

# Job Satisfaction Among Bank Employees: An Analysis Of The Contributing Variables Towards Job Satisfaction

Aarti chahal, Seema chahal, Bhawna Chowdhary, Jyoti chahal

**Abstract:** Job satisfaction can be defined as extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job dignity. Job satisfaction is an important technique used to motivate the employees to work harder. It is often said that "A HAPPY EMPLOYEE IS A PRODUCTIVE EMPLOYEE". This paper investigates the level of job satisfaction of Canara Bank employees in Delhi NCR identifying the satisfaction level of employees, various factors influencing satisfaction of employees and to study the relationship between personal factors of employees. Based on a survey, the paper attempts to gain insights into the satisfaction level from the perspective of the Bank employees. Factors including salary of employees, performance appraisal system, promotional strategies, employee's relationship with management and other co-employees, training and development program, work burden and working hours are found important for improving job satisfaction of bank employees in Canara bank. Increase in level of these factors improves overall satisfaction of employees which is identified by using statistical techniques.

**Keywords:** Canara Bank, Contributing variables, Customer Satisfaction Job satisfaction, Employees Performance, Employees Retention, Organizational Commitment

## 1. INTRODUCTION

Human life has become very complex and completed in now-a-days. In modern society the needs and requirements of the people are ever increasing and ever changing. When the people are ever increasing and ever changing and the people needs are not fulfilled they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). 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. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998). Job satisfaction of industrial workers is very important for the industry to function successfully.

Apart from managerial and technical aspects, employers can be considered as backbone of any industrial development. To utilize their contribution they should be provided with good working conditions to boost their job satisfaction. Researchers reported that a number of different factors can influence employee satisfaction with their workspaces, including building design, air quality and temperature, noise and lighting, ability of employees to personalize their workspaces and workspace design and management etc. It is generally understood that unfavorable conditions of office environment can have negative influences on employees' satisfaction, cause health problems and increase short-term sick leave. Previous research showed that satisfaction with one or more environmental factor does not necessarily produce equal satisfaction with the total environment and not all factors are equally important. Considered that acoustical privacy is the most important factor to employees, Reported that personal control may be more important than other factors. Job satisfaction is an attitude, which Porter, Steers, Mowday and Boulian (1974) state is a more "rapidly formed" and a "transitory" work attitude "largely associated with specific and tangible aspects of the work environment". There are different perspectives on job satisfaction and two major classifications of job satisfaction (Naumann, 1993) are content (Herzberg, 1968; Maslow, 1987; Alderfer, 1972) and process theories (Adams, 1965; Vroom, 1964; Locke, 1976; Hackman & Oldham, 1975). Job satisfaction "is often considered in terms of intrinsic and extrinsic factors. Intrinsic factors (e.g., opportunities for advancement and growth, recognition, responsibility, achievement) promote job satisfaction, whereas extrinsic factors (e.g., supervision, pay, policies, working conditions, interpersonal relations, security) prevent job dissatisfaction" Szymanski & Parker (1996). Various theories like Maslow's Need Hierarchy Theory, Herzberg's Motivation, Hygiene Theory, and Vroom's Expectancy Model have been extended to describe the factors responsible for the Job Satisfaction of the say that an employee's 'Job Satisfaction' is related to a number of variables such as age, occupational level, size of the organization, organizational climate, educational

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qualifications, educational and economic background, size of the family, gender of the employee, etc. Job satisfaction is very important because most of the people spend a major portion of their life at working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well being.

## 2. LITERATURE REVIEW

Employee satisfaction is an important success factor for all organizations. Employee satisfactions have been recognized to have a major impact on many economic and social phenomena, e.g. economic growth and higher standard of living. Companies must continuously employee satisfaction in order to stay profitable. Marcson (1960) presented an argument and findings suggesting that one of the best ways to increase productivity in organizations was to provide employees with jobs that are more demanding and challenging. Herzberg's (1968) theory effectively delineates the reasons 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. Pritchard, Dunnette, and Jorgenson (1972) indicate that feelings of underpayment lead to decreased performance and low productivity. (Hackman & Oldham (1975) Hackman and Oldham's Job Characteristic Model (JCM) has been used to determine the level of job satisfaction. The model focuses on five cores job dimensions, skill variety, task identity, task significance, autonomy, and feedback, which in turn influence three key psychological states: experienced meaningfulness of the work, experienced responsibility for the work, and knowledge of results. These psychological states then influence job satisfaction. 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. Heneman, Greenberger & Strasser (1988) pay instrumentality, that is, a linkage between pay and performance has been found to play an important role in bringing job satisfaction; it influences one's psychological state of being involved in meaningful work for which one is aptly rewarded. Bolton (1991) at corporate level, employee satisfaction is affected by many factors such as lighting, furniture, noise, temperature and other arrangement. It is also dependent on the physical environment and its affect on health and employees satisfaction. 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. Brown & McIntosh (1998) have found evidence that the correlation between wage and job satisfaction is particularly close in the case of low levels of monetary compensation, both within the sector and among sectors. Lease (1998) employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational

commitment, and more likely to be satisfied with their lives. Wagner and Hollenbeck (1998) job satisfaction, on the other hand, can be defined as a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfillment of one's important job values. Blanchflower & Oswald (1999) job insecurity, work intensity, greater stress, and dissatisfaction with working hours have increased in the US and in Germany, and they significantly explain the decline of job satisfaction. Clark (1999) shows that changes in workers' pay over time positively influence their well-being, whereas the current level of pay does not impact on job satisfaction. Leontaridi & Sloane (2001) show that low-pay workers report higher job satisfaction than do other workers. Borzaga & Depedri (2005) observe that, even in a sector characterized by low average salaries like the social-services sector, employees are more satisfied when their wages increase up to a threshold, but not above that threshold. Clark (2005) the opposite dynamic of job satisfaction with respect to the economic conditions as represented by wages, and to job conditions as represented by working time, is also evident. Diaz-Serrano & Cabral Vieira (2005) show that low-pay worker are likely to have low-quality jobs and consequently less job satisfaction. Siebern-Thomas's (2005) cross-sectional analysis on the European Community Household Panel shows that the correlation between wage and job satisfaction is significant and positive. According to Baron et al. (2006), studies have generally indicated a low to moderate inverse relationship between job satisfaction and employee absence and turnover. This implies that the lower an individual's satisfaction with his/her job, the more likely is that person to be absent from work or to resign and seek other job opportunities. Sahnawaz and Juyal (2006) focus on investigating the impact of job involvement and job satisfaction on organizational commitment. Organizational commitment is considered to be one of the most important and crucial outcomes of human resource strategies. Furthermore employee commitment is seen as the key factor in achieving competitive performance. DeVaro, Li, & Brookshire (2007) focus on the contextual factors that are provided by the organization to ascertain job satisfaction. The focus on the JCM is primarily driven by two considerations. First, the JCM still remains the theoretical focal point in the current discussion of job satisfaction and work design and is still used as a powerful conceptual tool for job enrichment. Samad (2007) also tried to determine the level of influence job satisfaction facets will have on organizational commitment. Singh & Kohli (2006), Thakur (2007) and Jha et al. (2008) shows that organizational contextual factors such as pay, growth opportunities, job security, among others, influence an employee's perception of job satisfaction. Green & Heywood (2008) performance-related pay allows opportunities for worker optimization and does not crowd out intrinsic motivation, thus increasing overall satisfaction, satisfaction with pay, and satisfaction with job security.

### 3. OBJECTIVES OF STUDY

1. To analyze the satisfaction level of the employees working conditions, job security and other welfare measures.
2. To study the impact of different variables such as the occupational level, age, education, organizational climate, economic background and gender, on the various factors affecting the overall job satisfaction.
3. To identify the factors responsible for satisfaction or dissatisfaction of the bank employees.
4. To identify and suggest some measures for improving the satisfaction level of the employees.

### 4. RESEARCH METHODOLOGIES AND DESIGN

Research is a systematic method of finding solutions to problems. It is essentially an investigation, a recording and an analysis of evidence for the purpose of gaining knowledge. According to Clifford woody, "research comprises of defining and redefining problem, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, reaching conclusions, testing conclusions to determine whether they fit the formulated hypothesis"

**4.1 Research design:** Research design is the conceptual structure within which research is conducted; it constitutes the blue print of the collection, measurement and analysis of the data. As search the design includes an outline of what the researcher will do from writing the hypothesis and its operational implication to the final analysis of data. The present study is exploratory in nature, as it seeks to discover ideas and insight to bring out new relationship. Research design is flexible enough to provide opportunity for considering different aspects of problem under study. It helps in bringing into focus some inherent weakness in enterprise regarding which in depth study can be conducted by management.

**4.2 Sampling design and method:** For the purpose of the study, the researcher selected the branches of Canara bank on the basis of random and stratified technique. Random and stratified sampling is the least expensive and least time consuming of all sampling techniques. The sampling units are accessible, easy to measure and cooperative. The researcher personally contacted 120 employees of Canara bank in NCR region on the basis of convenience. They were appraised about the purpose of the study and request was made to them to fill up the questionnaire with correct and unbiased information.

**4.3 Sampling size:** 120 employees were selected from Canara bank branches of NCR area after considering time and cost.

**4.4 Data collection:** Data was collected from both primary and secondary source. The primary data was conducted through structured questionnaire and some personal interview and the secondary data was collected from books, magazines, internet, and newspapers.

**4.5 Statistical tools used for interpretation and analysis:** The collected data has been analyzed by using percentage analysis. It refers to special kind of ratio; percentages are used in making comparison between two or more series of data, and used to describe the relation. Since to percentage reduced everything to a common based and thereby allows meaningful comparison to be made.

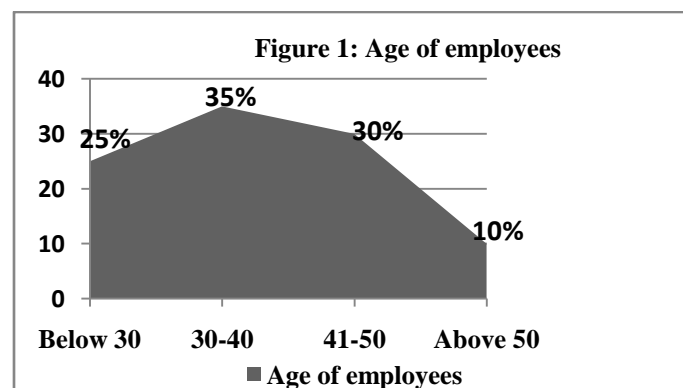
**4.6 Questionnaire:** The questions were designed to facilitate the respondents to identify the various variables contributing towards Job satisfaction of employees. The endeavors were to identify the key Job satisfaction issues, on which employee's perception can be obtained like nature of job, working environment, salary and incentives linked job, promotional methods, performance appraisal, relationship with other employees and management, and grievance handling etc. The respondents were requested specifically to ignore their personal prejudices and use their best judgment on a 5 point Likert scale. The purpose of this exercise was to make the response a true reflection of organization reality rather than an individual opinion. The 5 point of the scale indicated in the questionnaire are- 1. Strongly disagree, 2. Disagree, 3. Indifferent, 4. Agree and 5. Strongly agree.

### 5. DATA ANALYSIS AND INTERPRETATION

The data so obtained was subjected to analysis and interpretation and the findings drawn are as follows:

**Table I: Age of employees**

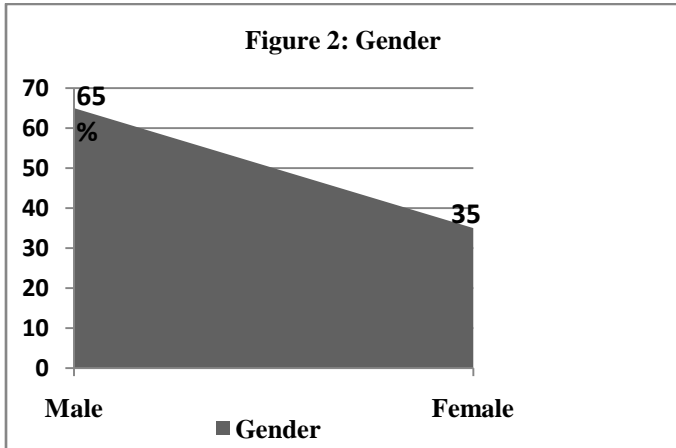
Age	No. of employees	Percentage
Below 30	30	25
30-40	42	35
41-50	36	30
Above 50	12	10
Total	120	100



**Inference:** From the above Table it is inferred that out of 120 employees, 25% of the employees fall into the age category of below 30, 35% belongs to the age group 30-40, 30% belongs to 41-50 and the rest 10% of the employees are of above 50 age.

**Table II: Gender**

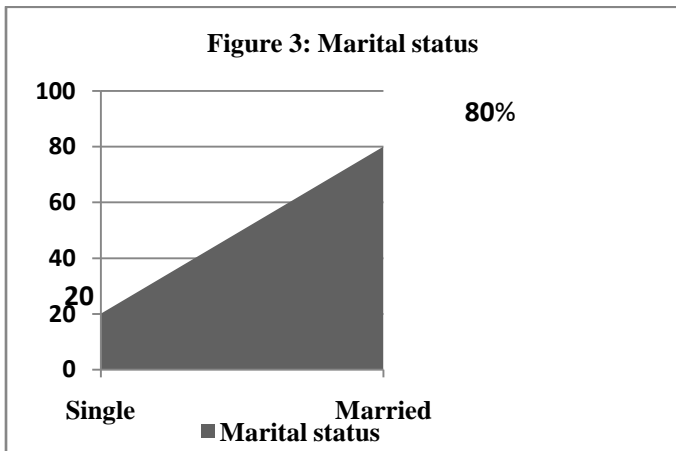
Gender	No. of employees	Percentage
Male	78	65
Female	42	35
Total	120	100



**Inference:** From the above Table it is inferred that out of total 120 employees, 65% of the employees are male and rest 35% are female. It indicates working males are greater than working females in selected area.

**Table III: Marital Status**

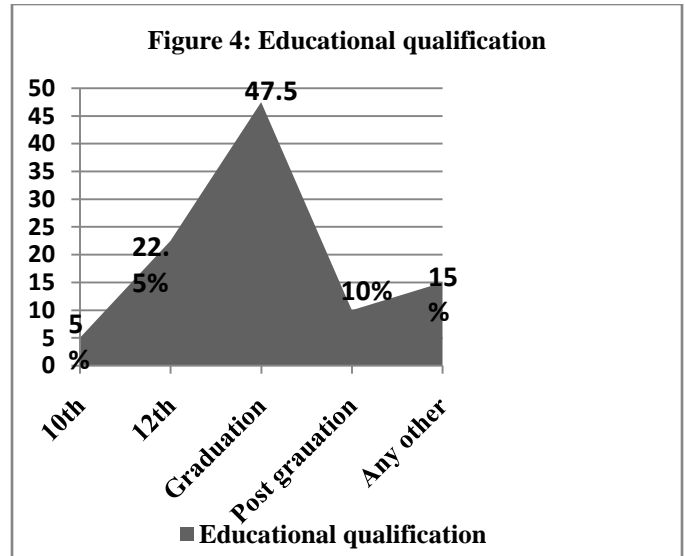
Marital status	No. of employees	Percentage
Single	24	20
Married	96	80
Total	120	100



**Inference:** From the above Table it is inferred that out of 120 respondents 20% are single or unmarried and the rest 80% employees are married.

**Table IV: Educational qualification**

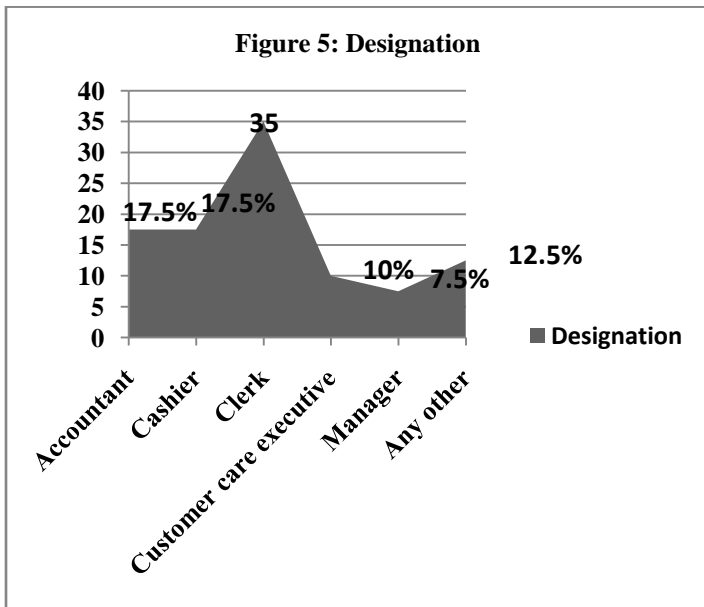
Education Level	No. of employees	Percentage
10th	06	5
12th	27	22.5
Graduation	56	47.5
Post Graduation	12	10
Any other	18	15
Total	120	100



**Inference:** As far as educational background of the respondents is concerned, 5% are just 10th passed, 22.5% are 12th passed, 47.5 % employees are graduate, 10% are post graduate and rest 15% of the employees have passed any other exams.

**Table V: Designation**

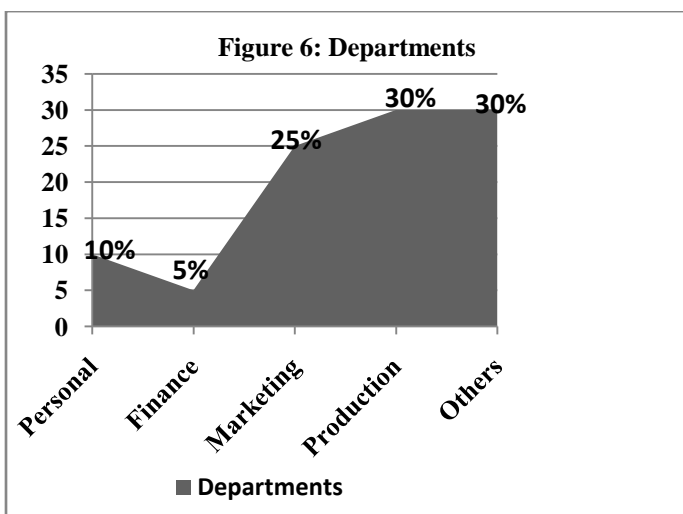
Designation	No. of respondents	Percentage
Accountant	21	17.5
Cashier	21	17.5
Clerk	42	35
Customer care executive	12	10
Manager	9	7.5
Any other	15	12.5
Total	120	100



**Inference:** From the above Table researcher finds out the designation of the respondents, which show that 22.5% of the respondents are accountants, 17.5% are cashiers, 35% are clerks, 10% are customer care executives, 7.5% are managers and rest 12.5% belongs to any other designation.

**Table VI: Departments**

Departments	No. of employees	Percentage
Personal	12	10
Finance	6	5
Marketing	30	25
Production	36	30
Others	36	30
Total	120	100

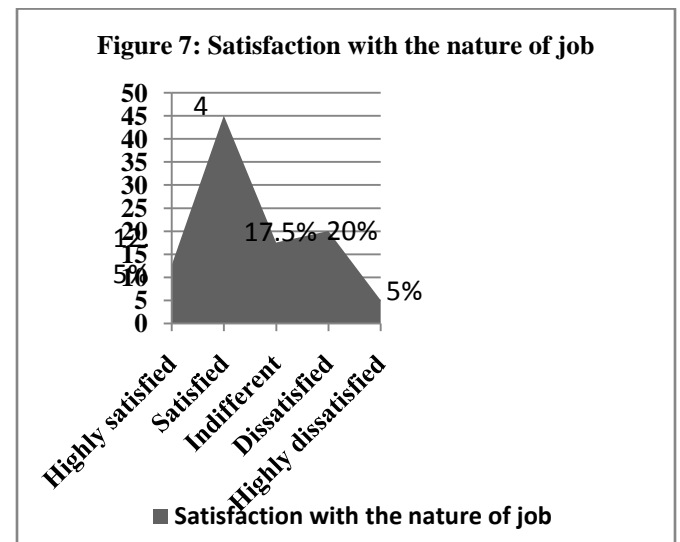


**Inference:** From the above Table researcher finds out the various departments of the employees to which they belong. It inferred that 10% of the respondents are of personal department, 5% are of finance department, 25%

belongs to marketing, 30% belongs to production and the rest 30% belongs to different categories departments.

**Table VII: Satisfaction with the nature of job**

Satisfaction level	No. of employees	Percentage
Highly satisfied	15	12.5
Satisfied	54	45
Indifferent	21	17.5
Dissatisfied	24	20
Highly satisfied	6	5
Total	120	100

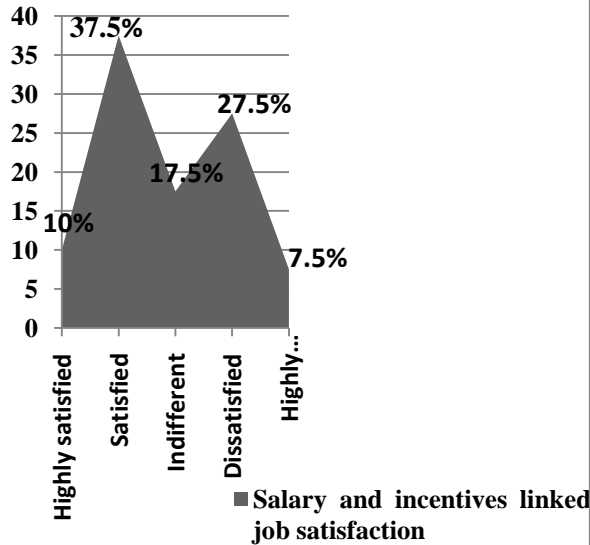


**Inference:** Above Table inferred the satisfaction level with the nature of job find out by the researcher. It shows that 12.5% of the employees are highly satisfied with the nature of their job, 45% are satisfied with their job, 17.5% are indifferent, 20% are dissatisfied and 5% are highly dissatisfied with the nature of their job.

**Table VIII: Effect of salary and incentives on job satisfaction**

Satisfaction level	No. of employees	Percentage
Highly satisfied	12	10
Satisfied	45	37.5
Indifferent	21	17.5
Dissatisfied	33	27.5
Highly dissatisfied	09	7.5
Total	120	100

**Figure 8: Salary and incentives linked job satisfaction**

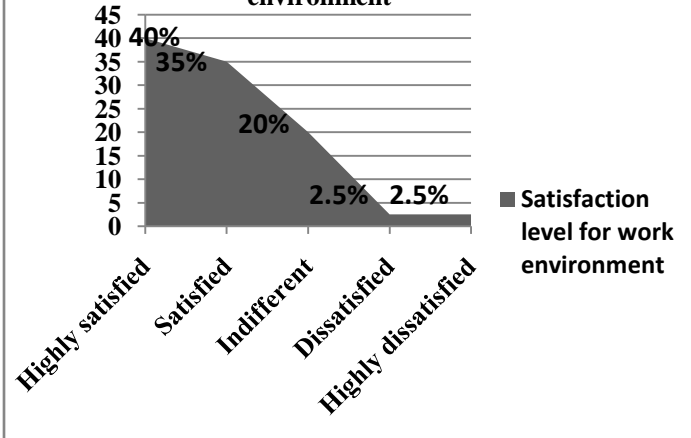


**Inference:** Employees were asked whether they are satisfied with the salary and incentives that they are receiving from the bank. About 10% of the respondents are highly satisfied with their salaries, 37.5% are satisfied, 17.5% are indifferent about it, 27.5% are dissatisfied whereas the balance 7.5% of the respondents are highly dissatisfied with their pay packets. Although majority of the employees are satisfied with their salaries, but dissatisfied lot is also quite large, roughly 1/3rd of the total employees. This result may be a worrisome factor for the bank since inadequate salary or perception of being under-paid may lead to job dissatisfaction.

**Table IX: Satisfaction level for work environment**

Working environment	No. employees	of	Percentage
Highly satisfied	48		40
Satisfied	42		35
Indifferent	24		20
Dissatisfied	03		2.5
Highly dissatisfied	03		2.5
Total	120		100

**Figure 9: Satisfaction level for work environment**

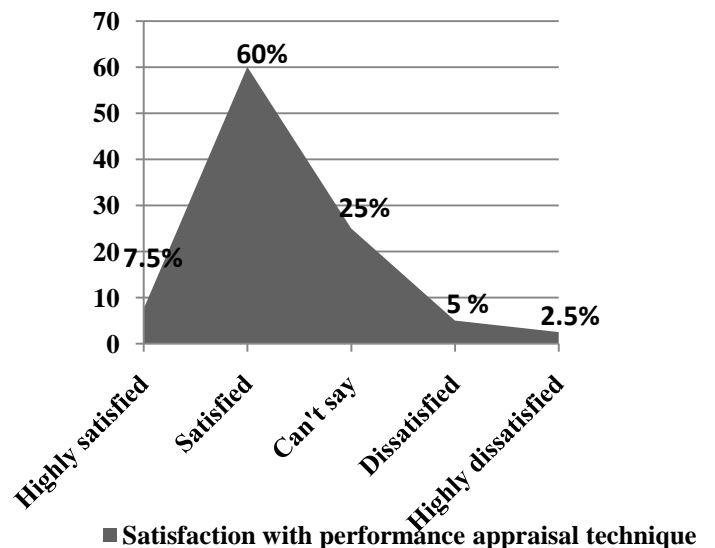


**Inference:** As the satisfaction level of employees for work environment is concerned, 40% of the employees are highly satisfied with their work environment, 35% are satisfied, 20% are indifferent, 2.5% are dissatisfied and the rest 2.5% of the employees are highly dissatisfied. Although majority of the employees are satisfied with their work environment, so it does not lead to job dissatisfaction.

**Table X: Satisfaction with performance appraisal technique**

Performance appraisal	No. employees	of	Percentage
Highly Satisfied	09		7.5
Satisfied	72		60
Can't say	30		25
Dissatisfied	06		5
Highly dissatisfied	03		2.5
Total	120		100

**Figure 10: Satisfaction with performance appraisal techniques**



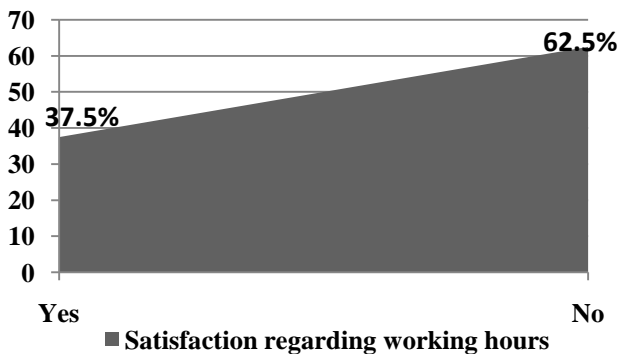
**Inference:** On the basis of the above Table researcher finds out the satisfaction level of the employees with

performance appraisal techniques. It is inferred that 7.5% of the employees are highly satisfied, 60% of the employees are satisfied with performance appraisal techniques, 5% are dissatisfied, 2.5% are highly dissatisfied and the rest 25% of the employees have nothing to say about it. On the basis of this analysis it is found that performance appraisal technique does not contribute to job dissatisfaction.

**Table XI: Satisfaction regarding working hours**

Satisfaction	No. of employees	Percentage
Yes	45	37.5
No	75	62.5
Total	120	100

**Figure 11: Satisfaction regarding working hours**

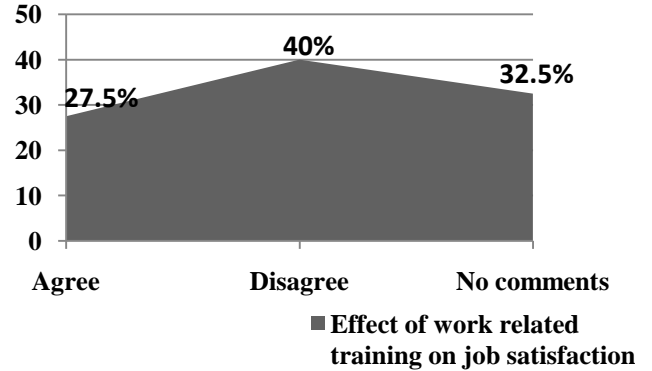


**Inference:** Working hours is the most important factor contributing towards job satisfaction or job dissatisfaction. It is inferred from the above Table that only 37.5% of the employees are satisfied with working hours while rest of the 62.5% of the employees are dissatisfied with their working hours, which is one of the main factor of job dissatisfaction.

**Table XII: Effect of work related training on job satisfaction**

Effect training of	No. of employees of	Percentage
Agree	33	27.5
Disagree	48	40
No comments	39	32.5
Total	120	100

**Figure 12: Effect of work related training on job satisfaction**

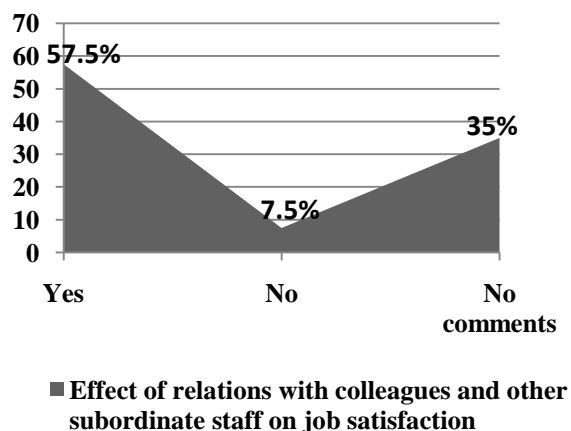


**Inference:** Training and Development plays a significant role in improving the efficacy of the work-force which makes him feel better equipped for the job at hand. It also helps in the career planning of the employees. Both these aspects provide a sense of job satisfaction to the work-force as well as to the leader. In response to this query an overwhelming 40% of the employees felt that the banks lacked proper training facilities for the employees, 32.5% refused to comment on the issue while only 27.5% are agree on training facilities. Lack of proper Training and Development efforts in an organization leads to a greater degree of dissatisfaction with the job. This is also a caution to the bank as well.

**Table XIII: Effect of relations with colleagues and other subordinate staff on job satisfaction**

Effect of relationship	No. of employees	Percentage
Yes	69	57.5
No	09	7.5
No comments	42	35
Total	120	100

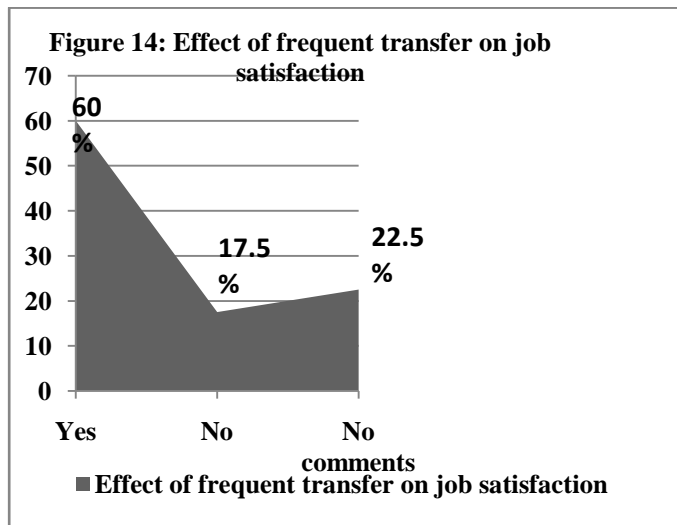
**Figure 13: Effect of relations with colleagues and other subordinate staff on job satisfaction**



**Inference:** Interpersonal relations among the officers and clerical staff play a major role in the job satisfaction of both the categories. Cordial relations build up a favorable organizational climate and increase the employee's preference to come to workplace. In response to the above question 57.5% of the employees said that they had cordial relations with their subordinate staff, only 7.5% said that they don't, while 35% of the employees have no comments on it. So we cannot generalize few people's opinion but we can say that employees appear to be satisfied with the interpersonal relationships.

**Table XIV: Effect of frequent transfer on job satisfaction**

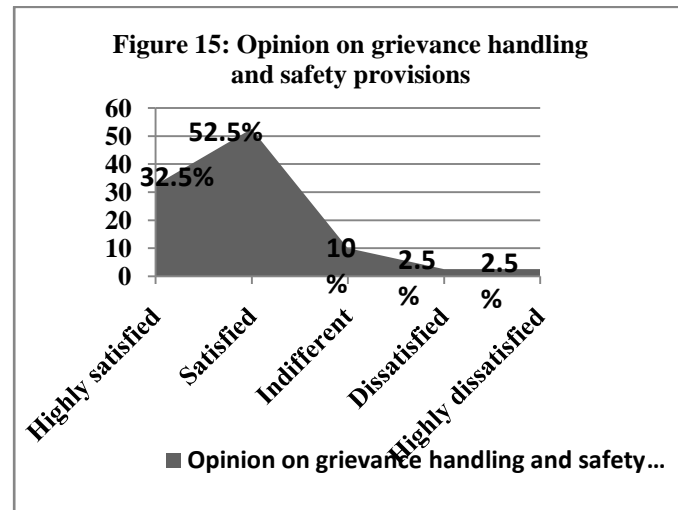
Effect of frequent transfers	No. of employees	Percentage
Yes	72	60
No	21	17.5
No comments	27	22.5
Total	120	100



**Inference:** Transfers involve dislocation of an individual as well as his family. Frequent transfers surmounted an employee by a plethora of problems, which range from adjustment disorders to himself and his family members, having to cope with the loss of access to relatives and friends, admission problems of his children, etc. Such a situation leads to high rate of job dissatisfaction. According to researcher 60% of the respondents were facing the problem of frequent transfers. 17.5% of the respondents were not facing such a problem and 22.5% of the respondents have no comments on it. This is definitely not a good sign since a large number of officers may be suffering from dislocation and adjustments disorders which not only affect job productivity but also reduce their job satisfaction levels.

**Table XV: Opinion on grievance handling and safety provisions**

Grievance handling and safety provisions	No. of employees	Percentage
Highly satisfied	39	32.5
Satisfied	63	52.5
Indifferent	12	10
Dissatisfied	3	2.5
Highly dissatisfied	3	2.5
Total	120	100



**Inference:** With help of the above Table researcher finds out the opinions of the employees on grievance handling and safety provisions, either they are satisfied with them or not. It shows that 32.5% of the employees are highly satisfied with that, 52.55 are satisfied, 10% are indifferent and 2.5% each are dissatisfied and highly dissatisfied respectively. It is concluded on the basis of the above table that grievance handling and safety provision is not a hurdle in job satisfaction.

**6. FINDINGS AND DISCUSSION**

Statistics in Table I, II, III, IV & V describes the personal characteristics of the respondent employees i.e. age of the employees, gender, marital status, educational qualification and designation of the employees respectively. From these findings researcher describes that employees working in respective area mostly belongs to the age group of 30-50 and most of them are married. Female employees working in the respective area are approximately half of the working male and most of them are graduates distributed along different-different designations. Table VI describes the department of the employees to which they belongs, employees working in personal and finance department are minimum i.e. 1-2 employees per branch. Our next objective was to find out the various factors affecting the job satisfaction level of the employees like working environment, performance appraisal techniques, grievance handling and safety programs, training and development programs, frequent transfers etc. On the basis of the Table VII to XV, it is concluded that some of the factors causing



dissatisfaction regarding job, some are neither causing dissatisfaction nor contributing much towards job satisfaction. Factors like working environment of the employees, performance appraisal techniques, relationship with other employees and grievance handling and safety provisions are contributing towards job satisfaction as dissatisfaction caused by these factors are almost negligible. Factors involving some amount of dissatisfaction include nature of work, and salary & incentives linked job satisfaction, these factors are somewhat satisfactory. On the other hand there are some factors which causes dissatisfaction to the employees includes working hours, training and development of the employees and the frequent transfers of the employees. This is definitely not a good sign since a large number of officers may be suffering from dislocation and adjustments disorders which not only affect job productivity but also reduce their job satisfaction levels. Same case is there in training and development area. Lack of proper Training and Development efforts in an organization leads to a greater degree of dissatisfaction with the job. This is also a caution to the bank as well.

## 7. RECOMMENDATIONS

Disciplinary horizon should be extended in order to avoid the traps of biased partial correlations, especially because variables in the psychological dimension may be omitted, and because new interdependent links may arise. Extending the horizon obviously makes the picture more complex, but it may also provide suggestions on how to handle the most serious problems. Banks need to introduce special schemes related to pension, gratuity, retirement, and other related benefits to enhance the employee's sense of security. Special attention should be given towards reducing working hours and frequent transfer of the employees. Employee's performance should be appraised from time to time so that organization can come to know about the efficiency of the organization. Training and development programs should be conducted from time to time so that employees do not get bored from their job. Human resource practices must be effectively and fairly used to enrich one's job. HR practices can be potentially used to chalk out employees' career paths by ensuring the proper disbursement of growth and training programs. Job security has long been one of the most positive aspects of public sector organizations, now is losing its appeal with employees. These banks need to build upon an open and developmental climate, where employees have been given more autonomy, where these same employees are heard and participate in the decision-making process and where there is less of a hierarchical and formal relationship between supervisors and subordinates.

## 8. CONCLUSION

Job satisfaction is a very big concept as it includes various factors associated with job satisfaction of employees. Satisfaction varies from employee to employee. The overall satisfaction of bank employees is associated with different factors of job satisfaction which includes nature of job, working environment, salary and incentives linked job, promotional methods, performance appraisal, relationship with other employees and management, and grievance handling etc., While concluding, it could be said that with the change of satisfaction determinants, level of job

satisfaction also varies. This study mainly investigated the relation between of job satisfaction with employee's performance and organizational commitment. Organizational commitment is likely to be strongly associated with employee retention. To ensure organizational commitment, companies must promote job satisfaction. The organizations lack the relationship between workers and supervisors, it should be given due consideration. The organizations also lack on certain factors such as working conditions, training development facilities and long working hours. Employee's welfare measures and Job security should be given utmost importance, so that the employee's turnover may be restricted. If these factors are given little more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity. Researcher concluded that overall the job satisfaction of bank officers though is not very high but still satisfactory. But there is still considerable room for improvements. An organization should try to take every possible step to enhance job satisfaction among employees because if employees are satisfied then customers associated with it will also be satisfied.

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