

A COMPARATIVE STUDY OF EMPLOYEE JOB SATISFACTION IN PUBLIC AND PRIVATE SECTOR BANKS IN REWARI

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Abstract: *This study is an appraisal of the perceived job characteristics and emotional experience at work. Satisfied employees have a favourable evaluation of their job, based on their observations and emotional experiences. Job satisfaction is a feeling which is a function of the perceived relationship between all that one wants from his job/life and that entire one perceives as offering or entailing. The emphasis here is on all that one wants, whether it is important for self-definition or not. Job satisfaction is a pleasurable, or positive emotional state resulting from the appraisal of one's job, or job experience, and is the result of the employee's perception of how well the job provides those things which are viewed as important.*

Key Words: *Job Satisfaction, Public Bank, Private Bank, comparative study.*

1. INTRODUCTION: Job satisfaction

Job satisfaction is a subjective indicator that indicates how contented an individual feels while performing his/her duties. It is subjective in the sense that it cannot be defined by a single measurement alone. It is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job-satisfaction. If you dislike your job intensely, you will experience job dissatisfaction. Job satisfaction is an individual's emotional reaction to the job itself. It is his attitude towards his job.

Hoppack introduced the term 'Job satisfaction' in 1953 in his book on job-satisfaction. Hoppack defined job satisfaction as 'any combinations of psychological, physiological and environmental circumstances that make a person say I am satisfied with the job.' The definition is vague in so far as there are many parameters used by Hoppack.

According to Weiss and Cropanzano (1996), job satisfaction represents a person's evaluation of one's job and work context. This definition is still being debated. It captures the most popular view that job satisfaction is an evaluation and represents both belief and feelings.

Locke (1976) states that job satisfaction is a collection of attitudes about specific facets of the job. Employees can be satisfied with some elements of the job while being simultaneously dissatisfied with others. Different types of satisfaction will lead to different intentions and behavior. An employee might complain to the supervisor when dissatisfied with low pay but not with coworker dissatisfaction. Overall job satisfaction is a combination of the person's feeling towards the different facets of job satisfaction.

2. BANKING IN INDIA

The Indian banking can be broadly categorized into nationalized (government owned), private banks and specialized banking institutions. The Reserve Bank of India acts a centralized body monitoring any discrepancies and shortcoming in the system. Ever since nationalization of banks took place in 1969, the public sector banks or the nationalized banks have acquired a prominent place and has since then seen tremendous progress.

The need to become highly customer focused has forced the slow-moving public sector banks to adopt a fast track approach. The unleashing of products and services through the net has galvanized players at all levels of the banking and financial institutions market grid to look anew at their existing portfolio offering. Conservative banking practices allowed Indian banks to be insulated partially from the Asian currency crisis. Indian banks are now quoting at higher valuation when compared to banks in other Asian countries (viz. Hong Kong, Singapore, Philippines etc.) that have major problems linked to huge Non Performing Assets (NPAs) and payment defaults. Co-operative banks are nimble footed in approach and armed with efficient branch networks focus primarily on the 'high revenue' niche retail segments.

The Indian banking has finally worked up to the competitive dynamics of the 'new' Indian market and is addressing the relevant issues to take on the multifarious challenges of globalization. Banks that employ IT solutions are perceived to be 'futuristic' and proactive players, capable of meeting the multifarious requirements of the large customer base. Private Banks have been fast on the uptake and are reorienting their strategies using the internet as a medium. The Internet has emerged as the new and challenging frontier of marketing with the conventional physical world tenets being just as applicable like in any other marketing medium.

The Indian banking has come from a long way from being a sleepy business institution to a highly proactive and dynamic entity. This transformation has been largely brought about by the large dose of liberalization and economic reforms that allowed banks to explore new business opportunities rather than generating revenues from conventional

streams (i.e. borrowing and lending). The banking in India is highly fragmented with 30 banking units contributing to almost 50% of deposits and 60% of advances. Indian nationalized banks (banks owned by the government) continue to be the major lenders in the economy due to their sheer size and penetrative networks which assures them high deposit mobilization

The Reserve Bank of India acts as a centralized body monitoring any discrepancies and shortcoming in the system. It is the foremost monitoring body in the Indian financial sector. The nationalized banks (i.e. government-owned banks) continue to dominate the Indian banking arena. Industry estimates indicate that out of 274 commercial banks operating in India, 223 banks are in the public sector and 51 are in the private sector. The private sector bank grid also includes 24 foreign banks that have started their operations here. Under the ambit of these nationalized banks come the specialized banking institutions.

2.3 Banking Profile

2.3.1 State Bank of India

- The State Bank of India, the country's oldest Bank and a premier in terms of balance sheet size, number of branches, market capitalization and profits is today going through a momentous phase of Change and Transformation – the two hundred year old Public sector behemoth is today stirring out of its Public Sector legacy and moving with an ability to give the Private and Foreign Banks a run for their money.
- The bank is entering into many new businesses with strategic tie ups – Pension Funds, General Insurance, Custodial Services, Private Equity, Mobile Banking, Point of Sale Merchant Acquisition, Advisory Services, structured products etc – each one of these initiatives having a huge potential for growth.
- The Bank is forging ahead with cutting edge technology and innovative new banking models, to expand its Rural Banking base, looking at the vast untapped potential in the hinterland and proposes to cover 100,000 villages in the next two years.
- It is also focusing at the top end of the market, on whole sale banking capabilities to provide India's growing mid / large Corporate with a complete array of products and services. It is consolidating its global treasury operations and entering into structured products and derivative instruments. Today, the Bank is the largest provider of infrastructure debt and the largest arranger of external commercial borrowings in the country. It is the only Indian bank to feature in the Fortune 500 list.
- The Bank is changing outdated front and back end processes to modern customer friendly processes to help improve the total customer experience. With about 8500 of its own 10000 branches and another 5100 branches of its Associate Banks already networked, today it offers the largest banking network to the Indian customer. The Bank is also in the process of providing complete payment solution to its clientele with its over 8500 ATMs, and other electronic channels such as Internet banking, debit cards, mobile banking, etc
- With four national level Apex Training Colleges and 54 learning Centres spread all over the country the Bank is continuously engaged in skill enhancement of its employees. Some of the training programmes are attended by bankers from banks in other countries.
- The bank is also looking at opportunities to grow in size in India as well as Internationally. It presently has 82 foreign offices in 32 countries across the globe. It has also 7 Subsidiaries in India – SBI Capital Markets, SBICAP Securities, SBI DFHI, SBI Factors, SBI Life and SBI Cards - forming a formidable group in the Indian Banking scenario. It is in the process of raising capital for its growth and also consolidating its various holdings.
- Throughout all this change, the Bank is also attempting to change old mindsets, attitudes and take all employees together on this exciting road to Transformation. In a recently concluded mass internal communication programme termed 'Parivartan' the Bank rolled out over 3300 two day workshops across the country and covered over 130,000 employees in a period of 100 days using about 400 Trainers, to drive home the message of Change and inclusiveness. The workshops fired the imagination of the employees with some other banks in India as well as other Public Sector Organizations seeking to emulate the programme.

2.3.2 HDFC Bank

The Housing Development Finance Corporation Limited (HDFC) was amongst the first to receive an 'in principle' approval from the Reserve Bank of India (RBI) to set up a bank in the private sector, as part of the RBI's liberalization of the Indian Banking Industry in 1994. The bank was incorporated in August 1994 in the name of 'HDFC Bank Limited', with its registered office in Mumbai, India. HDFC Bank commenced operations as a Scheduled Commercial Bank in January 1995.

Promoter

HDFC is India's premier housing finance company and enjoys an impeccable track record in India as well as in international markets. Since its inception in 1977, the Corporation has maintained a consistent and healthy growth in its operations to remain the market leader in mortgages. Its outstanding loan portfolio covers well over a million dwelling units. HDFC has developed significant expertise in retail mortgage loans to different market segments and

also has a large corporate client base for its housing related credit facilities. With its experience in the financial markets, a strong market reputation, large shareholder base and unique consumer franchise, HDFC was ideally positioned to promote a bank in the Indian environment.

Business focus

HDFC Bank's mission is to be a World-Class Indian Bank. The objective is to build sound customer franchises across distinct businesses so as to be the preferred provider of banking services for target retail and wholesale customer segments, and to achieve healthy growth in profitability, consistent with the bank's risk appetite. The bank is committed to maintain the highest level of ethical standards, professional integrity, corporate governance and regulatory compliance. HDFC Bank's business philosophy is based on four core values - Operational Excellence, Customer Focus, Product Leadership and People.

HDFC CRM Technology

HDFC Bank operates in a highly automated environment in terms of information technology and communication systems. All the bank's branches have online connectivity, which enables the bank to offer speedy funds transfer facilities to its customers. Multi-branch access is also provided to retail customers through the branch network and Automated Teller Machines (ATMs). The Bank has made substantial efforts and investments in acquiring the best technology available internationally, to build the infrastructure for a world class bank. The Bank's business is supported by scalable and robust systems which ensure that our clients always get the finest services we offer.

The Bank has prioritised its engagement in technology and the internet as one of its key goals and has already made significant progress in web-enabling its core businesses. In each of its businesses, the Bank has succeeded in leveraging its market position, expertise and technology to create a competitive advantage and build market share.

Management

Mr. Jagdish Capoor took over as the bank's Chairman in July 2001. Prior to this, Mr. Capoor was a deputy governor of the reserve bank of india.

The Managing Director, Mr. Aditya Puri, has been a professional banker for over 25 years, and before joining HDFC Bank in 1994 was heading Citibank's operations in Malaysia.

The Bank's Board of Directors is composed of eminent individuals with a wealth of experience in public policy, administration, industry and commercial banking. Senior executives representing Hdfc are also on the board.

Senior banking professionals with substantial experience in India and abroad head various businesses and functions and report to the Managing Director. Given the professional expertise of the management team and the overall focus on recruiting and retaining the best talent in the industry, the bank believes that its people are a significant competitive strength.

3. RESEARCH METHODOLOGY:

Research methodology is a systematic way to solve a research problem. The methodology should combine economy with efficiency.

3.1 Data Sources:

- **Primary Data:** Primary data is that data which is collected for the first time. These data are basically observed and collected by the researcher for the first time. I have used primary data for my project work.

It is collected through structured questionnaire by conducting survey.

- **Secondary Data:** Secondary data are those data which are primarily collected by the other person for his own purpose and now we use these for our purpose secondly.

Internet, journals, books, magazines, etc...

3.2 Research Design:

A research design is simply a plan for study in collecting and analyzing the data. It helps the researcher to conduct the study in an economical method and relevant to the problem. This research is Descriptive in nature as the banking industry is well-developed in India and lot of research has already been done in this area.

3.3 Sampling:

- **Targeted banks:** HDFC, SBI
- **Sampling Frame:** Bank employees of both banks in Rewari Town.
- **Sampling Area:** 2 branches of each (SBI and HDFC) in Rewari.
- **Sampling Method:** Non- Probability-Convenience Sampling.
- **Sample Size:** 70 Respondents

Bank	Respondents
HDFC	35
SBI	35

3.4 Significance of the Study

The significance of choosing this study is to understand employees' job satisfaction level at banks and difference in level at public and private sector banks. Through this study I will come to know that

- What benefits and facilities banking jobs providing to the employees.
- What conditions or requirements based on age, sex, religion, caste and ethnicity employees think should be provided by job. This helps banks to know
- Where they are lacking in having a satisfied workforce presently.
- How they can modify it in future?

3.5 Objectives of the Study

- To know about the satisfaction level of employees on demographic basis.
- To find out the Inter-personal factors which affecting Employee Job satisfaction in Public and Private Sector Banks
- To study the Management and Employee Relationship of Public and Private Sector Banks towards Employee Job satisfaction

4. DATA ANALYSIS AND INTERPRETATION

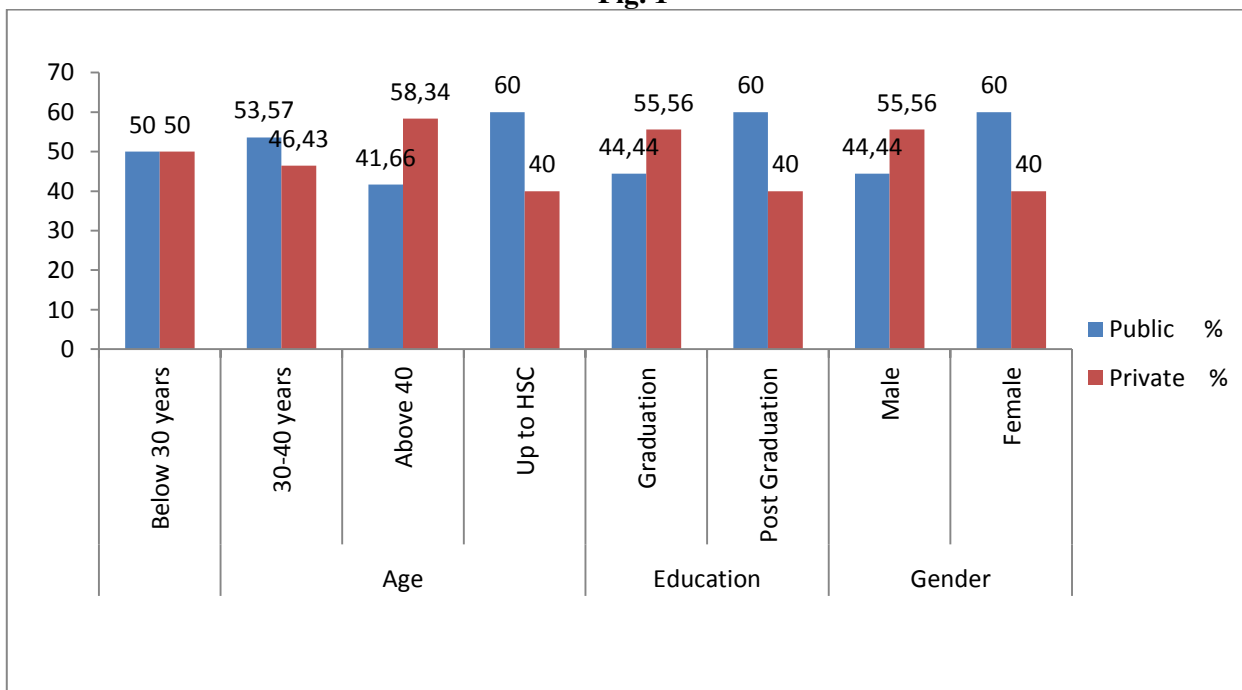
4.1 Demographic Characteristics of the Respondents

Table 1 Demographic Characteristics

Parameters		Public		Private		Total	
		f	%	f	%	f	%
Age	Below 30 years	15	50.00	15	50.00	30	100.00
	30-40 years	15	53.57	13	46.43	28	100.00
	Above 40	5	41.66	7	58.34	12	100.00
Education	Up to HSC	3	60.00	2	40.00	5	100.00
	Graduation	20	44.44	25	55.56	45	100.00
	Post	12	60.00	8	40.00	20	100.00
	Graduation						
Gender	Male	20	44.44	25	55.56	45	100.00
	Female	15	60.00	10	40.00	25	100.00

Source: Primary Data

Fig. 1



Source: Primary Data

From the above table it shows that about 50% respondents from each bank are below 30 years and above 40 years there is 41.66 employees belongs to public bank and 58.34 employees belongs to private bank. In Educational point of view there is 60% employees are HSC qualified in public and 40% employees belongs to private. 44.44% employees who is graduated belongs to public bank and 55.56% employees are graduated in private banks. If we talk about the Gender, there are 44.44% respondents are male in public bank and 55.56% employees who are males belongs to private bank, and in case of female 60% females belongs to public bank and 40% females belongs to private bank.

4.2 Level of job satisfaction among employees in public and private sector banks

Table: 2 Level of job satisfaction among employees in public banks Public sector banks

Level of job satisfaction	Frequency	Percent
Low	05	14.28
Medium	12	34.29
High	18	51.43
Total	35	100.0

Source: Primary Data

Table: 3 Level of job satisfaction among employees in private banks Private sector banks

Level of job satisfaction	Frequency	Percent
Low	10	28.57
Medium	10	28.57
High	15	42.86
Total	35	100.0

Source: Primary Data

Public sector banks:

Job satisfaction is a combination of psychological, physiological and environmental conditions providing satisfaction to person with his job. The job satisfaction perceived by the employees based on the opinion. Among the employees in the opinion, 14.28 percent of the employees have state that the job satisfaction is Low, 34.29 percent of the employees have stated that the job satisfaction is Medium and 51.43 percent of them state that the job satisfaction is high. At outset it is implied that majority of the employees perceive high level of job satisfaction, very few employees perceive medium and low level of job satisfaction. It is interesting to note that only minimum percent of the employees low level of job satisfaction. It is a good sign and it indicates that the organization has better environment for the public bank employees to job.

Private sector banks:

The job satisfaction perceived by the employees based on the opinion. Among the employees in the opinion, 28.57 percent of the employees have state that the job satisfaction is Low, 28.57 percent of the employees have stated that the job satisfaction is Medium and 42.86 percent of them state that the job satisfaction is high. At outset it is implied that majority of the employees perceive high level of job satisfaction. So organizations try to concentration on employees need in private banks.

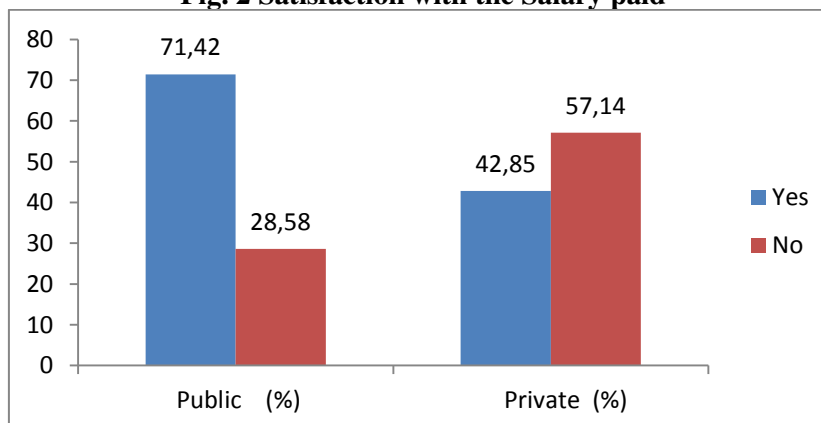
4.3 Are you satisfied with the Salary paid to you?

Table4. Satisfaction with the Salary paid

Are you satisfied with the Salary paid to you?	Public	%	Private	%
Yes	25	71.42	15	42.85
No	10	28.58	20	57.14
Total	35	100	35	

Source: Primary Data

Fig. 2 Satisfaction with the Salary paid



Source: Primary Data

Interpretation:

From above table it shows that about 71.42% employees are satisfied from their salary and 28.58% are not satisfied in Public Bank. And in Private Bank 42.85% are satisfied and 57.24% employees are not satisfied from their salary.

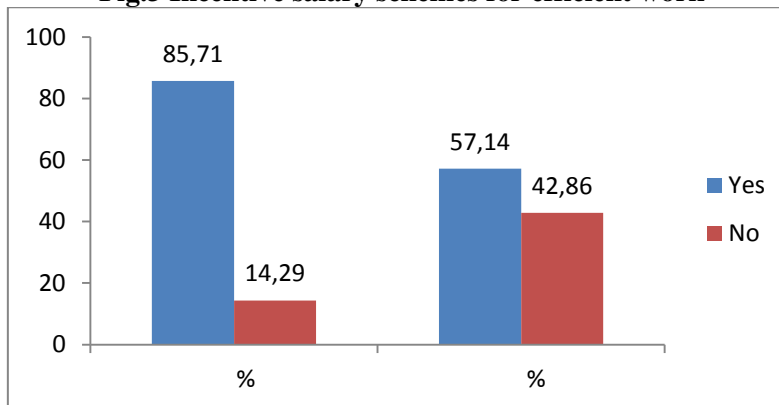
4.4 Do you have any incentive salary schemes for efficient work in your Bank?

Table 5 incentive salary schemes for efficient work

Do you have any incentive salary schemes for efficient work in your Bank?	Public	%	Private	%
Yes	30	85.71	20	57.14
No	5	14.29	15	42.86
Total	35	100	35	100

Source: Primary Data

Fig.3 Incentive salary schemes for efficient work



Source: Primary Data

Interpretation:

From above table it shows that about 85.71% employees are satisfied from the incentive they got and 14.29% are not fully satisfied in Public Bank. And in Private Bank 57.14 are satisfied and 42.86% employees are not satisfied from the incentive they got.

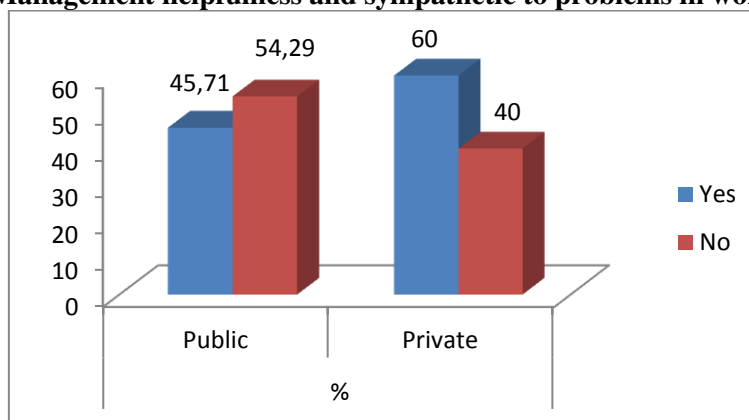
4.5 Is the management helpful and sympathetic to your problems in workstation?

Table 6 Management helpfulness and sympathetic to problems in workstation

Response	Public	%	Private	%
Yes	16	45.71	21	60.00
No	19	54.29	14	40.00
Total	35	100	35	100

Source: Primary Data

Fig. 4 Management helpfulness and sympathetic to problems in workstation



Source: Primary Data

Interpretation:

Table 6 depicts that 45.71% employees are agreed that management is helpful and sympathetic to our problems in workstation and 54.29% not agree in public sector bank. In private sector bank 60% employees agreed that management is helpful and sympathetic to our problems in workstation and 40% are not agreed for the statement.

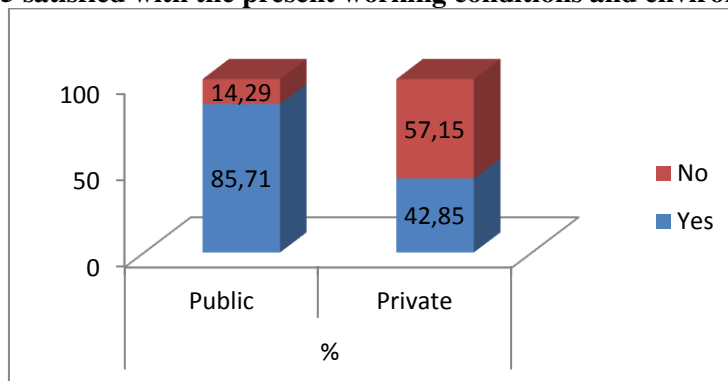
4.6 Are you satisfied with the present working conditions and environment?

Table 7 Satisfaction with the present working conditions and environment

Response	Public	%	Private	%
Yes	30	85.71	15	42.85
No	5	14.29	20	57.15
Total	35	100	35	100

Source: Primary Data

Fig. 5 satisfied with the present working conditions and environment



Source: Primary Data

Interpretation:

Table 7 depicts that 85.71% employees are agreed that they are satisfied with the present working conditions and environment and 14.29% employees are not satisfied in public sector bank. In private sector bank 42.85% employees are satisfied with the present working conditions and environment and 57.15 are not satisfied.

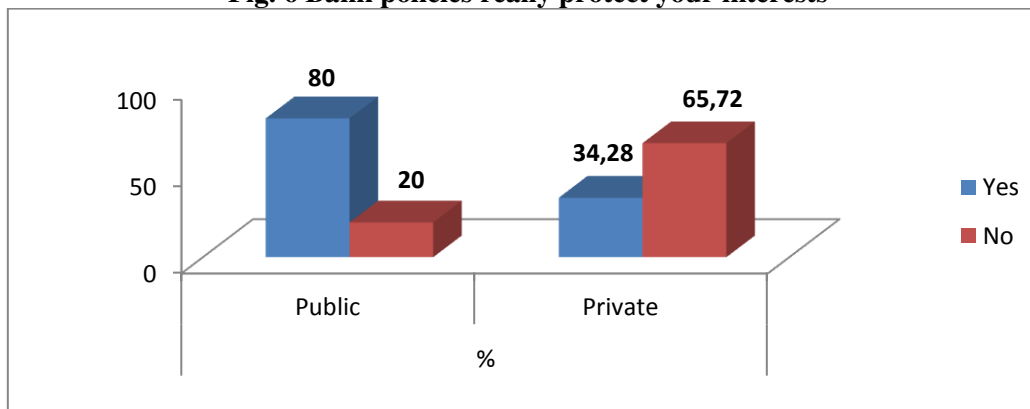
4.7 Do you feel that Bank policies really protect your interests?

Table8. Bank policies really protect your interests

Response	Public	%	Private	%
Yes	28	80.00	12	34.28
No	7	20.00	23	65.72
Total	35	100	35	100

Source: Primary Data

Fig. 6 Bank policies really protect your interests



Source: Primary Data

Interpretation:

Table 8 depicts those 80.71% employees feels that Bank policies really protect their interests and 20% employees are not agree for the statement in public sector bank. In private sector bank 34.28% employees are feels that Bank policies really protect their interests and 65.72 are not feeling that Bank policies really protect their interests.

4.8. Are you secured about your job?

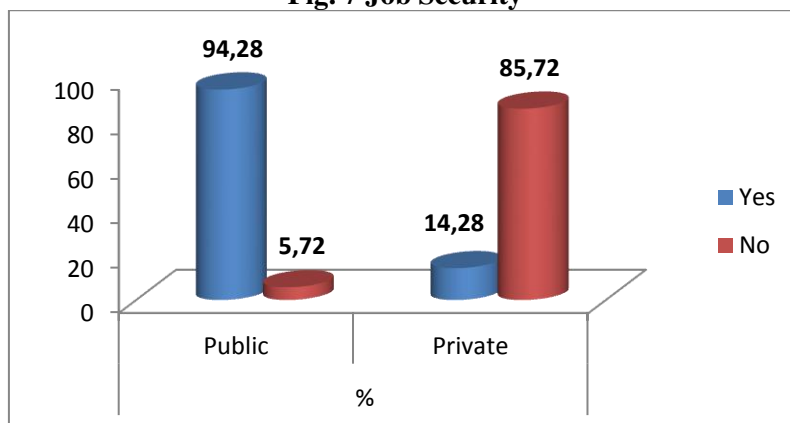
Table 9. Job Security

Response	Public	%	Private	%
Yes	33	94.28	5	14.28

No	2	5.72	30	85.72
Total	35	100	35	100

Source: Primary Data

Fig. 7 Job Security



Source: Primary Data

Interpretation:

Table 9 depicts that 94.28% employee feels secured about their job and 5.72% employees are not feeling secured about their job in public sector bank. In private sector bank only 14.28% employees are feeling secured about their job and 85.72 are not feeling secured about their job.

5. MAIN FINDINGS:

- Job satisfaction is a combination of psychological, physiological and environmental conditions providing satisfaction to person with his job. The job satisfaction perceived by the employees based on the opinion. Among the employees in the opinion, 14.28 percent of the employees have state that the job satisfaction is Low, 34.29 percent of the employees have stated that the job satisfaction is Medium and 51.43 percent of them state that the job satisfaction is high.
- At outset it is implied that majority of the employees perceive high level of job satisfaction, very few employees perceive medium and low level of job satisfaction. It is interesting to note that only minimum percent of the employees low level of job satisfaction. It is a good sign and it indicates that the organization has better environment for the public bank employees to job.
- The job satisfaction perceived by the employees based on the opinion. Among the employees in the opinion, 28.57 percent of the employees have state that the job satisfaction is Low, 28.57 percent of the employees have stated that the job satisfaction is Medium and 42.86 percent of them state that the job satisfaction is high.
- At outset it is implied that majority of the employees perceive high level of job satisfaction. So organizations try to concentration on employees need in private banks.
- The shows that about 71.42% employees are satisfied from their salary and 28.58% are not satisfied in Public Bank. And in Private Bank 42.85% are satisfied and 57.24% employees are not satisfied from their salary.
- The Study shows that about 85.71% employees are satisfied from the incentive they got and 14.29% are not fully satisfied in Public Bank. And in Private Bank 57.14 are satisfied and 42.86% employees are not satisfied from the incentive they got.
- The study shows that 45.71% employees are agreed that management is helpful and sympathetic to our problems in workstation and 54.29% not agree in public sector bank. In private sector bank 60% employees agreed that management is helpful and sympathetic to our problems in workstation and 40% are not agreed for the statement.
- It is found that 85.71% employees are agreed that they are satisfied with the present working conditions and environment and 14.29% employees are not satisfied in public sector bank. In private sector bank 42.85% employees are satisfied with the present working conditions and environment and 57.15 are not satisfied.
- The outcome reflects that 80.71% employee feels that Bank policies really protect their interests and 20% employees are not agree for the statement in public sector bank. In private sector bank 34.28% employees are feels that Bank policies really protect their interests and 65.72 are not feeling that Bank policies really protect their interests.
- The research study found that 94.28% employee feels secured about their job and 5.72% employees are not feeling secured about their job in public sector bank. In private sector bank only 14.28% employees are feeling secured about their job and 85.72 are not feeling secured about their job.

6. CONCLUSION:

The result of the study indicates that layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth increase job dissatisfaction. On the other hand, secure job environment, welfare policies, and job stability increase the degree of job satisfaction. 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 economy. So, for the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Only if they are satisfied, they will work with commitment and project a positive image of the organization.

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