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A CASE STUDY OF JOB SATISFACTION AND ITS EFFECTS ON THE PERFORMANCE OF EMPLOYEE WORKING IN PRIVATE BANK WITH SPECIAL REFERENCE TO DISTRICT MANDI, HIMACHAL PRADESH, INDIA

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ABSTRACT

The study looked at how job happiness affected workers' performance at a particular private bank in (H.P.) India. The precise goals were to study how an employee's immediate supervisors influenced their job satisfaction, how an employee's personal attributes influenced their job satisfaction, how their pay package influenced their job satisfaction, and how job satisfaction and performance related. Three well-chosen private banks in (H.P.) used in the study. 90 people made up the overall population, and 85 employees were chosen at random to participate in the survey. Proportion and frequency distributions in descriptive statistics. Employee job satisfaction will rise with an increase of immediate supervisory employee aspects. According to the study's findings, employee performance is influenced by work satisfaction. Based on the aforementioned findings, private banks in (H.P.) India should take courageous actions to increase the degree of job satisfaction of their employees in areas such as personal traits, remuneration, and employee immediate supervisor elements in order to inspire them to achieve higher performance.

KEYWORDS

HRM, job satisfaction, employee performance, private banks.

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INTRODUCTION

A person's employment is one of the most important areas of their life. Their jobs have an impact on their social and personal lives. As a result, every organization must prioritize having a happy crew. Today, the private sector is crucial to developing the Indian economy. They not only offer top-notch services, but they also give a lot of people the chance to find work. Keeping in mind the importance of the private sector to society and the critical role that job satisfaction plays in enhancing employee performance, the aim of this study is to learn more about employee work pleasure and its relationship with performance level. There is a widespread understanding that an organization's overall success and productivity depend on the effective and efficient performance of its employees, and that increased performance depends on employee job satisfaction. For this reason, researchers have discovered a wide range of job satisfaction aspects, their relative relevance, and their relationship to productivity and performance. Employment satisfaction is the combination of an employee's positive and negative feelings about their work as well as the level of enjoyment they feel as a result of their employment.

OBJECTIVES OF THE STUDY

1. Examine the influence of employee immediate supervisor's factors on employee job satisfaction in selected private Bank in (H.P.) India.
2. Determine the influence of employee personal characteristics factors on employee job satisfaction in selected private Bank in (H.P.) India.
3. Examine the influence of employee pay package factors on employee job satisfaction.
4. Investigate the relationship between job satisfaction and employee performance.

RESEARCH QUESTIONS

To successfully achieve the objectives of the study, the following research questions were raised to guide the study:

1. Does employee immediate supervisor's factor influence employee job satisfaction in the selected private Bank in (H.P.) India?
2. Does employee personal characteristics factor influence employee job satisfaction in the selected private Bank in (H.P.) India?
3. Does employee pay package factors influence employee job satisfaction in the selected private Bank in (H.P.) India?
4. What is the relationship between employee job satisfaction and employee performance in the selected private Bank in (H.P.) India?

RESEARCH INSTRUMENT

Questionnaire was used to generate primary data for the study. Questionnaire was used to generate information on employee job satisfaction and performance. The questionnaire was well thought out to avoid confusing respondents as to the nature of the information required. Close-ended questionnaire was used for respondents to select one of the specific categories provided by the study. The questionnaire was divided into five sections. Section A was on Demographic

personal information, Section B was on immediate employee’s supervisor factors/job satisfaction. Section C was on employee personal characteristics factors/job satisfaction. Section D was on employee pay package factors/job satisfaction and Section E was on employee job satisfaction factors/job performance. A Likert 4 point scale of Strongly Disagree (SD) = 1, Disagree (D) = 2, Agree (A) = 3 and Strongly Agree (SA) = 4 was used to respond to questions in Sections B, C, D and E of the questionnaire.

DATA ANALYSIS AND INTERPRETATION
DEMOGRAPHIC INFORMATION ANALYSIS

TABLE 1.1: ACCORDING TO GENDER

Gender	Frequency (F)	Percentage (%)
Male	35	41.17
Female	50	58.83
Total	85	100

Source: Primary Data

Interpretation: Table Showed that 35(41.17%) of the total respondents were male and 50(58.83%) of the respondents were female. Both male and female staff of the private Banks in (H.P.) surveyed participated in the study without discrimination.

TABLE 1.2: ACCORDING TO AGE

Age	Frequency (F)	Percentage (%)
25-35	15	17.64
35-45	37	43.53
45-55	25	29.42
55>	8	9.41
Total	85	100

Source: Primary Data

Interpretation: Table revealed the age distribution of respondents. Out of 85 respondents that partook in this study, 15 (17.64%) were within 25 to 35 years age range, 37 (43.53%) were within 35 to 45 years of age, 25 (29.42%) were within 45 to 55 years of age, 8 (9.41 %) were 55 years and above. It could be deduced from the result that the majority of the staff of the private Bank (H.P.) were between 35 to 45 years of age. This implies that the respondents were matured enough to participate in this study.

TABLE 1.3: ACCORDING TO SERVICES

Length of Service	Frequency (F)	Percentage (%)
1 – 5 years	40	47.05
6 – 10 years	30	35.30
11 – 15 years	15	17.65
Total	85	100

Source: Primary Data

Interpretation: Table showed that 40 (47.05%) of the respondents had spent between 1-5 years in the private Bank in (H.P.), 30 (35.30%) had spent between 6-10 years, 15 (17.65%) had spent between 11-15 years in the private Bank in (H.P.). Majority of the respondents had worked for more than 5 years in the private Bank in (H.P.). They were therefore in a position to give information on how job satisfaction had affected their performance.

Objective 1: Analysis of Employee Immediate Supervisors Factors on Employee Job Satisfaction

TABLE 2.1: ACCORDING TO LEADERSHIP STYLE INFLUENCES EMPLOYEE JOB SATISFACTION

Leadership Style	Frequency (F)	Percentage (%)
Strongly Disagree	0	0
disagree	1	1.17
Agree	70	82.35
Strongly Agree	14	16.48
Total	85	100

Source: Primary Data

Interpretation: Table revealed that 1 (1.17%) disagreed, 70 (82.35%) agreed while 14 (16.48%) strongly agreed. From the result on table 4.2.1, the majority (82.35%) of the respondents agreed (Strongly Agree and Agree) that leadership style of employee immediate supervisors influenced employee job satisfaction.

TABLE 2.2: ACCORDING TO SUPERVISORS ATTITUDES ENHANCES JOB SATISFACTION

Supervisors Attitudes	Frequency (F)	Percentage (%)
Strongly Disagree	2	2.35
disagree	-	-
Agree	45	52.95
Strongly Agree	38	44.70
Total	85	100

Source: Primary Data

Interpretation: Table revealed that 2 (2.35%) strongly disagreed, 45(52.95%) agreed, while 38(44.70%) strongly agreed. From the result the majority (97.65%) of the respondents agreed (Strongly Agree and Agree) that employee supervisors attitudes enhanced employee job satisfaction.

TABLE 2.3: ACCORDING TO SUPERVISOR’S PROBLEMS-SOLVING ABILITY IMPACTS ON JOB SATISFACTION

Problems-Solving Ability	Frequency (F)	Percentage (%)
Strongly Disagree	1	1.1
disagree	2	2.3
Agree	28	32.9
Strongly Agree	54	63.6
Total	85	100

Source: Primary Data

Interpretation: Table Showed that 1 (1.1%) strongly disagreed, 2 (2.3%) disagreed, 28 (32.9%) agreed, while 54 (63.6%) strongly agreed. From the result the majority (96.5%) of the respondents agreed (Strongly Agree and Agree) that supervisor’s problems-solving ability had impact on employee job satisfaction.

Objective 2: Analysis of Employee Personal Characteristics factors on Job Satisfaction

TABLE 3.1: ACCORDING TO LEVEL OF SKILLS ENHANCES JOB SATISFACTION LEVEL OF SKILLS FREQUENCY (F) PERCENT (%)

Level of skills	Frequency (F)	Percentage (%)
Strongly Disagree	2	2.35
disagree	4	4.71
Agree	59	69.42
Strongly Agree	20	23.52
Total	85	100

Source: Primary Data

Interpretation: showed that 2 (2.35%) strongly disagreed, 4 (4.71%) disagreed, 59 (69.42%) agreed, while 20 (23.52%) strongly agreed. From the result the majority 92.94% of the respondents agreed (Strongly Agree and Agree) that level of skills enhanced employee job satisfaction.

TABLE 3.2: ACCORDING TO JOB EXPERIENCE INFLUENCES JOB SATISFACTION

Job satisfaction.	Frequency (F)	Percentage (%)
Strongly Disagree	1	1.17
disagree	2	2.35
Agree	39	45.89
Strongly Agree	43	50.59
Total	85	100

Source: Primary Data

Interpretation: showed that 1 (1.17%) strongly disagreed, 2 (2.35%) disagreed, 39 (45.89%) agreed, while 43(50.59%) strongly agreed. From the result the majority (96.78%) of the respondents agreed (Strongly Agree and Agree) that job experience influenced employee job satisfaction.

TABLE 3.3: ACCORDING TO RECOGNITION OF WORK ACHIEVEMENT ENHANCES JOB SATISFACTION

Recognition of Achievement	Frequency (F)	Percentage (%)
Strongly Disagree	2	2.35
disagree	5	5.89
Agree	46	54.11
Strongly Agree	32	37.65
Total	85	100

Source: Primary Data

Interpretation: Table showed that 2 (2.35%) strongly disagreed, 5 (5.89%) disagreed, 46 (54.11%) agreed, while 32 (37.65%) strongly agreed. From the result the majority (91.76%) of the respondents agreed (Strongly Agree and Agree) that recognition of work achievement enhanced employee job satisfaction.

Objective 3: Analysis of Employee Pay Package Factors on Job Satisfaction

TABLE 4.1: ACCORDING TO SALARY PAID FACILITATES JOB SATISFACTION

Salary paid	Frequency (F)	Percentage (%)
Strongly Disagree	-	-
disagree	2	2.35
Agree	24	28.23
Strongly Agree	59	69.42
Total	85	100

Source: Primary Data

Interpretation: showed that 2 (2.35%) disagreed, 24 (28.23%) agreed, while 59 (69.42%) strongly agreed. From the result the majority (97.65%) of the respondents agreed (Strongly Agree and Agree) that salary paid facilitated employee job satisfaction.

TABLE 4.2: ACCORDING TO BONUS PAYMENT ENHANCES JOB SATISFACTION

Bonus Payment	Frequency (F)	Percentage (%)
Strongly Disagree	2	2.35
disagree	3	3.52
Agree	49	57.65
Strongly Agree	31	36.48
Total	85	100

Source: Primary Data

Interpretation: showed that 2 (2.35%) strongly disagreed, 3 (3.52%) disagreed, 49(57.65%) agreed, while 31 (36.48%) strongly disagreed. From the result the majority (94.13%) of the respondents agreed (Strongly Agreed and Agree) that bonus payment enhances employee job satisfaction.

Objective 4: Analysis of Job Satisfaction Factors on Employee Performance

TABLE 5.1: ACCORDING TO JOB SATISFACTION FACILITATES EMPLOYEE WILLINGNESS TO PERFORM

Willingness to Perform	Frequency (F)	Percentage (%)
Strongly Disagree	5	5.89
disagree	2	2.36
Agree	55	64.70
Strongly Agree	23	27.05
Total	85	100

Source: Primary Data

Interpretation: Showed that 5(5.89%) strongly disagreed, 2 (2.36%) disagreed, 55 (64.70%) agreed and 23(27.05%) strongly agreed. From the result the majority (91.75%) of the respondents agreed (Strongly Agree and Agree) that job satisfaction facilitated employee willingness to perform.

TABLE 5.2: ACCORDING TO JOB SATISFACTION HAS IMPACT ON EMPLOYEE PERFORMANCE

Higher Performance	Frequency (F)	Percentage (%)
Strongly Disagree	3	3.52
disagree	2	2.36
Agree	46	54.12
Strongly Agree	34	40
Total	85	100

Source: Primary Data

Interpretation: Showed that 3 (3.52%) strongly disagreed, 2 (2.36%) disagreed, 46 (54.12%) agreed, while 34(40%) strongly agreed. From the result the majority (94.12%) of the respondents agreed (Strongly Agree and Agree) that job satisfaction had impact on employee performance.

TABLE 5.3: ACCORDING TO JOB SATISFACTION FACILITATES EMPLOYEE OUTPUT

Employee Output	Frequency (F)	Percentage (%)
Strongly Disagree	2	2.35
disagree	5	5.88
Agree	50	58.82
Strongly Agree	28	32.95
Total	85	100

Source: Primary Data

Interpretation: revealed that 2 (2.35%) strongly disagreed, 5 (5.88%) disagreed, 50 (58.82%) agreed, while 28 (32.95%) strongly agreed. From the result the majority (91.77%) of the respondents agreed (Strongly Agree and Agree) that job satisfaction facilitated more employee output.

CONCLUSIONS

The purpose of this study was to investigate the association between job satisfaction and employee performance in private Bank in H.P. As a result, personnel performance as well as an organization's total productivity were impacted. As a result, in order to inspire employees toward effective and efficient performance, the employer/administrator must understand the techniques or reasons for job satisfaction. As a result, just a few studies on employee satisfaction and its impact on performance have been undertaken in private Bank in H.P., despite the fact that it is one of the most pressing challenges facing today's firms operating in a competitive climate. As a result, the primary goal of this research is to look at employee job satisfaction in connection to private Bank employee performance. The results of this study as indicated by the frequency distributions, percentages showed that employee immediate supervisor factors, employee personal characteristics factors and employee pay package factors influenced employee job satisfaction. There were positive significant relationships between employee immediate supervisor factors, employee personal characteristics factors, employee pay package factors and employee job satisfaction. Also, employee job satisfaction had a significant positive relationship with employee performance. Thus, the study concludes that employee job satisfaction impacts on employee job performance.

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