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## JOB SATISFACTION IN BANKING: A COMPARATIVE STUDY BETWEEN PUBLIC AND PRIVATE SECTOR BANKS IN DEHRADUN, UTTARAKHAND

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**PACIFIC UNIVERSITY**  
**UDAIPUR**

### ABSTRACT

*A satisfied and hard working employee is the backbone of any organization, including banks. Banking sector play a prominent role in India's industrialization and economic development. Workforce of any bank is responsible to a large extent for its productivity and profitability. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is based on an individual's perception of satisfaction. There is a direct link between employee job satisfaction and financial results. The more satisfied employees are the more motivated and committed they will be to your organization's success. In this Research paper we have tried to make a comparison of Job satisfaction between Public and Private sector banks and tried to find out the basic reasons of dissatisfaction in job.*

### KEYWORDS

Employees, Job Satisfaction, Private Banks, Public Banks.

### INTRODUCTION

**J**siu-Chin et al. (2005, fourth quarter) findings were consistent with results of a study in Taiwan on Nurse Faculty job satisfaction and their perceptions of nursing deans' and directors' leadership styles. Findings revealed that Taiwanese Nurse Faculty is moderately satisfied with their jobs and that they preferred that their dean use a transformational type of leadership.

Ambrose et al. (2005) conducted a qualitative study to investigate faculty satisfaction and retention. The study focused on the faculty of a private university over a period of 2 years. Findings suggested sources of satisfaction or dissatisfaction clustered into areas such as salaries, collegiality, mentoring, and the reappointment, promotion, and tenure process of departmental heads.

Job satisfaction is simply defined as the affective orientation that an employee has towards his or her work (Price, 2001). In other words, it is an affective reaction to a job that results from the comparison of perceived outcomes with those that are desired (Kam, 1998). Shortly, job satisfaction describes the feelings, attitudes or preferences of individuals regarding work (Chen, 2008).

Satisfiers relate to the content of the work such as "achievement, recognition for achievement, interesting work, increased responsibility, growth, and advancement. Herzberg (1974, p18)." Dissatisfies are related to how employees are treated and include such items as "company policy and administration practices, supervision, interpersonal relationships, working conditions, salary, status, and security. Herzberg (1974, p 18).

### RESEARCH PROBLEM

To identify the level of satisfaction of employees in public and private banks of Dehradun.

### OBJECTIVES OF THE STUDY

1. To identify the satisfaction level of employees in public and private sector banks of Dehradun.
2. To identify the factors influencing job satisfaction of employees in public and private sector banks in Dehradun.

### RESEARCH METHODOLOGY

"Research methodology is a way to systematically solve the research problem." It is a structured enquiry that utilizes acceptable scientific methodology to solve problems and create new knowledge that is generally applicable. Scientific methods consist of systematic observation, classification and interpretation of data.

The researcher will use both descriptive and analytical type of research design for research study. The main objective of using the descriptive research is to describe the state of affairs, as it exists in present. It mainly involves survey and fact finding enquiries of different kinds.

The researcher also used analytical research design to analyze the existing facts from the data collected from the employees. Following method will be adopted step by step in order to complete the study:

1. Developing of Research Tools
2. Field Testing of the Research Tools
3. Data Collection
  - a. Primary Data Collection through conducting personal interviews on structured questionnaire on sample basis.
  - b. Secondary Data by studying various documents and protocols related to HR Management viz. RBI guidelines and Circulars, Bank HR Management Protocols etc.
4. Data Analysis with generation of appropriate table and graphs.
5. Conclusion.

### RESEARCH INSTRUMENT

A structured questionnaire is used as the research instrument for the study.

### QUESTIONNAIRE DESIGN

The questionnaire framed for the research study is a structured questionnaire in which all the questions are predetermined before conducting the survey. The form of question is of both closed and open type.

The scales used to evaluate questions are:

- Ordinal Likert 5 point scale (Highly Satisfied, Satisfied, Neutral, Dissatisfied, Highly Dissatisfied)

### POPULATION

The population selected for this particular study is employees of public & private sector banks in Dehradun.

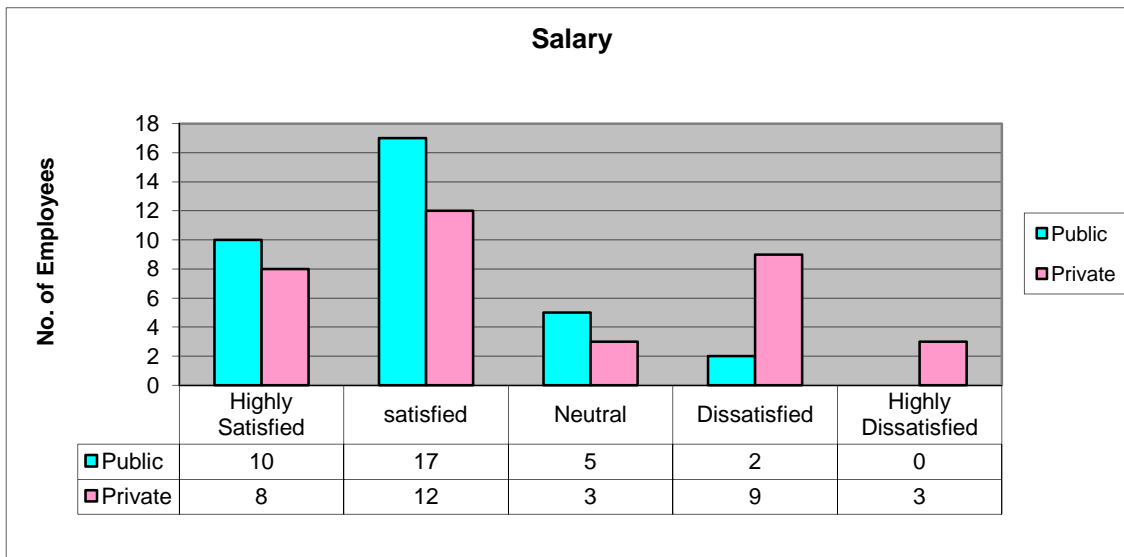
### SAMPLING

The sampling population of this research includes 70 employees of public & private sector banks. 35 employees from public sector banks and 35 from private sector banks. This research followed the random sampling method representative population. The population belongs to an age group of 25-60.

DATA ANALYSIS AND INTERPRETATION

TABLE 1: SALARY

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	10	8
Satisfied	17	12
Neutral	5	3
Dissatisfied	2	9
Highly Dissatisfied	0	3

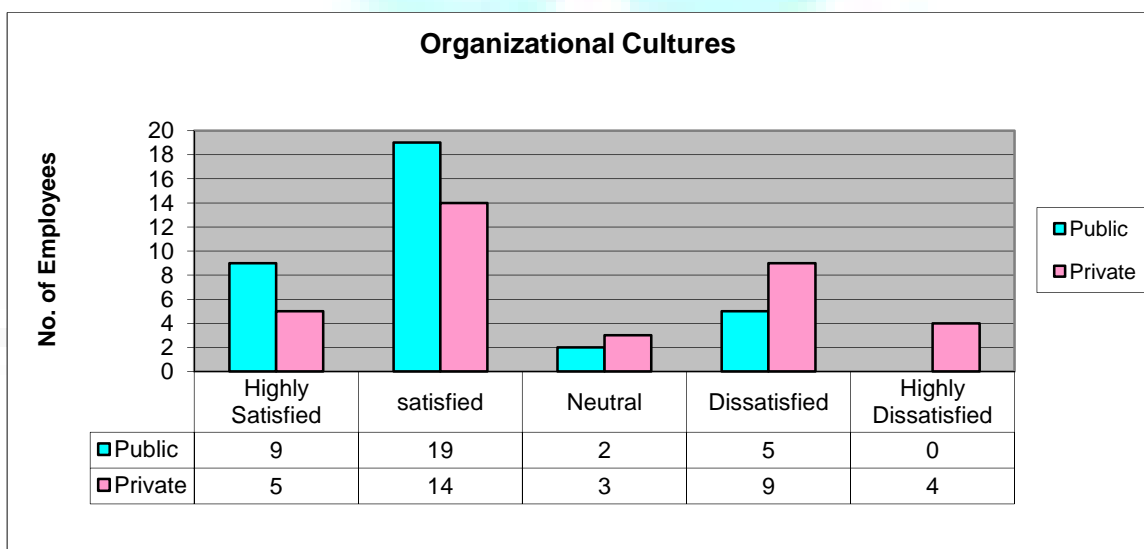


INTERPRETATION

Employees of public sector banks are most satisfied in term of salary compared to private sector banks employees. Public sector employees get salary on time. They get reward or compensation according with their responsibilities.

TABLE 2: ORGANIZATIONAL CULTURES

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	9	5
Satisfied	19	14
Neutral	2	3
Dissatisfied	5	9
Highly Dissatisfied	0	4



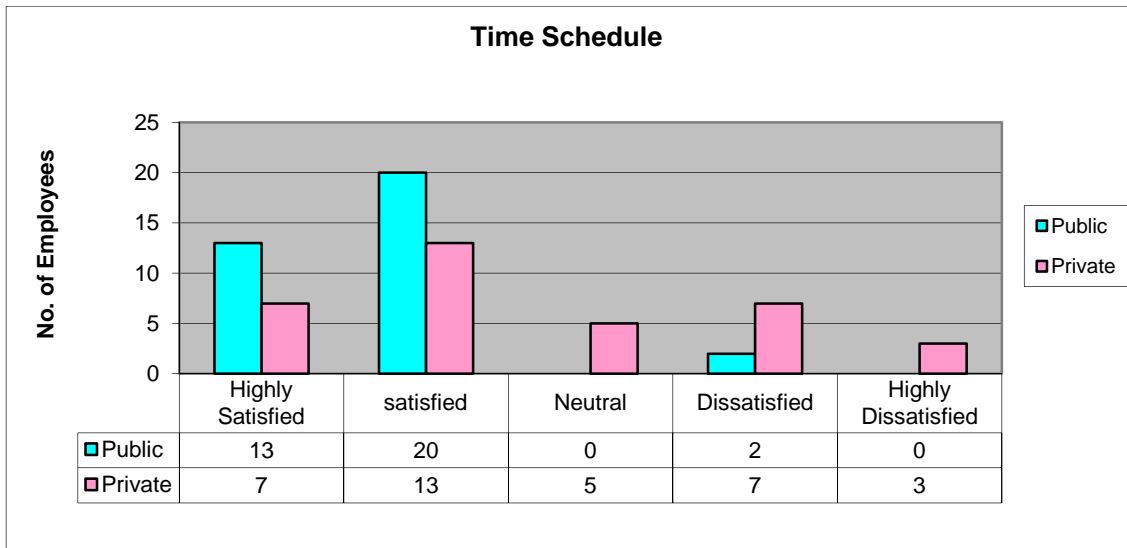
INTERPRETATION

Organizational culture is found higher among public sector bank employees compared to private sector bank employees. Public sector employees are satisfied with their immediate bosses and there are no conflicts between the boss and employees. Private sector employees are facing difficulties in maintaining healthy relationship with their bosses.



TABLE 3: TIME SCHEDULE

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	13	7
Satisfied	20	13
Neutral	0	5
Dissatisfied	2	7
Highly Dissatisfied	0	3



**INTERPRETATION**

Employees of public sector banks are more comfortable with time schedule of their job. In private sector banks employees has to do work for long hours.

TABLE 4: WORK LOAD

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	5	7
Satisfied	17	11
Neutral	2	4
Dissatisfied	8	9
Highly Dissatisfied	3	4

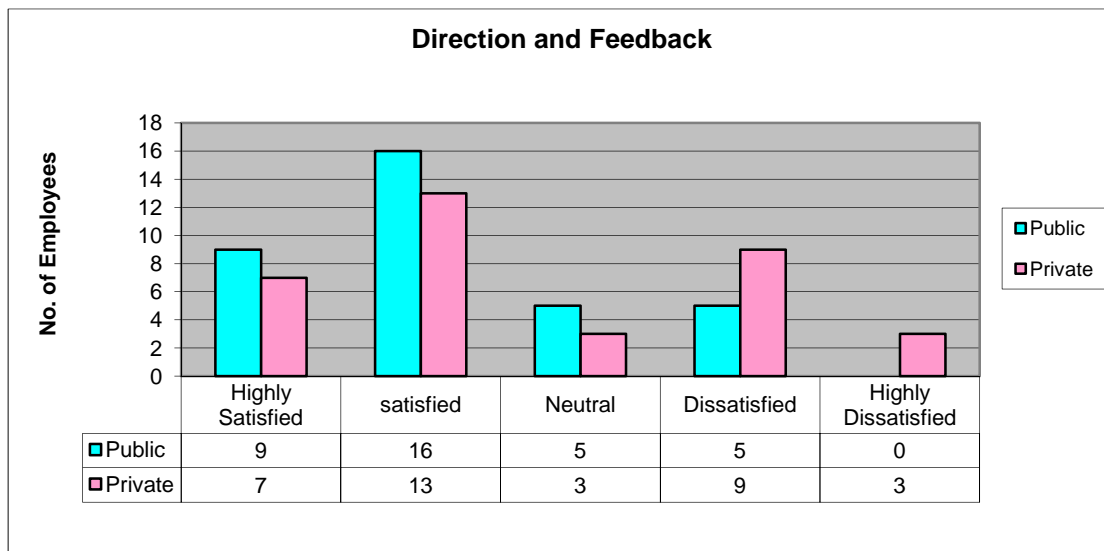


**INTERPRETATION**

Workload is considered to be quiet fair in public sector banks compared to that of private sector banks, as the schedule of their work is fair.

TABLE 5: DIRECTION AND FEEDBACK

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	5	7
Satisfied	17	11
Neutral	2	4
Dissatisfied	8	9
Highly Dissatisfied	3	4

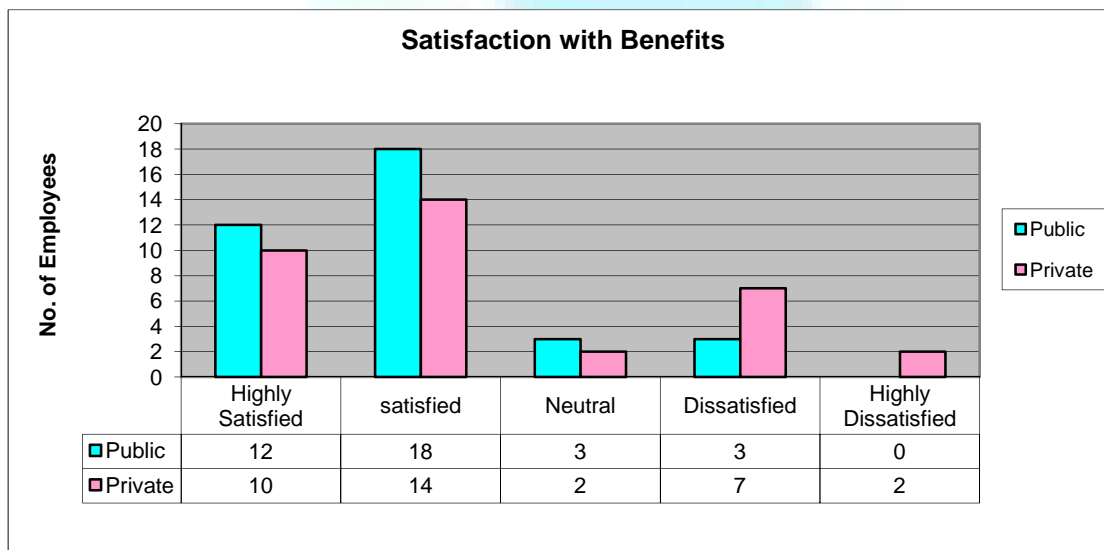


**INTERPRETATION**

Employees of private sector banks are dissatisfied from their direction and feedback system. Some of them are disagreeing at direction system and other at feedback system. Public sector employees get direction and feedback on time from their superiors for their performances. Hence public sector employees are more satisfied than private sector employees.

**TABLE 6: SATISFACTION WITH BENEFITS**

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	12	10
Satisfied	18	14
Neutral	3	2
Dissatisfied	3	7
Highly Dissatisfied	0	2

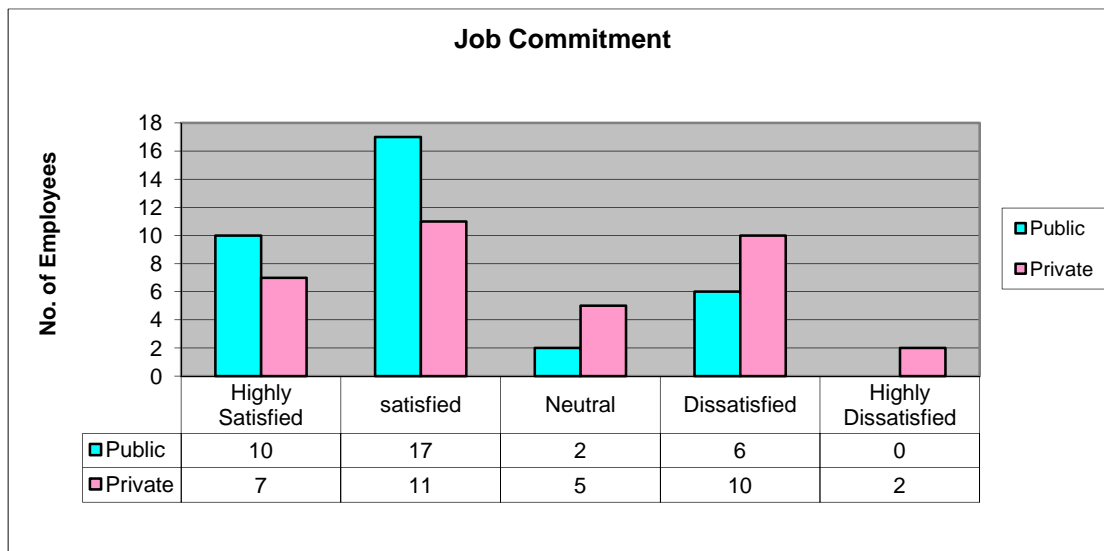


**INTERPRETATION**

Employees of private sector banks are dissatisfied because their company provides the benefits they need but not providing benefits their family needs. Public sector employees are happy with benefits (e.g. Loans, Bonus, etc.) providing by banks. Hence public sector employees are more satisfied than private sector employees.

**TABLE 7: JOB COMMITMENT**

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	10	7
Satisfied	17	11
Neutral	2	5
Dissatisfied	6	10
Highly Dissatisfied	0	2



**INTERPRETATION**

Public sector banks employees are more committed to their job compared to private sector banks employees in terms of following variables: salary, organizational culture, time schedule, overtime reward, benefits.

**TABLE 8: GENERAL WORKING CONDITIONS**

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	9	6
Satisfied	16	13
Neutral	5	4
Dissatisfied	5	9
Highly Dissatisfied	0	3

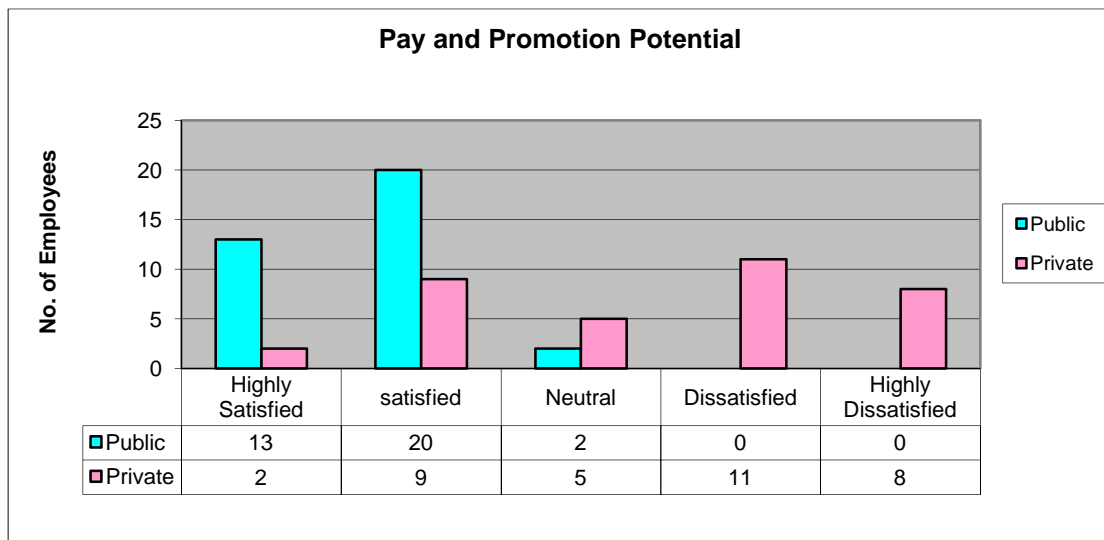


**INTERPRETATION**

Satisfaction level of employees from general working conditions is almost equal but private sector employees are dissatisfied due to less flexibility of work. Employees of private sector are not happy with general working conditions of their organization. Sometimes they have to work for long hours. Hence public sector employees are more satisfied than private sector employees.

**TABLE 9: PAY AND PROMOTION POTENTIAL**

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	13	2
Satisfied	20	9
Neutral	2	5
Dissatisfied	0	11
Highly Dissatisfied	0	8

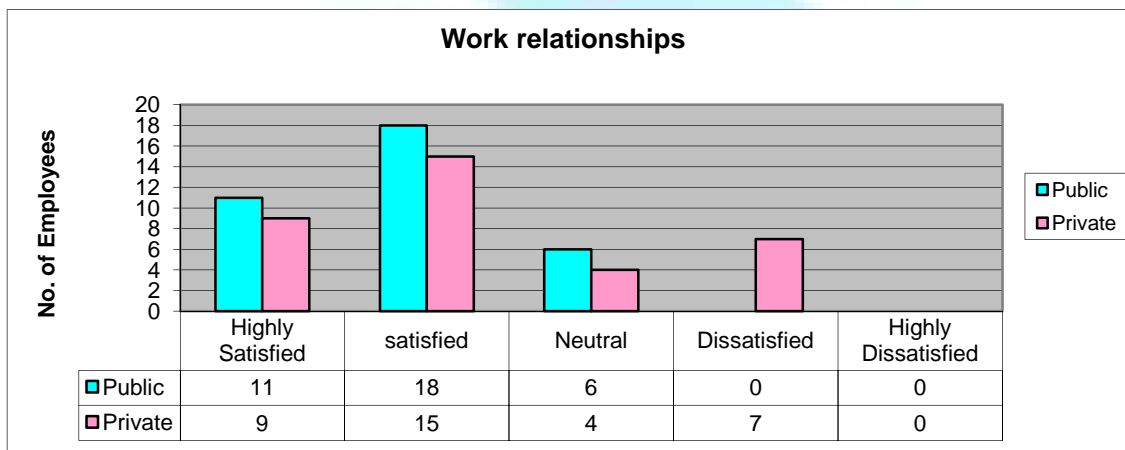


**INTERPRETATION**

Most of the employees of private sector are dissatisfied. Major cause of dissatisfaction is not having job security. Employees of public sector banks are highly satisfied with job security in their jobs. Thus, public sector employees are happy and satisfied due to job security even having less salary.

**TABLE 10: WORK RELATIONSHIPS**

5 Point Scale	Public Banks	Private Banks
Highly Satisfied	11	9
Satisfied	18	15
Neutral	6	4
Dissatisfied	0	7
Highly Dissatisfied	0	0



**INTERPRETATION**

51% employees in public sector and 43% employees in private sector are satisfied with their work relationships with superiors. Satisfaction is due to good relationships with their coworkers.

**CONCLUSION**

Employees of Public Banks are much more satisfied than private bank employees. Job security is one of the most important factors of job satisfaction. Secure job environment enhances the degree of job satisfaction. Most important cause of dissatisfaction in private employees is of job security. Public banks provide many benefits to their employees. Employees in public banks get salary on time. In public banks employees have good relations with their bosses but in private bank employees facing difficulties in maintaining healthy relationships with their peers and bosses. Job commitment is higher in public sector banks as compared to private sector banks. Working conditions are better in public banks than private banks. For the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not.

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