601	13.004	39.796	2.879	14.394	30.266
3	1.649	8.247	48.043	1.649	8.247	48.043	2.759	13.795	44.061
4	1.474	7.368	55.411	1.474	7.368	55.411	2.270	11.350	55.411

Extraction Method: Principal Component Analysis

Source: Primary Survey

**Loadings of Measured Items on Factors:** After reducing the data into 4 constructs, Varimax rotation was performed to get a holistic overview of all 4 factors. The Varimax rotation matrix shows that the presence of a component matrix in which all components register comparatively strong loadings and some measures load to more than one component. The rotated factors and their respective variables along with factor loadings are given in table 6.

Table 6: Factors influencing Job satisfaction variables of the bank employees - Rotated Component Matrix<sup>a</sup>

Statements	Component			
	1	2	3	4
Employees are sponsored for external training on the basis of genuine training needs	.777			
I have a clear path for career advancement	.748			
Do you feel that employees are recognized as individuals	.715			
Training courses are relevant to the needs of employees	.700			
The bank has adequate safety and health standard	.565			
I am a member of a union or employee association	.532			
The communication received from company is accurate				
Bank employee policies are properly and equally administered in my department.		.760		
The Salaries we received are good as other organization pay to their employees		.748		
Training programs are conducted as ritual in the organization		.712		
I have influence over the policies of the union or employee associations		.615		.565
My co-workers are friendly to me		.600		
Training priorities are aimed to achieve the organizational objective			.710	
My work group or unit makes decision democratically			.702	
I receive co-operation from all other departments			.693	

I am satisfied with the allowances provided by my organization.			.689	
I feel I am being paid a fair amount for the work I do				
Need for training should be assessed well in advance			.692	
My superiors are concerned for providing quality product and services			.635	
If I do a good job I will be rewarded			.627	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 16 iterations.

**Creation of Factors:** On the basis of the findings of the exploratory factor analysis, four factors were created by adding (summing) the rating scores of all items loaded on each factor. The following sub-sections provide the three factors in the order of their importance with measures and item loadings.

**Existing Facilities and Services Provided to Employees:** The first factor extracted a high variance of 26.792 per cent variation. This factor has significant loadings on four statements, as given in Table 7.

Table 7: Significant Loadings of Variables on Varimax Factor 1

Item Code	Statements	Loadings
JS5	I receive co-operation from all other departments	.693
JS9	Bank employee policies are properly and equally administered in my department	.760
JS13	My superiors are concerned for providing quality product and services	.635
JS20	The bank has adequate safety and health standard	.565

The highest loading in this factor is for JS9, which denotes that Bank employee policies are properly and equally administered in the department which leads to job satisfaction. JS 5 states that the employees receive co-operation from all other departments. The significant loading of JS13 and JS20 states that the superiors are concerned for providing quality product and services with the bank's safety and health standard. High loadings of all these statements show that the employees enjoy with the existing facilities and services provided to employees, and hence it is termed as "*Existing facilities and services provided to employees*".

**Financial Trait:** The second factor consists of 4 variables. This factor extracted a variance of 13.004 per cent of the total variance. The significant loadings of variables under Factor 2 are presented in Table 8.

Table 8: Significant Loadings of Variables on Varimax Factor 1

Item Code	Statements	Loadings
JS6	I am satisfied with the allowances provided by my organization.	.689
JS10	The Salaries we received are good as other organization pay to their employees	.748
JS14	If I do a good job I will be rewarded	.627
JS19	I have a clear path for career advancement	.748

JS10 and JS19 has the highest loading in this factor, which indicates that salaries given to employees were good and there is a clear career advancement. JS6 states that the employees were satisfied with the allowances provided by their organization and JS14 states that if the employees do good job, they will be rewarded. Since all these statements are related to the economic aspects, this factor is termed as "*Financial trait*".

**Societal Aspect:** The third factor accounted for 8.247 per cent of the total variation. JS3, JS7, JS11, JS15 and JS18 constitute this factor. The significant loading of this factor is presented in Table 9.

Table 9: Significant Loadings of Variables on Varimax Factor 1

Item Code	Statements	Loadings
JS3	My work group or unit makes decision democratically	.702
JS7	My co-workers are friendly to me	.600
JS11	I have influence over the policies of the union or employee associations	.615
JS15	I am a member of a union or employee association	.532
JS18	Do you feel that employees are recognized as individuals	.715

High loading of JS18, JS3, JS11, JS7 and JS15 are related to social aspect hence it is termed as "*Societal Aspect*".

**Level of Training & Development Received by the Employees:** The third factor accounted for 7.368 per cent of the total variation. The significant loading of this factor is presented in Table 10.

Table 10: Significant Loadings of Variables on Varimax Factor 1

Item Code	Statements	Loadings
JS4	Training priorities are aimed to achieve the organizational objective	.710
JS8	Training programs are conducted as ritual in the organization	.712
JS12	Need for training should be assessed well in advance	.692
JS16	Training courses are relevant to the needs of employees	.700
JS17	Employees are sponsored for external training on the basis of genuine	.777

	training needs	
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High loading of JS4, JS8, JS12, JS16 and JS17 constitute this factor and they are related to training programs hence it is termed as “*Level of Training & Development received by the employees*”.

**Effect of Job Satisfaction:** Research studies prove that type of bank, location, employment status, gender, marital status age group, education, proficiency in Computer / IT, Monthly salary, Length of service, work load in a week, will have a direct bearing in the job satisfaction under different aspects.

**Type of Bank and Job Satisfaction:** Here, in this part of the analysis, an attempt is made to check whether there is any difference in the Job satisfaction of employees with respect to the type of bank in which they work. Table 6.9 furnishes a comparative analysis of the mean and standard deviation of job satisfaction of employees with respect to the type of bank in which they work. To study the significance of difference in the mean scores of job satisfaction across different types of banks is attempted with the help of Analysis of Variance (ANOVA). The following null hypotheses have been framed for analysis.

H<sub>0</sub> : There is no difference in the job satisfaction of employees towards three types of banks.

H<sub>1</sub> : There is no difference in the job satisfaction of employees towards three types of banks.

Table 11 depicts the summary of ANOVA of F values of job satisfaction of employees with respect to type of bank.

Table 11: ANOVA of job satisfaction of employees across Type of Banks

Factors	Between the Groups		Within the Groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	0.142	2	141.712	435	141.854	437	0.217	0.805
Financial Trait	1.169	2	115.445	435	116.614	437	2.202	0.112
Societal Aspect	0.096	2	122.884	435	122.979	437	0.170	0.844
Level of Training & Development received by the employees	0.041	2	111.219	435	111.260	437	0.080	0.923

Source: primary data.

\* Significance at 5% level of significance.

**Location of the Bank and Job Satisfaction of Employees:** Location of the workplace may exert varying degrees of pressure on employees due to many factors such as volume of business, customer’s awareness and their varying demand, competition, distance from the place of domicile, inadequate transportation facility, etc. Here, a comparative analysis of mean scores and standard deviation is shown to see whether there is any difference in the mean scores with respect to location of the branch. Location is classified as rural, semi-urban and urban for the purpose of analysis. The significance of the difference in the mean scores is tested using Analysis of Variance (ANOVA) with the following hypotheses and the results are given in Table 12.

H<sub>0</sub> : There is no difference in the job satisfaction of employees working at different locations.

H<sub>1</sub> : There is significant difference in the job satisfaction of employees working at different locations.

Table 12: ANOVA of job satisfaction of employees towards Location of banks

Factors	Between the Groups		Within the Groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	0.253	2	141.601	435	141.854	437	0.388	0.678
Financial Trait	0.217	2	116.397	435	116.614	437	0.406	0.667
Societal Aspect	0.379	2	122.601	435	122.979	437	0.672	0.511
Level of Training & Development received by the employees	0.120	2	111.140	435	111.260	437	0.236	0.790

Source: primary data.

\* Significance at 5% level of significance.

**Employment Status and Job Satisfaction of Employees:** Employment status has been categorized into Manager, Officer cadre and Clerical cadre. Here, a comparative analysis of mean scores and standard deviation is shown to see whether there is any difference in the mean scores with respect to Employment status.

The significance of the difference in the mean scores is tested using Analysis of Variance (ANOVA) with the following hypotheses and the results are given in Table 13.

H<sub>0</sub> : There is no difference in the job satisfaction of employees with different employment status.

H<sub>1</sub> : There is significant difference in the job satisfaction of employees with different employment status.

Table 13: ANOVA of job satisfaction of employees towards Employment status



Factors	Between the Groups		Within the Groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	2.267	2	139.587	435	141.854	437	3.533	0.030*
Financial Trait	1.809	2	114.806	435	116.614	437	3.426	0.033*
Societal Aspect	1.816	2	121.163	435	122.979	437	3.260	0.039*
Level of Training & Development received by the employees	3.473	2	107.787	435	111.260	437	7.008	0.001*

Source: Primary Data

\* Significance at 5% level of significance.

The test results given in Table 13 show that there is significant difference in the mean scores of job satisfaction among employees in different employment status with regard to Existing Facilities and services provided to employees, financial trait, societal aspect, Level of training & development received by the employees as the value of  $p < 0.05$  at 5 per cent level of significance. So, the null hypothesis is rejected and it is concluded that there is significant difference in the job satisfaction of employees among different employment cadres.

Table 14: Significance of Mean Difference based on Employment Status-Post Hoc Test (LSD)

Dependent Variables	Employment Status (I)	Employment Status (J)	Mean Difference (I – J)	Significance
Existing Facilities and services provided to employees	Manager	Officer	.05879	.430
		Clerk	-.14549*	.025*
	Officer	Clerk	-.20428*	.017*
Financial trait	Manager	Officer	.08241	.223
		Clerk	-.11269	.056
	Officer	Clerk	-.19511*	.012*
Societal aspect	Manager	Officer	.06819	.326
		Clerk	-.12190*	.044*
	Officer	Clerk	-.19009*	.017*
Level of Training & Development received by the employees	Manager	Officer	.09575	.144
		Clerk	-.16774*	.003*
	Officer	Clerk	-.26349*	.000*

Source: Primary Data

\* Significant at 5 percent level of significance

The Post Hoc analyses (LSD) show that there is significant difference among employees of different status with regard to Job satisfaction. All the variables for the job satisfaction are found to be at 95 per cent significance level. Level of Training & Development is the dominant among officers, followed by managers. In Societal aspect, the dominance is among officers, followed by manager. In Financial trait, there is dominant among officer. In the Existing facilities and services, the dominance is among officer followed by Manager.

**Gender and Job Satisfaction of Employees:** Gender has been categorized into Male and Female. Here, a comparative analysis of mean scores and standard deviation is shown to see whether there is any difference in the mean scores with respect to Gender. The significance of the difference in the mean scores is tested using Analysis of Variance (ANOVA) with the following hypotheses and the results are given in Table 15.

$H_0$  : There is no difference in the job satisfaction of employees with Gender.

$H_1$  : There is significant difference in the job satisfaction of employees with Gender.

Table 15: ANOVA of job satisfaction of employees towards Gender

Factors	Between the Groups		Within the Groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	0.054	1	141.800	436	141.854	437	0.166	0.684
Financial Trait	0.044	1	116.570	436	116.614	437	0.165	0.685
Societal Aspect	0.025	1	122.954	436	122.979	437	0.090	0.764
Level of Training & Development received by the employees	0.008	1	111.252	436	111.260	437	0.032	0.857

Source: primary data.

\* Significance at 5% level of significance.

The test results given in Table 15 show that there is no significant difference in the mean scores of job satisfaction among employees towards gender with regard to Existing Facilities and services provided to employees, financial trait, societal aspect, Level of training & development received by the employees as the value of  $p > 0.05$  at 5 per cent level of significance. So, the null hypothesis is accepted and it is concluded that there is no significant difference in the job satisfaction of employees towards gender.

**Marital Status and Job Satisfaction of Employees:** Marriage is an important event in the life of an individual. It will bring about a lot of changes in the perception of an individual towards his/her life. The capacity of an employee to withstand is associated with the job is vital to his/her existence. In the case of married groups they will get adequate support from their spouses and at the same time there are a lot of additional responsibilities on their shoulders. Unmarried groups have limited family responsibilities and their social interaction with friends can reduce stress to a great extent. The domestic and social environment of widows and divorced employees are also different. So the job satisfaction over these groups may vary from one group to another. Here, an effort is made to see whether there is any difference in the level of job satisfaction among employees having different marital status with the following hypotheses.

$H_0$  : There is no difference in the job satisfaction level of employees with different marital status.

$H_1$  : There is difference in the job satisfaction level of employees with different marital status.

Table 16: ANOVA of job satisfaction of employees towards Marital status

Factors	Between the groups		Within the groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	3.638	3	138.216	434	141.854	437	3.808	0.010*
Financial Trait	2.500	3	114.114	434	116.614	437	3.169	0.024*
Societal Aspect	2.116	3	120.864	434	122.979	437	2.532	0.057
Level of Training & Development received by the employees	0.558	3	110.702	434	111.260	437	0.730	0.535

Source: primary data.

\* Significance at 5% level of significance.

The test results given in Table 16 show that there is significant difference in the mean scores of job satisfaction among employees towards marital status with regard to Existing Facilities and services provided to employees and financial trait as the value of  $p < 0.05$  at 5 per cent level of significance. So, the null hypothesis is rejected and it is concluded that there is significant difference in the job satisfaction of employees towards marital status and the remaining factors are non-significant.

Table 17: Significance of Mean Difference based on marital status-Post Hoc Test (LSD)

Dependent Variables	Employment Status (I)	Employment Status (J)	Mean Difference (I - J)	Significance
Existing Facilities and services provided to employees	Married	Unmarried	-.17804*	.008*
		Divorcee	-.16850*	.036*
		Widowed	-.20346*	.018*
	Unmarried	Divorcee	.00954	.914
		Widowed	-.02542	.786
	Divorcee	Widowed	-.03497	.735
Financial trait	Married	Unmarried	-.16799*	.006*
		Divorcee	-.13993	.055
		Widowed	-.12035	.122
	Unmarried	Divorcee	.02806	.728
		Widowed	.04764	.575
	Divorcee	Widowed	.01958	.835

Source: Primary data

\* Significant at 5 percent level of significance

**Age Group and Job Satisfaction of Employees:** Age is an important variable in social science research as the view of an individual may vary as one advances in age. The opinion and perception of an individual on personal, official and social issues will be shaped by the experience he has got and observation he has made during the past years. Here, an attempt is made to study whether there is any significant difference in the level of job satisfaction with respect to the age of the respondents under study. The significance of the difference in the mean scores is tested using Analysis of Variance (ANOVA) with the following hypotheses and the results are given in Table 18.

H<sub>0</sub> : There is no difference in the job satisfaction of employees with Age group.

H<sub>1</sub> : There is significant difference in the job satisfaction of employees with Age group.

Table 18: ANOVA of job satisfaction of employees towards Age group

Factors	Between the Groups		Within the Groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	1.716	3	140.138	434	141.854	437	1.771	0.152
Financial Trait	2.830	3	113.784	434	116.614	437	3.598	0.014*
Societal Aspect	3.023	3	119.957	434	122.979	437	3.645	0.013*
Level of Training & Development received by the employees	2.291	3	108.969	434	111.260	437	3.042	0.029*

Source: primary data.

\* Significance at 5% level of significance.

The test results given in Table 18 show that there is significant difference in the mean scores of job satisfaction among employees towards age group with regard to Financial trait, Societal aspect and Level of training & development received by the employees as the value of  $p < 0.05$  at 5 per cent level of significance. So, the null hypothesis is rejected and it is concluded that there is significant difference in the job satisfaction of employees towards age group and the remaining factors are non-significant.

Table 19: Significance of Mean Difference based on age group-Post Hoc Test (LSD)

Dependent Variables	Employment Status (I)	Employment Status (J)	Mean Difference (I – J)	Significance
Financial trait	30 and below	31-40	.05889	.438
		41-50	.07031	.374
		>50	.27348*	.003*
	31-40	41-50	.01142	.845
		>50	.21460*	.004*
	41-50	>50	.20317*	.004*
Societal aspect	30 and below	31-40	.22539*	.004*
		41-50	.10468	.198
		>50	.22743*	.016*
	31-40	41-50	-.12071*	.045*
		>50	.00204	.979
	41-50	>50	.12275	.127
Level of Training & Development received by the employees	30 and below	31-40	.19187*	.010*
		41-50	.06764	.382
		>50	.16393	.069
	31-40	41-50	-.12423*	.030*
		>50	-.02793	.704
	41-50	>50	.09630	.209

Source: Primary data

\* Significant at 5 percent level of significance

**Education and Job Satisfaction of Employees:** It is imperative to study whether the educational qualification of the employees in the banking sector has any relation to their job satisfaction. In the banking sector, the minimum qualification fixed to join service is graduation. But in actual situations the majority of them have higher qualification. In this part of the study, an evaluation is done to look whether the educational qualification of the employees in the banking sector has any dependence on their job satisfaction. The test result of Analysis of Variance to know the significance of difference in the mean values is given in Table 20. The following hypotheses are framed in connection with this analysis.

H<sub>0</sub> : There is no difference in the job satisfaction of employees with different educational qualifications.

H<sub>1</sub> : There is difference in the job satisfaction of employees with different educational qualifications.

Table 20: ANOVA of Job satisfaction across Education

Factors	Between the Groups		Within the Groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	0.829	2	141.025	435	141.854	437	1.279	0.279



Financial Trait	3.862	2	112.752	435	116.614	437	7.450	0.001*
Societal Aspect	1.088	2	121.891	437	122.979	437	1.941	0.145
Level of Training & Development received by the employees	0.955	2	110.305	437	111.260	437	1.884	0.153

Source: Primary data

\* Significant at 5 percent level of significance

The test results given in Table 20 show that there is significant difference in the mean scores of job satisfaction among employees towards different education with regard to Financial trait as the value of  $p < 0.05$  at 5 per cent level of significance. So, the null hypothesis is rejected and it is concluded that there is significant difference in the job satisfaction of employees towards different education and the remaining factors are non-significant.

Table 21: Significance of Mean Difference based on different education-Post Hoc Test (LSD)

Dependent Variables	Employment Status (I)	Employment Status (J)	Mean Difference (I – J)	Significance
Financial trait	UG	PG	-.03858	.501
		Professional	.20683*	.001*
	PG	Professional	.24541*	.000*

Source: Primary data

\* Significant at 5 percent level of significance

**Proficiency in Computer /IT and Job Satisfaction of Employees:** Proficiency in computer has been categorized into poor, Good, Average and Excellent. Here, a comparative analysis of mean scores and standard deviation is shown to see whether there is any difference in the mean scores with respect to proficiency in computer. The test result of Analysis of Variance to know the significance of difference in the mean values is given in Table 22. The following hypotheses are framed in connection with this analysis.

$H_0$  : There is no difference in the job satisfaction of employees with proficiency in computer/IT.

$H_1$  : There is difference in the job satisfaction of employees with proficiency in computer/IT.

Table 22: ANOVA of Job satisfaction across proficiency in computer/IT

Factors	Between the groups		Within the groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	2.438	3	139.416	434	141.854	437	2.530	0.057
Financial Trait	0.107	3	116.507	434	116.614	437	0.133	0.940
Societal Aspect	1.385	3	121.594	434	122.979	437	1.648	0.178
Level of Training & Development received by the employees	0.190	3	111.070	434	111.260	437	0.248	0.863

Source: Primary Data

The test results shown in the Table indicate that the difference in the mean values is insignificant at 5 per cent level of significance as the value of  $p$  is more than 0.05, and it can be concluded that job satisfaction and the proficiency in computer / IT of the employees are independent.

**Salary and Job Satisfaction:** Salary of the bank employees includes basic pay, dearness allowance, house rent allowance, special allowance and bonus. Different pay structures are fixed for different categories like managers, officers and clerks. Here, an attempt is made to identify whether the income level of the employees has any dependence on the job satisfaction. Respondents are grouped into four classes based on the total salary per month such as less than Rs. 15000, Rs.15001 to 30000, Rs.30001 to 50000 and above Rs.50001. The test result of Analysis of Variance to know the significance of difference in the mean values is given in Table 23. The following hypotheses are framed in connection with this analysis.

$H_0$  : There is no difference in the job satisfaction of employees with different monthly salary structures.

$H_1$  : There is difference in the job satisfaction of employees with different monthly salary structures.

Table 23: ANOVA of Job satisfaction of Employees across Salary Groups

Factors	Between the Groups		Within the Groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	1.716	3	140.138	434	141.854	437	1.771	0.152
Financial Trait	2.830	3	113.784	434	116.614	437	3.598	0.014*
Societal Aspect	3.023	3	119.957	434	122.979	437	3.645	0.013*
Level of Training &	2.291	3	108.969	434	111.260	437	3.042	0.029*

Development received by the employees								
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Source: Primary Data

\* Significant at 5 percent level of significance

The test results given in Table 23 show that there is significant difference in the mean scores of job satisfaction among employees towards different salary structures with regard to Financial trait, Societal aspect and Level of training & development received by the employees as the value of  $p < 0.05$  at 5 per cent level of significance. So, the null hypothesis is rejected and it is concluded that there is significant difference in the job satisfaction of employees towards different monthly structures and the remaining factor Existing Facilities and services provided to employees is non-significant.

Table 24: Significance of Mean Difference based on different monthly salary structures-Post Hoc Test (LSD)

Dependent Variables	Employment Status (I)	Employment Status (J)	Mean Difference (I - J)	Significance
Financial trait	< 15000	15001-30000	.05889	.438
		30001-50000	.07031	.374
		>50001	.27348*	.003*
	15001-30000	30001-50000	.01142	.845
		>50001	.21460*	.004*
	30001-50000	>50001	.20317*	.010*
Societal Aspect	< 15000	15001-30000	.22539*	.004*
		30001-50000	.10468	.198
		>50001	.22743*	.016*
	15001-30000	30001-50000	-.12071*	.045*
		>50001	.00204	.979
	30001-50000	>50001	.12275	.127
Level of Training & Development received by the employees	< 15000	15001-30000	.19187*	.010*
		30001-50000	.06764	.382
		>50001	.16393	.069
	15001-30000	30001-50000	-.12423*	.030*
		>50001	-.02793	.704
	30001-50000	>50001	.09630	.209

Source: Primary data

\* Significant at 5 percent level of significance

**Length of Service and Job Satisfaction:** Length of service or experience represents the years of service put in by an employee in the present or past job over a period of time. Here, an attempt is made to test whether length of service of employees has any dependence on their Job satisfaction. Employees are classified into five groups based on length of service in years, such as less than 5, 6 to 10, 11 to 15, 16 to 20 and above 20 years. The test result of Analysis of Variance to know the significance of difference in the mean values is given in Table 25. The following hypotheses are framed in connection with this analysis.

$H_0$  : There is no difference in the job satisfaction of employees with difference in length of service.

$H_1$  : There is difference in the job satisfaction of employees with difference in length of service.

Table 25: ANOVA of Job satisfaction across Length of Service

Factors	Between the Groups		Within the Groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	21.055	4	120.799	433	141.854	437	18.867	0.000*
Financial Trait	12.831	4	103.783	433	116.614	437	13.384	0.000*
Societal Aspect	17.627	4	105.353	433	122.979	437	18.112	0.000*
Level of Training & Development received by the employees	11.026	4	100.235	433	111.260	437	11.907	0.000*

Source: Primary Data

\* Significant at 5 percent level of Significance

The test results given in Table 25 show that there is significant difference in the mean scores of job satisfaction among employees with difference in duration of working hours in a week, with regard to Existing Facilities and services provided to employees, Financial trait, societal aspect, Level of Training & Development received by the employees as the value of  $p < 0.05$  at 5 per cent level of significance. So, the null hypothesis is rejected and it

is concluded that there is significant difference in the job satisfaction among employees with difference in length of service.

Table 26: Significance of Mean Difference based on length of service-Post Hoc Test (LSD)

Dependent Variables	Employment Status (I)	Employment Status (J)	Mean Difference (I – J)	Significance
Existing Facilities and services provided to employees	< 5yrs	6-10	.02593	.853
		11-15	.01884	.862
		16-20	-.37917*	.000
		>20	-.47923*	.000
	6-10	11-15	-.00709	.950
		16-20	-.40509*	.000
		>20	-.50516*	.000
	11-15	16-20	-.39801*	.000
		>20	-.49808*	.000
	16-20	>20	-.10007	.000
Financial trait	< 5yrs	6-10	.12963	.319
		11-15	-.02754	.784
		16-20	-.26389*	.008
		>20	-.39617*	.000
	6-10	11-15	-.15717	.134
		16-20	-.39352*	.000
		>20	-.52580*	.000
	11-15	16-20	-.23635*	.000
		>20	-.36864*	.000
	16-20	>20	-.13229*	.029
Societal Aspect	< 5yrs	6-10	.14074	.283
		11-15	-.10145	.316
		16-20	-.35000*	.000
		>20	-.50437*	.000
	6-10	11-15	-.24219*	.022
		16-20	-.49074*	.000
		>20	-.64511*	.000
	11-15	16-20	-.24855*	.000
		>20	-.40292*	.000
	16-20	>20	-.15437*	.011
Level of Training & Development received by the employees	< 5yrs	6-10	-.11852	.354
		11-15	-.16232	.101
		16-20	-.36389*	.000
		>20	-.49617*	.000
	6-10	11-15	-.04380	.671
		16-20	-.24537*	.015
		>20	-.37766*	.000
	11-15	16-20	-.20157*	.001
		>20	-.33386*	.000
	16-20	>20	-.13229*	.026

Source: Primary Data

\* Significant at 5 percent level of significance

**Effective Work Load in Hours and Job Satisfaction:** Work load in this connection means time the employees have to spend in the office premises to finish the responsibilities assigned to them. After liberalization of the Indian economy in the early 90s, the Indian banking sector witnessed an upsurge. The entry of foreign banks into Indian financial sector and the unshackling of state control paved the way for competitive environment. The RBI guidelines to minimize the NPA to the control level forced the workforce in the banking sector to spend more time in their office to attain the targeted performance. Spending more time in the office naturally weakens their relationship with society in general and family in particular. Here, an attempt is made to study whether working hours of the employees in the banking sector do have any influence on the job satisfaction among the selected respondents. Employees are classified into 3 groups based on the working hours during a week such as 40 and below, 41-50 and above 50. The test result of Analysis of Variance to know the significance of

difference in the mean values is given in Table 27. The following hypotheses are framed in connection with this analysis.

$H_0$  : There is no difference in the job satisfaction of employees with different working hours in a week.

$H_1$  : There is difference in the job satisfaction of employees with different working hours in a week.

Table 27: ANOVA of Job satisfaction across workload (hours)

Factors	Between the Groups		Within the Groups		Total		F Value	Sig
	SS	DF	SS	DF	SS	DF		
Existing Facilities and services provided to employees	0.521	2	141.333	435	141.854	437	0.802	0.449
Financial Trait	0.224	2	116.390	435	116.614	437	0.419	0.658
Societal Aspect	0.828	2	122.152	435	122.979	437	1.474	0.230
Level of Training & Development received by the employees	0.035	2	111.225	435	111.260	437	0.068	0.934

Source: Primary Data

\* Significant at 5 percent level of significance

The Analysis of Variance given in Table 27 shows that the difference in the mean scores is not significant in respect of all the factors related to the job satisfaction. Hence, the null hypothesis is accepted and it is concluded that job satisfaction factors such as Existing Facilities and services provided to employees, Financial Trait, Societal Aspect and Level of Training & Development received by the employees and Workload (in Hours) are independent.

#### **Conclusion:**

Job satisfaction is a very big concept as it includes various factors associated with job satisfaction of employees. Satisfaction varies from 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, promotional methods, 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 also varies. This study mainly investigated the relation between of job satisfaction with employee's performance and organizational commitment. Researcher concluded that overall the job satisfaction of bank officers 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 customers associated with it will also be satisfied.

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