



A study on Job Satisfaction of Public and Private Sector Bank Employees

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ABSTRACT: Job satisfaction is the feelings of happiness and freshness or positive attitudes that individuals have towards their work they are doing. It is one of the key factors of successful organizations which is also the focus of this study. In simple words we can say that job satisfaction is all about how a person likes the job. It is actually more of a journey than being a destination. This paper investigates the satisfaction of Public Sector Bank employees and private sector bank employees on the basis of Age & experience in District Hamirpur, District Mandi and District Shimla (Himachal Pradesh), India. Based on a survey, the paper attempts to gain insights into the importance of job satisfaction for successful organisation. For knowing satisfaction level of employees in public and private sector banks the factors that has been taken are satisfaction with the hours worked each week in the bank, satisfaction with the flexibility in scheduling in the bank, satisfaction with the location of work, satisfaction with the amount of paid vacation time/ sick leave offered, satisfaction with the facilities provided to do their job, satisfaction with the salary etc.

Keywords: Public sector banks; Private sector banks; Job Satisfaction and Employee performance, Employee retention.

I. INTRODUCTION

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. Job satisfaction can be defined as the positive feeling about one's job resulting from an evaluation of its characteristics. A person with high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied holds negative feelings about the job. Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. Job satisfaction describes how happy an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Logic would dictate that the most satisfied (happy) workers should be the best performers and vice versa. This is called the "happy worker" hypothesis.

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which helps it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programmes, policies etc. *Secondly*, it is a diagnostic instrument for knowing employees problems, effecting changes and correcting with least resistance. *Thirdly*, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. *Fourthly*, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. *Fifthly*, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. *Lastly*, it facilitates in determining the training and development needs of the both, employees and the organization. If we can improve job satisfaction and morale, we can improve job performance as well. *First*, they initiated attempts to measure the state of employee- feeling in order to know where to concentrate their efforts in improving employee- satisfaction. *Secondly*, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could thereby be improved.

The topic of job satisfaction at work is getting wider attention at this time. Job satisfaction is the satisfaction one feels while doing the job. Job satisfaction is one of the important factors, which affect not only the efficiency of the laborers but also such job behavior as absenteeism, accidents, etc. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed important.

II. LITERATURE REVIEW

Herzberg's (1968) theory effectively delineates the reasons of job satisfaction. According to his two-factor theory, there are motivational and hygiene factors present in one's job. Rewards and benefits are hygiene factors, so if they are not present, they will bring dissatisfaction, but their presence will not necessarily bring job satisfaction. Herzberg (1957) has shown that more satisfied workers will tend to add more value to an organization. Unhappy employees, who are motivated by fear of job loss, will not give 100 % of their effort for very long. Mobley and Locke (1969) points out that it can now be the whole story, and emphasizes the concept of value fulfilment rather than expectation, one might well be satisfied, by an unexpected promotion, an unexpected rise in salary, and one might be dissatisfied with an unexpected dismissal. Often values and expectations will coincide, as one tends to confine what one has some expectation of achieving. Satisfaction occurs when the job fulfil what one values. And just as with expectations, values will vary from group to group and between individuals within any one group. Mobley and Locke opinioned that "Job satisfaction and dissatisfaction are functions of the perceived relationship between what one expects and obtains from one's job and how much importance or value one attributes to it." Job satisfaction is also defined as a pleasurable or positive state of mind resulting from the appraisal of one's job or job experiences. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Saleh (1981) states that job satisfaction is a feeling which is a function of the perceived relationship between all that one wants from his job/life and all that one perceives as offering or entailing. The emphasis here is on all that one wants, whether it is important for self-definition or not. Beumont (1982) in his article highlights the job satisfaction level of general household in United States & Britain where in there is a close fit relationship in U.S than Britain. In the study he found that in U.S there is a positive relationship between Job Satisfaction and Age where as in Britain it was considerably low. Partridge (1981) studied the job satisfaction level of women in Britain in which he found that the job satisfaction level of women was more as compared with black men, as they normally have low expectations from their jobs. At the same time they have a greater feeling that the alternative jobs available to them differs very less than those available to them. Perie & Baker (1979), in their study concluded that organisation's overall achievement may be directly connected to employee's job satisfaction. Davis *et al.*, (1985) Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place. Luthans (1989) states that 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. Witt & Nye (1992), individuals who perceive their promotion decisions are made in a fair and just manner are likely to experience satisfaction with their jobs. The satisfaction of employee is analyzed actually by the output that the individual produces and it is related to office environment.

III. METHODOLOGY, SCOPE AND LIMITATIONS

Two public sector banks and two private sector banks have been taken for study. In public sector banks it includes Punjab national bank (PNB) and State bank of India (SBI). In private sector banks it includes Housing Development Finance Corporation (HDFC) and Industrial Credit and Investment Corporation of India (ICICI). The area of study is Himachal Pradesh. Himachal Pradesh is actually divided into three divisions which are Kangra division, Mandi Division and Shimla Division. Out of these three divisions one district from each have been taken as representative of whole universe as per convenience sampling. Hence district Hamirpur has been taken from Kangra division, district Mandi has been taken from Mandi division, district Shimla has been taken from Shimla Division. In district Hamirpur there are 39 branches of PNB bank, 14 branches of SBI bank, 4 branches of HDFC bank, 1 branch of ICICI bank. In district Mandi there are 42 branches of PNB bank, 19 branches of SBI bank, 3 branches of HDFC bank, 2 branches of ICICI bank. In district Shimla there are 36 branches of PNB bank, 40 branches of SBI bank, 3 branches of HDFC bank and 3 branches of ICICI bank. 100 employees from each district have been selected. Hence 300 employees for Job Satisfaction have been taken as a sample. Hence total 300 questionnaires for Job Satisfaction have been filled. Data is collected by using primary data means first- hand information through questionnaire. Secondary data has been collected by using books, journals, magazines and internet. Tools for measuring data mean, percentage and Chi-square has been used.

Table 1: Profile of the respondents.

| | | | |
|------------|------------------|------------|-----|
| Age | Less than 25 | 47(15.7%) | 300 |
| | 25-35 | 118(39.3%) | |
| | 35-45 | 111(37.0%) | |
| | Above 45 | 24 (8%) | |
| Experience | Less than 1 year | 43(14.3%) | 300 |
| | 1-5 years | 123(41%) | |
| | 5-10 years | 87(29%) | |
| | Above 10 years | 47(15.7%) | |

Source: Data collected through Questionnaire

Table 2: Classification on the basis of age and Satisfaction of employees with the hours worked each day in the bank.

| Age (years) | With the working hours in the bank | | | | | Total |
|--------------|------------------------------------|--------------|-------------|-----------|------------------|---------|
| | Highly dissatisfied | Dissatisfied | Indifferent | Satisfied | Highly satisfied | |
| Less than 25 | 0 | 0 | 19 | 25 | 3 | 47 |
| | (0.0%) | (0%) | (40.4%) | 53.2%) | 6.4%) | 100.0%) |
| 25-35 | 0 | 0 | 53 | 57 | 8 | 118 |
| | (0.0%) | (0%) | (44.9%) | 48.3%) | 6.8%) | 100.0%) |
| 35-45 | 2 | 0 | 58 | 50 | 1 | 111 |
| | (1.8%) | (0%) | (52.3%) | 45.0%) | 0.9%) | 100.0%) |
| Above 45 | 0 | 0 | 9 | 14 | 1 | 24 |
| | (0.0%) | (0%) | (37.5%) | (58.3%) | (4.2%) | 100.0%) |
| Total | 2 | 0 | 139 | 146 | 13 | 300 |
| | (0.7%) | (0%) | (46.3%) | (48.7%) | (4.3%) | 100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 11.12, Degrees of freedom = 9, Table value @ 5%) = 19.67

This table 2 shows that more than 54 % less than 25 years, 52 % (25-35), 54 % (35-45) & 58 % above 45 respondents are satisfied with the hours worked each week in the bank. The table no. shows that the value of Pearson chi-square value is 11.120 which is acceptable because the degree of freedom is nine and less than table value means this value is less than 0.05. These findings provide evidence that age group matters in satisfaction with the hours worked each week in the bank.

Table 3: Classification on the basis of age and Satisfaction of employees with the flexibility in scheduling in the bank.

| Age (years) | Flexibility in scheduling in the bank | | | | | Total |
|--------------|---------------------------------------|--------------|-------------|-----------|------------------|----------|
| | Highly dissatisfied | dissatisfied | Indifferent | Satisfied | Highly satisfied | |
| Less than 25 | 0 | 0 | 6 | 40 | 1 | 47 |
| | (0%) | (0.0%) | (12.8%) | (85.1%) | (2.1%) | (100.0%) |
| 25-35 | 0 | 3 | 10 | 92 | 13 | 118 |
| | (0%) | (2.5%) | (8.5%) | (78.0%) | (11.0%) | (100.0%) |
| 35-45 | 0 | 7 | 16 | 83 | 5 | 111 |
| | (0%) | (6.3%) | (14.4%) | (74.8%) | (4.5%) | (100.0%) |
| Above 45 | 0 | 1 | 5 | 18 | 0 | 24 |
| | (0%) | (4.2%) | (20.8%) | (75.0%) | (0.0%) | (100.0%) |
| Total | 0 | 11 | 37 | 233 | 19 | 300 |
| | (0%) | (3.7%) | (12.3%) | (77.7%) | (6.3%) | (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 15.46, Degrees of freedom = 9, Table value @ 5% = 19.67

The Table 3 shows that more than 85 % less than 25 years, 74 % (25-35), 78 % (35-45) & 75 % above 45 respondents are satisfied with the flexibility in scheduling in the bank. The table no. shows that the value of Pearson chi-square value is 15.467 which is acceptable because the degree of freedom is three and less than table value means this value is less than 0.05. Hence there is relationship between age and satisfaction. These findings provide evidence that age matters in satisfaction the flexibility in scheduling in the bank.

Table 4: Classification on the basis of age and Satisfaction of employees with the location of work.

| Age (years) | Responses regarding location of work | | | | | Total |
|--------------|--------------------------------------|--------------|---------------|----------------|------------------|-----------------|
| | Highly dissatisfied | dissatisfied | Indifferent | Satisfied | Highly satisfied | |
| Less than 25 | 2 (4.3%) | 1 (2.1%) | 11 (23.4%) | 30 (63.8%) | 3 (6.4%) | 47 (100.0%) |
| 25-35 | 6 (5.1%) | 2 (1.7%) | 20 (16.9%) | 83 (70.3%) | 7 (5.9%) | 118 (100.0%) |
| 35-45 | 4 (3.6%) | 2 (1.8%) | 18 (16.2%) | 85 (76.6%) | 2 (1.8%) | 111 (100.0%) |
| Above 45 | 2 (8.3%) | 0 (0.0%) | 4 (16.7%) | 18 (75.0%) | 0 (0.0%) | 24 (100.0%) |
| Total | 14 (4.7%) | 5 (1.7%) | 53 (17.7%) | 216 (72.0%) | 12 (4.0%) | 300 (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 7.45, Degrees of freedom = 12, Table value@5%=21.02

The Table 4 shows that more than 63 % less than 25 years, 70 % (25-35), 76 % (35-45) & 75 % above 45 years respondents are satisfied with the location of work. This table shows that the value of Pearson chi-square value is 7.453 which is acceptable because the degree of freedom is twelve and less than table value means this value is less than 0.05. Hence there is relationship between age and satisfaction. These findings do not provide evidence that age matters in satisfaction with the location of work.

Table 5: Classification on the basis of age and Satisfaction of employees with the amount of paid vacation time/sick leave offered.

| Age (years) | Amount of paid vacation time/sick leave offered | | | | | Total |
|--------------|---|--------------|---------------|----------------|------------------|-----------------|
| | Highly dissatisfied | dissatisfied | Indifferent | Satisfied | Highly satisfied | |
| Less than 25 | 0 (0%) | 0 (0.0%) | 10 (21.3%) | 33 (70.2%) | 4 (8.5%) | 47 (100.0%) |
| 25-35 | 0 (0%) | 6 (5.1%) | 26 (22.0%) | 82 (69.5%) | 4 (3.4%) | 118 (100.0%) |
| 35-45 | 0 (0%) | 3 (2.7%) | 23 (20.7%) | 82 (73.9%) | 3 (2.7%) | 111 (100.0%) |
| Above 45 | 0 (0%) | 0 (0.0%) | 8 (33.3%) | 15 (62.5%) | 1 (4.2%) | 24 (100.0%) |
| Total | 0 (0%) | 9 (3.0%) | 67 (22.3%) | 212 (70.7%) | 12 (4.0%) | 300 (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 8.71, Degrees of freedom = 9, Table value@5%=16.91

The Table 5 shows that more than 70 % less than 25 years, 70 % (25-35), 73 % (35-45) & 63 % above 45 years respondents are satisfied with the amount of paid vacation time/ sick leave. The Table 5 shows that the value of Pearson chi-square value is 8.712 which are acceptable because the degree of freedom is 9 and less than table value means this value is 1 less than 0.05. Hence there is relationship between age and satisfaction. These findings do not provide evidence that age matters in satisfaction with the amount of paid vacation time/ sick leave. The Table 6 shows that more than 90 % less than 25 years, 92% (25-35), 91% (35-45) & 91% above 45 years respondents are satisfied with the facilities provided to do their job. This 5.25 table shows that the value of Pearson chi-square value is 7.224 which is acceptable because the degree of freedom is twelve and less than table value means this value is

less than 0.05. Hence there is relationship between sex and satisfaction. These findings do not provide evidence that age matters in satisfaction the facilities provided to do their job.

Table 6: Classification on the basis of age and Satisfaction of employees with the facilities provided to do their job.

| Age (years) | Facilities provided to do their job | | | | | Total |
|--------------|-------------------------------------|--------------|-------------|-----------|------------------|----------|
| | Highly dissatisfied | Dissatisfied | Indifferent | Satisfied | Highly satisfied | |
| Less than 25 | 0 | 1 | 4 | 42 | 0 | 47 |
| | (0.0%) | (2.1%) | (8.5%) | (89.4%) | (0.0%) | (100.0%) |
| 25-35 | 1 | 0 | 5 | 109 | 3 | 118 |
| | (0.8%) | (0.0%) | (4.2%) | (92.4%) | (2.5%) | (100.0%) |
| 35-45 | 1 | 2 | 6 | 101 | 1 | 111 |
| | (0.9%) | (1.8%) | (5.4%) | (91.0%) | (0.9%) | (100.0%) |
| Above 45 | 0 | 0 | 1 | 22 | 1 | 24 |
| | (0.0%) | (0.0%) | (4.2%) | (91.7%) | (4.2%) | (100.0%) |
| Total | 2 | 3 | 16 | 274 | 5 | 300 |
| | (0.7%) | (1.0%) | (5.3%) | (91.3%) | (1.7%) | (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 7.3, Degrees of freedom = 9, Table value@5% = 16.91

Table 7: Classification on the basis of age and Satisfaction of employees with their salary.

| Age (years) | Satisfaction of employees with their salary | | | | | Total |
|--------------|---|--------------|-------------|-----------|------------------|----------|
| | Highly dissatisfied | dissatisfied | Indifferent | Satisfied | Highly satisfied | |
| Less than 25 | 0 | 8 | 4 | 23 | 12 | 47 |
| | (0.0%) | (17.0%) | (8.5%) | (48.9%) | (25.5%) | (100.0%) |
| 25-35 | 0 | 12 | 9 | 77 | 20 | 118 |
| | (0.0%) | (10.2%) | (7.6%) | (65.3%) | (16.9%) | (100.0%) |
| 35-45 | 0 | 17 | 12 | 65 | 17 | 111 |
| | (0.0%) | (15.3%) | (10.8%) | (58.6%) | (15.3%) | (100.0%) |
| Above 45 | 0 | 2 | 3 | 13 | 6 | 24 |
| | (0.0%) | (8.3%) | (12.5%) | (54.2%) | (25.0%) | (100.0%) |
| Total | 0 | 39 | 28 | 178 | 55 | 300 |
| | (0.0%) | (13.0%) | (9.3%) | (59.3%) | (18.3%) | (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 7.3, Degrees of freedom = 9, Table value@5% = 16.91

The table 7 shows that more than 49 % less than 25 years, 65 % (25-35), 58 % (35-45) & 54 % above 45 years respondents are satisfied with their salary. This 5.2.6 table shows that the value of Pearson chi-square value is 7.349 which are acceptable because the degree of freedom is nine and less than table value means this value is less than 0.05. Hence there is relationship between age and satisfaction. These findings do provide evidence that age matters in satisfaction with their salary.

The table no.8 shows that more than 59 % less than 1 years, 50 % (1-5), 49 % (5-10) & 47 % above 10 years of experience respondents are somewhat satisfied with the hours worked each week in the bank. This table shows that the value of Pearson chi-square value is 8.941 which is acceptable because the degree of freedom is nine and less than table value means this value is less than 0.05. Hence there is relationship between experience and satisfaction. These findings do not provide evidence that experience matters in satisfaction with the hours worked each week.

The Table 9 shows that more than 81 % less than 1 years, 84 % (1-5), 71 % (5-10) & 72 % above 10 years of experience respondents are satisfied with the flexibility in scheduling in the banks. The table no.5.42 shows that the value of Pearson chi-square value is 10.286 which is acceptable because the degree of freedom is nine and less than

table value means this value is less than 0.05. These findings do not provide evidence that experience matters in satisfaction with the flexibility in scheduling in the bank.

Table 8: Classification on the basis of Experience and Satisfaction of employees with the hours worked each day in the bank.

| Experience (years) | Responses regarding hours worked each day in a bank | | | | | Total |
|--------------------|---|--------------|-------------|-----------|------------------|----------|
| | Highly dissatisfied | dissatisfied | Indifferent | Satisfied | Highly satisfied | |
| Less than 1 | 0 | 0 | 17 | 23 | 3 | 43 |
| | (0.0%) | (0.0%) | (39.5%) | (53.5%) | (7.0%) | (100.0%) |
| 1-5 | 0 | 0 | 55 | 61 | 7 | 123 |
| | (0.0%) | (0.0%) | (44.7%) | (49.6%) | (5.7%) | (100.0%) |
| 5-10 | 2 | 0 | 42 | 41 | 2 | 87 |
| | (2.3%) | (0.0%) | (48.3%) | (47.1%) | (2.3%) | (100.0%) |
| Above 10 | 0 | 0 | 25 | 21 | 1 | 47 |
| | (0.0%) | (0.0%) | (53.2%) | (44.7%) | (2.1%) | (100.0%) |
| Total | 2 | 0 | 139 | 146 | 13 | 300 |
| | (0.7%) | (0.0%) | (46.3%) | (48.7%) | (4.3%) | (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 8.94, Degrees of freedom = 9, Table value@5%= 16.919

Table 9: Classification on the basis of Experience and Satisfaction of employees with the flexibility in scheduling in the bank.

| Experience (years) | Flexibility in scheduling in the bank | | | | | Total |
|--------------------|---------------------------------------|--------------|-------------|-----------|------------------|----------|
| | Highly dissatisfied | dissatisfied | Indifferent | Satisfied | Highly satisfied | |
| Less than 1 | 0 | 0 | 6 | 35 | 2 | 43 |
| | (0.0%) | (0.0%) | (14.0%) | (81.4%) | (4.7%) | (100.0%) |
| 1-5 | 0 | 3 | 10 | 99 | 11 | 123 |
| | (0.0%) | 2.4%) | (8.1%) | (80.5%) | (8.9%) | (100.0%) |
| 5-10 | 0 | 5 | 14 | 65 | 3 | 87 |
| | (0.0%) | (5.7%) | (16.1%) | (74.7%) | (3.4%) | (100.0%) |
| Above 10 | 0 | 3 | 7 | 34 | 3 | 47 |
| | (0.0%) | (6.4%) | (14.9%) | (72.3%) | (6.4%) | (100.0%) |
| Total | 0 | 11 | 37 | 233 | 19 | 300 |
| | (0.0%) | (3.7%) | (12.3%) | (77.7%) | (6.3%) | (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 10.28, Degrees of freedom = 9, Table value@5%= 16.919

This table no. 10 shows that more than 73 % less than 1 years, 74 % (1-5), 81 % (5-10) & 82 % above 10 years of experience respondents are satisfied with the location of work. The table no. shows that the value of Pearson chi-square value is 7.177 which is acceptable because the degree of freedom is twelve and less than table value means this value is less than 0.05. Hence there is relationship between experience and satisfaction. These findings do not provide evidence that experience matters in satisfaction with location of work.

The Table 11 shows that more than 79 % less than 1 years, 72 % (1-5), 75% (5-10) & 74 % above 10 years of experience respondents are satisfied with the amount of paid vacation time/sick leave offered. This table shows that the value of Pearson chi-square value is 6.448 which is acceptable because the degree of freedom is nine and less than table value means this value is less than 0.05. These findings do not provide evidence that experience matters in satisfaction with the amount of paid vacation time/sick leave offered.

Table 10: Classification on the basis of Experience and Satisfaction of employees with the location of work.

| Experience (years) | Responses regarding location of work | | | | | |
|--------------------|--------------------------------------|--------------|-------------|-----------|------------------|----------|
| | Highly dissatisfied | dissatisfied | Indifferent | Satisfied | Highly satisfied | Total |
| Less than 1 | 2 | 1 | 8 | 29 | 3 | 43 |
| | (4.7%) | (2.3%) | (18.6%) | (67.4%) | (7.0%) | (100.0%) |
| 1-5 | 7 | 2 | 23 | 84 | 7 | 123 |
| | (5.7%) | (1.6%) | (18.7%) | (68.3%) | (5.7%) | (100.0%) |
| 5-10 | 2 | 1 | 14 | 69 | 1 | 87 |
| | (2.3%) | (1.1%) | (16.1%) | (79.3%) | (1.1%) | (100.0%) |
| Above 10 | 3 | 1 | 8 | 34 | 1 | 47 |
| | (6.4%) | (2.1%) | (17.0%) | (72.3%) | (2.1%) | (100.0%) |
| Total | 14 | 5 | 53 | 216 | 12 | 300 |
| | (4.7%) | (1.7%) | (17.7%) | (72.0%) | (4.0%) | (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 7.17, Degrees of freedom = 9, Table value@5%)= 16.919

Table 11: Classification on the basis of Experience and Satisfaction of employees with the amount of paid vacation time/sick leave offered.

| Experience (years) | Amount of paid vacation time/sick leave offered | | | | | |
|--------------------|---|--------------|-------------|-----------|------------------|----------|
| | Highly dissatisfied | Dissatisfied | Indifferent | Satisfied | Highly satisfied | Total |
| Less than 1 | 0 | 1 | 8 | 30 | 4 | 43 |
| | (0.0%) | (2.3%) | (18.6%) | (69.8%) | (9.3%) | (100.0%) |
| 1-5 | 0 | 5 | 29 | 85 | 4 | 123 |
| | (0.0%) | (4.1%) | (23.6%) | (69.1%) | (3.3%) | (100.0%) |
| 5-10 | 0 | 3 | 18 | 63 | 3 | 87 |
| | (0.0%) | (3.4%) | (20.7%) | (72.4%) | (3.4%) | (100.0%) |
| Above 10 | 0 | 0 | 12 | 34 | 1 | 47 |
| | (0.0%) | (0.0%) | (25.5%) | (72.3%) | (2.1%) | (100.0%) |
| Total | 0 | 9 | 67 | 212 | 12 | 300 |
| | (0.0%) | (3.0%) | (22.3%) | (70.7%) | (4.0%) | (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 6.44, Degrees of freedom = 9, Table value@5%)= 16.919

The Table 12 shows that more than 89 % less than 1 years, 88 % (1-5), 92 % (5-10) & 94 % above 10 years of experience respondents are satisfied with facilities provided to do their job. The table no. shows that the value of Pearson chi-square value is 6.819 which is acceptable because the degree of freedom is twelve and less than table value means this value is less than 0.05. Hence there is relationship between experience and satisfaction. These findings do provide evidence that experience matters in satisfaction with the facilities provided to do their job.

The table 13 shows that more than 46 % less than 1 years, 64 % (1-5), 59 % (5-10) & 62 % above 10 years of experience respondents are satisfied with their salary. This table shows that the value of Pearson chi-square value is 12.074 which is acceptable because the degree of freedom is nine and less than table value means this value is less than 0.05. These findings do not provide evidence that experience matters in satisfaction with their salary.

Table 12: Classification on the basis of Experience and Satisfaction of employees with the facilities provided to do their job.

| Experience (years) | Facilities provided to do their job | | | | | |
|--------------------|-------------------------------------|--------------|-------------|-----------|------------------|----------|
| | Highly dissatisfied | Dissatisfied | Indifferent | Satisfied | Highly satisfied | Total |
| Less than 1 | 0 | 1 | 4 | 38 | 0 | 43 |
| | (0.0%) | (2.3%) | (9.3%) | (88.4%) | (0.0%) | (100.0%) |
| 1-5 | 1 | 0 | 5 | 114 | 3 | 123 |
| | (0.8%) | (0.0%) | (4.1%) | (92.7%) | (2.4%) | (100.0%) |
| 5-10 | 1 | 1 | 4 | 80 | 1 | 87 |
| | (1.1%) | (1.1%) | (4.6%) | (92.0%) | (1.1%) | (100.0%) |
| Above 10 | 0 | 1 | 3 | 42 | 1 | 47 |
| | (0.0%) | (2.1%) | (6.4%) | (89.4%) | (2.1%) | (100.0%) |
| Total | 2 | 3 | 16 | 274 | 5 | 300 |
| | (0.7%) | (1%) | (5.5%) | (91.5%) | (1.3%) | (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 6.81, Degrees of freedom = 12
Table value@5%= 21.026

Table 13: Classification on the basis of Experience and Satisfaction of employees with salary.

| Experience (years) | Satisfaction of employees with their salary | | | | | |
|--------------------|---|--------------|-------------|-----------|------------------|----------|
| | Highly dissatisfied | Dissatisfied | Indifferent | Satisfied | Highly satisfied | Total |
| Less than 1 | 0 | 8 | 3 | 20 | 12 | 43 |
| | (0.0%) | (18.6%) | (7.0%) | (46.5%) | (27.9%) | (100.0%) |
| 1-5 | 0 | 15 | 9 | 78 | 21 | 123 |
| | (0.0%) | (12.2%) | (7.3%) | (63.4%) | (17.1%) | (100.0%) |
| 5-10 | 0 | 12 | 13 | 51 | 11 | 87 |
| | (0.0%) | (13.8%) | (14.9%) | (58.6%) | (12.6%) | (100.0%) |
| Above 10 | 0 | 4 | 3 | 29 | 11 | 47 |
| | (0.0%) | (8.5%) | (6.4%) | (61.7%) | (23.4%) | (100.0%) |
| Total | 0 | 39 | 28 | 178 | 55 | 300 |
| | (0.0%) | (13.0%) | (9.3%) | (59.3%) | (18.3%) | (100.0%) |

Source: Data collected through Questionnaire, Calculated value of Chi-square = 12.07, Degrees of freedom = 9,
Table value@5%= 16.91

IV. CONCLUSION

(i) Satisfaction of employees with hours worked each day in the bank:

On the basis of Age- These findings provide evidence that age group matters in satisfaction with the hours worked each week in the bank.

On the basis of Experience - There is relationship between experience and satisfaction. These findings do not provide evidence that experience matters in satisfaction with the hours worked each week in the bank.

(ii) Satisfaction of employees with the flexibility in scheduling in the bank:

On the basis of Age - there is relationship between age and satisfaction. These findings provide evidence that age matters in satisfaction the flexibility in scheduling in the bank.

On the basis of Experience - These findings do not provide evidence that experience matters in satisfaction with the flexibility in scheduling in the bank.

(iii) Satisfaction of employees with the location of work:

On the basis of Age - there is relationship no between age and satisfaction. These findings do not provide evidence that age matters in satisfaction with the location of work.

On the basis of Experience - These findings do not provide evidence that experience matters in satisfaction with location of work.

(iv) Satisfaction of employees with the amount of paid vacations and sick leave offered:

On the basis of Age - These findings do not provide evidence that age matters in satisfaction with the amount of paid vacation time/ sick leave.

On the basis of Experience- These findings do not provide evidence that experience matters in satisfaction with the amount of paid vacation time/sick leave offered.

(v) Satisfaction of employees with the facilities provided to do their job:

On the basis of Age - These findings do not provide evidence that age matters in satisfaction with the facilities provided to do their job.

On the basis of Experience - These findings do provide evidence that experience matters in satisfaction with the facilities provided to do their job.

(vi) Satisfaction of employees with their salary:

On the basis of Age - Hence there is relationship between age and satisfaction. These findings do provide evidence that age matters in satisfaction with their salary.

On the basis of Experience - These findings do not provide evidence that experience matters in satisfaction with their salary.

Hence in conclusion we can say satisfaction level of different age groups is different with hours worked, flexibility in scheduling in the bank and with the salary But In case of experience only matters in satisfaction with facilities provided to do their job.

V. SUGGESTIONS

1. Individual's Identification means employees get more committed and dedicated towards their work if their efforts in achieving the organization goals are valued. They feel their presence and importance in the bank, which ultimately affects the overall satisfaction level of employees that enhances profitability. For example if we announce every month the best employee of the month and give him special gift or benefit and honour his/her hard work then it may be a source of motivation for other employees also that if they will work hard then their hard work will be fairly appreciated. Hence increase their faith in the organisation.

2. Job satisfaction level of bank employees should be evaluated periodically for making policies for organisation's growth and development. There should be employee's participation in policy making so that they feel satisfaction with these policies.

3. Banks can increase the satisfaction of their employees by increasing the pay increments and employee empowerment. Means employees should be given freedom to take their day to day decisions. With increase in responsibilities pay should be increased.

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