



EMPLOYEE JOB SATISFACTION IN A PUBLIC SECTOR BANK- A CASE STUDY OF ANDHRA BANK, TIRUPATI

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Abstract

Success of any organization depends on its human resource. Banks are no exception to this. A satisfied, happy and motivated employee is the biggest asset of any 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 economy of country. So, for the success of the banking it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Only, when they are satisfied, they will work with commitment and project a positive image of the organization. The present project makes an effort to study the job satisfaction level among employees of Andhra Bank, Tirupati.

Keywords: Banks, Job satisfaction, Human Resource Management, Performance, Profitability.

1. INTRODUCTION

Banks are playing major role in Indian financial system in development and growth of economy of the country. The Central Banking authority in India is Reserve Bank of India which monitors the banking system in India. Commercial Banks include Public sector banks, Private sector banks, foreign banks, and Regional rural banks. In India, 14 major Banks were nationalised in the year 1969 with social objective of reaching the poorest of the poor by Smt. Indira Gandhi, the then Prime Minister of India. And 6 more Banks were nationalised in the year 1980. Banking sector is providing employment to large number of individuals in our country. It is necessary to measure satisfaction levels of employees working in banking industry.

As on 31.03.2014, more than 12 lac employees are working in all scheduled commercial banks in India as given below.

1.1 Employees of Total Scheduled Commercial Banks in India as on 31.03.14

S.No.	Category	Total employees	Out of which Women
01.	Officers	640,869	129,345
02.	Clerks	431,842	125,795
03.	Subordinate staff	181,244	22,652
	Total	12,53,955	277,792

Source: RBI Reports, India.

1.2 Employees of Total Nationalised Banks in India as on 31.03.14

S.No.	Category	Total employees	Out of which Women
01.	Officers	244,548	46,907
02.	Clerks	197,723	58,050
03.	Subordinate staff	99,071	14,637
	Total	541,342	119594

Source: RBI Reports, India.

1.3 Employees of Total Scheduled Commercial Banks in Andhra Pradesh as on 31.03.14

S.No.	Category	Total employees	Out of which Women
01.	Officers	48,676	8,839
02.	Clerks	34,561	9,415
03.	Subordinate staff	16,613	2,936
	Total	99,850	21,190

Source: RBI Reports, India.



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The Percentage of women employees in total scheduled commercial banks employees in India is 22.15% and in Andhra Pradesh it is 21.22%. In Rural /semi urban Branches, the percentage of women employees is 15.93% and whereas in Urban/metro branches it is 26.39%. The percentage of women employees in Nationalised Bank employees in India is 22.10%.

2.ABOUT ANDHRA BANK

Andhra Bank was established in the year 1923, by famous freedom fighter Dr.Bhogaraju Pattabhi Seetharamaiah in Machilipatnam of Andhra Pradesh. Andhra Bank is nationalised in the year 1980, and it is having its Head Office at Hyderabad.

The total Business of the Bank as on 31.03.2014 is Rs.252,494 cr which includes deposits of Rs.141,845cr and advances of Rs.110,649 cr. Net profit of the Bank is Rs.436 cr. Bank is having 2114 branches as on 31.03.2014 spread over 25 states and 3 Union Territories as given below.

S.No.	Category	Number	% to total
1.	Rural	606	28.7
2.	Semi Urban	592	28.0
3.	Urban	586	27.7
4.	Metro	330	15.6
	TOTAL	2114	100.0

Source: Andhra Bank Annual Report March, 2014.

The total staff strength of the Bank as on 31.03.2014 is 18,725. The composition of the staff is like this:

S.No.	Category	Number	% to total
1.	Officers	10391	55.5
2.	clerks	5341	28.5
3.	Subordinate staff	2993	16.0
	Total	18725	100.0

Source: Andhra Bank Annual Report March, 2014.

The Per employee of business of Andhra Bank is given below

S.No.	Parameter as on 31.03.14	Andhra Bank	Banking Industry average
1.	Average Business per employee	13.84	12.99
2.	Per employee deposits	7.57	7.26
3.	Per employee advances	5.90	5.73

Source: Andhra Bank Annual Report March, 2014, RBI Reports

The above table shows per employee performance of the Andhra bank is higher than the banking industry average of all Scheduled commercial Banks in India.

Staff Welfare Measures of Andhra Bank

Andhra bank is taking care of welfare of its employees through its several schemes like Contribution to Employee Provident Fund, Gratuity, FABF Scheme to bereaved families, Group Savings Linked Insurance scheme, LFC/Leave encashment, Medical Allowance/Medical reimbursement/Annual Health check-ups, House rent allowance/Leased accommodation, Holiday Homes, Reimbursement of monthly entertainment expenses/Newspaper bills / Conveyance bills, Merit award to staff children/Incentive for excellence in Education to staff children/Education loans to staff children, concession to staff housing loans/vehicle loans etc. To encourage staff to improve their performance, Bank has introduced 'Staff Incentive Scheme'.

3. HRM& JOB SATISFACTION

Human resource is the most important determinant of success and effectiveness of an organisation. HRM is defined as a set of policies, practices, and programs designed to maximize both personal and organizational goals.



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Job satisfaction is the combination of psychological, physiological and environmental circumstances that cause a person to truthfully say “I am satisfied with my job”-by Hoppock. Job satisfaction means different things to different people. Job satisfaction is a set of favourable or unfavourable feelings and emotions with which employees view their work. Job satisfaction describes how content and individual is with his/her job.

Job satisfaction is acceptance of goals, willingness to work hard and intention to stay with the organization.

Campbell has divided the theories of job satisfaction into two categories as content theories like Maslow’s Needs hierarchy theory, Herzberg’s two factor theory, and process theories like expectations and equity theory. Besides nature of job and job environment, there are individual variants that determine the degree of job satisfaction.

FACTORS AFFECTING THE JOB SATISFACTION

The various factors influencing job satisfaction are classified into three, viz., Environmental factors, Personal factors and Motivational factors.

- **Environment factors**
The factors that relate to work environment are job content, occupational level, pay and promotion, work group, supervision, etc.
- **Personal factors**
Personal factors that affect job satisfaction are age, sex, educational levels, marital status, experience etc. There are many factors affecting the job satisfaction viz., stress in performing job, leadership style, work standards and fair rewards.
- **Motivational factors**
Motivational factors that are affecting the job satisfaction are intrinsic factors and extrinsic factors. Intrinsic factors like ability utilisation, achievement, authority, recognition, responsibility, security, social status, career advancement, job significance etc. and extrinsic factors .Extrinsic factors are like company policy, recognition, supervision, equity, job security etc.

Outcomes of Satisfaction

The following are benefits/outcome of job satisfaction

- Increased job performance,
- Reduced absenteeism,
- Increased productivity/profit,
- Life satisfaction,
- Attachment to organisation,
- Acceptance of organisational goals,
- Willingness to work hard and
- Desire to stay with organisation

4. FOCUS OF THE PROBLEM

Job satisfaction is a very important attribute which is frequently measured by the organizations. Overall job satisfaction is determined by the difference between the all things a person feels he should receive from his job and all the things he actually does receive.

To understand that whether the employees are really satisfied with their jobs or not in Bank will be the main focus of the problem in this project. Apart from that the areas of focus of problem are

- What are pay, promotion, benefits and facilities which the job is providing to the employees
- Satisfaction level of employees
- Working environment and working hours
- Staff welfare measures of the Bank



5. NEED FOR THE STUDY

Many studies in the areas like wage negotiation, training, appraisal system has been covered by many researchers. But there has not been any such study regarding the job satisfaction done in this particular organization. An attempt has made to analyse the employee job satisfaction in Andhra Bank. This study will help the organization what are the factors that are affecting the job satisfaction to achieve the goals of the organisation and individual employees. If employees are satisfied with their jobs they will carry a positive attitude towards their jobs and can transform it into their performance and work for organization growth. Hence the study is undertaken.

6. OBJECTIVES OF THE STUDY

6.1 Primary objective

The main objective of the study is to find out the levels of job satisfaction of employees of public sector bank like Andhra Bank, Tirupati.

- Factors affecting the job satisfaction
- Satisfaction of working conditions
- Satisfaction from Staff welfare schemes

6.2 Secondary objectives

Secondary objective is to recommend the suggestion and strategies to adopt by the Bank Management to improve employee job satisfaction.

7. SCOPE OF THE STUDY

The study has been conducted to collect the opinion of the employees towards their job. This study helps the management to understand the employee attitude and perception towards their job. Finally this study also would prove of some help for the management to undertake various welfare measures and promotional activities to improve their employees' performance in discharging their duty.

8. HYPOTHESES

- Job is not only for livelihood, it provides internal satisfaction
- Satisfaction level of Public sector Bank employees is higher
- Bank management put efforts through their welfare schemes for satisfying their employees.
- Bank management provide excellent career opportunities, transfer policy to satisfy their employees.

09. RESEARCH DESIGN

The objective of the study is to know the job satisfaction level like the Highly satisfied, satisfied, Less satisfied.

09.1 Study Design

The study conducted would be mainly descriptive and analytical. To know the satisfactory level of employees Purposive random sampling technique is used for collection of data.

09.2 Data Sources

Mainly there are two kinds of data as Primary data and Secondary data.

Primary Data Source

It constitutes collecting data from all employees, in different branches of the Bank in Tirupati to know their views and suggestions through prepared questionnaire.

Secondary Data Source

It constitutes organisation profile, HR systems in the organisation, annual reports of the Bank, books & journals of HRM & Job satisfaction.

Universal Size: Finite (employees working in the organisation under study)

Sample Size

The sample size was conveniently chosen basing on the employee interest and acceptance to participate in the interview. 70 employees of which 20 were women were considered for the study covering different branches in Tirupati.



Questionnaire Design

A questionnaire is prepared to know the job satisfaction level like the highly satisfied, satisfied, Less satisfied as answers. Employee is interviewed and the results are tabulated and analysed.

10. DATA ANALYSIS AND INTERPRETATION

The data which was collected from employees through responses to questionnaire was first codified, classified and analysed based on index method. To make effective utilisation of the study suggestions are made to the organisation to improve overall satisfaction level of the employees.

11. Level of Satisfaction of Andhra Bank Employees on Related Aspects

S.No.	Work related aspect		Level of Satisfaction			Total
			Less satisfied	Moderately satisfied	Highly satisfied	
1.	Job Security	No. %	10 (14)	40 (57)	20 (29)	70 (100)
2.	Working conditions	No. %	15 (21)	50 (72)	5 (7)	70 (100)
3.	Transfer Policy	No. %	20 (29)	43 (61)	7 (10)	70 (100)
4.	Promotion policy	No. %	23 (33)	35 (50)	12 (17)	70 (100)
5.	Nature of Training Programs	No %	8 (11)	45 (64)	17 (23)	70 (100)
6.	Interpersonal relations With Superiors	No. %	14 (20)	40 (57)	16 (23)	70 (100)
7.	Interpersonal relations With Colleagues	No. %	9 (13)	52 (74)	9 (13)	70 (100)
8.	Pay & allowances	No. %	12 (17)	50 (72)	8 (11)	70 (100)
9.	Working hours	No. %	25 (36)	42 (60)	3 (4)	70 (100)
10.	Self evaluation	No. %	8 (11)	50 (71)	12 (18)	70 (100)
11.	Encouragement by Superiors	No. %	20 (29)	35 (50)	15 (21)	70 (100)
12.	Opportunity to present Views & suggestions	No. %	29 (42)	26 (38)	15 (20)	70 (100)
13.	Appreciation by Superiors for good performance	No. %	23 (33)	28 (40)	19 (27)	70 (100)
14.	Boredom doing Routine work	No. %	34 (49)	22 (32)	14 (19)	70 (100)
15.	Accepting challenging Work In the Bank	No. %	32 (46)	19 (27)	19 (27)	70 (100)
16.	Overburdened with Heavy work	No. %	21 (29)	37 (53)	12 (18)	70 (100)
17.	Sanction of leave during Emergency	No %	33 (46)	25 (36)	12 (18)	70 (100)
18.	Working Environment	No. %	19 (27)	39 (55)	12 (18)	70 (100)



12. FINDINGS OF THE STUDY AS PER THE TABLE

12.1 Subjects of the study are selected from managerial and non-managerial staff of public sector bank, Andhra Bank, Tirupati. A total of 70 subjects are selected from the employees of Bank working in Tirupati selected for the study.

12.2 Job satisfaction was measured using the likert scale. A single item on 3 point rating scale ranging from less to highly satisfied is taken.

12.3 Job satisfaction was measured on the basis of five variables. They are like a. Pay b. working conditions (environment, working hours etc.) c. Service conditions (like job security, promotion, transfer policy, staff welfare schemes etc.) d. Working Relations (with superiors, colleagues etc.) e. Organisation as a whole

12.4 Majority of the employees are recruited through BSRB/IBPS tests through direct and recruitment and the average age of the employees is very high. Most of employees are going to retire within 5 years on superannuation.

12.5 Majority of the employees are feel that their job is secured, but 29% of employees are very much dissatisfied with the present transfer policy.

12.6 About 33% of the employees are dissatisfied with present promotion policy, because they felt that favouritism is playing a major role in promotions.

12.7 Though the Working relations with superiors and colleagues are good, at managerial level, the employees are feeling that communication methods of the superiors is not satisfactory.

12.8 Nearly 29% of the employees are feeling they are not getting encouragement from their superiors, though they are getting off and on. 33% of employees has felt that they are not getting proper recognition and appreciation.

12.9 Nearly 56% of the employees in managerial cadre responded that they are not getting opportunity to present their views, suggestions in the growth and development of the organisation.

12.10 Majority of the employees i.e., 29% of the respondents are feeling overburdened and stressful many times in performing their duties and 46% of respondents felt that they are not getting their leave sanctioned, when it is needed / in emergency.

12.11 It is observed from the study that 21% of the employees are dissatisfied with working conditions and environment and they want to quit the job after 10th wage revision to bank employees.

12.12 about 49% of the respondents are feeling boredom doing routine work as there is no relief.

12.13 It is observed from the study that though the majority of the employees are happy with staff welfare schemes of the bank, some are not happy with some welfare schemes like medical allowance, hospitalization schemes, leased accommodation etc.

13. INDEX ON JOB SATISFACTION

If one need to express the level of job satisfaction in any organisation an index has to be developed including all related aspects through allotting scores. For developing the index the following related aspects are included viz., Job Security, Working Conditions, Transfer Policy, Promotion Policy, Nature of Training Programs, Interpersonal relations with Superiors, Interpersonal relations with Colleagues, Pay & Allowances, Working Hours, Self Evaluation, Encouragement from Superiors, Opportunity to present views and suggestions, Appreciation by Superiors for good Performance, Boredom doing routine work, Accepting the challenging work, Overburdened with heavy work, Sanction of leave during emergence and Working environment.

Here, the employee level of satisfaction was estimated based on the above aspects and rank was given to them as follows

A) Less satisfied -1 , B) Moderately satisfied – 2, C) Highly satisfied -3

Based on the individual score on ranks, the employees were divided into the three categories as follows:

Less satisfied : 30 & less

Moderately satisfied : from 31 – 43

Highly satisfied : 44 & above

**Table: Index on employees overall job satisfaction**

S.No.	Level of Satisfaction	No. of Respondents	Percentage
1.	Less satisfied	20	14.85
2.	Moderately Satisfied	37	56.70
3.	Highly satisfied	13	28.45
	Total	70	100.00

As per index on job satisfaction only less than one third (28.45%) of respondents expressed full satisfaction. More than half (57%) of the sample employees uttered moderate satisfaction and the remaining (15%) were not satisfied or less satisfied on their various aspects of job roles. Hence, the management of Andhra Bank should view this seriously as more than two thirds are only either moderately satisfied or less satisfied on their role functioning.

LIMITATIONS

The study limited to time factor. It is difficult to interview all the employee within 6 weeks of time.

- Different views provided by the respondents are subjected to personal bias.
- Since the sample size is limited, the overall opinion of the study is not attributed to the total organization.
- Scope of the questionnaire was limited.
- Employees feel fear to management, to reveal actual facts related to the organization. So there may be bias.
- Employees are not willing to co-operate sometimes.

14. SUGGESTIONS AND RECOMMENDATIONS:

After the analysis and interpretation of findings, the researcher wants to make some recommendations and suggestions to the organisation.

14.1. The management should adopt suitable measures to enhance the working conditions of the employees. Otherwise, it will affect the efficiency and performance of the employees.

14.2 Bank has to provide opportunity to learn new skills with the help of training and workshops to all employees.

14.3 The Bank has to take appropriate steps to improve relations, communication skill between management and employees. Bank has to take consider the views and suggestion of the employees. And the employees have to be properly recognized and rewarded. Employees who are willing to take challenging assignments should be given opportunity.

14.4 Bank has to make concrete steps to make promotion and transfer policy more transparent not giving scope for favouritism. As the employees feel boredom doing routine work, there should be periodic rotation of duties. Also they should be provided with recreational facilities.

14.5 Recruitment of staff has to be undertaken at all levels, so that the workload on the employees is reduced.

15. CONCLUSION

The study revealed that only small percentages (28%) of the employees are dissatisfied. Employee job satisfaction is essential in any organisation. Efficient human resource management and maintaining higher job satisfaction level in banks will determine not only the performance of the bank but also affect the growth of the economy. Hence for success of any organisation, it is very important to manage human resource effectively. If employees are satisfied they will put their maximum effort and will work with commitment and productivity will increase and it will reflect in the positive growth & image of the organisation.

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