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RESEARCH ARTICLE

A STUDY ON JOB SATISFACTION OF EMPLOYEES IN URBAN COOPERATIVE BANKS IN KOPPAL DISTRICT, KARNATAKA

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ABSTRACT

The cooperative banks conduct banking business on principle of cooperation. The success of cooperative banks depends on many factors and one among these factors is employees' performance. The employee performance has great influence on performance of cooperative banks being unit in service industry. The employee performance is subject to the satisfaction level of an employee's towards job. The result of research study shows that only some employees of urban cooperative banks are most satisfied on few aspects. The majority of urban cooperative employees are just satisfied with their job.

INTRODUCTION

HRM is a term used to refer the philosophy, policies, procedures and practices relating to the management of people in an organization. Today every organization has been facing stiff competition. Therefore organizations need to do right things at the right time. In this situation, HRM plays major role to achieve organizational goals. Job satisfaction is the one of the major concept in human resource management. Employee satisfaction is a measure of how workers are with their job and working environment. It is fact that satisfied employees are only valuable asset for an organization. The company can get tremendous benefits from satisfied employees as they are likely to produce more and take fewer days off.

Literature Review

- Sasan Mohammadpanah (2016) in their research titled as *A Study on the Relationship between Perceived Organizational Support and Job Satisfaction with Organizational Commitment in Mellat Bank, Khoramabad, Iran*, made an attempt to analyse the relationship between organizational support and job satisfaction of an employees in Khoramabad bank. The research findings showed that there is a direct relationship between organizational supporting

realization and organizational commitment. Further it also revealed that there is a direct relationship between occupational satisfaction and organizational commitment.

- Ganesh K. Injekar and B.T. Bandgar (2016) their research study titled as *comparative study of job satisfaction of employees working in public and private sector banks: a review of literature*, tried to compare job satisfaction of employees working in public and private sector banks. Finally study found that job satisfaction of employees working in public sector banks was more than employees working in private sector.
- Umair Akram, and Muhammad Kaleem Khan (2016) in their research study titled *Impact of Organizational Justice on Job Satisfaction of Banking Employees*, made an effort to analyse relationship between organizational justice and employee job satisfaction. Finding of study showed that distributive justice has positive and significant impact on job satisfaction. The analysis also revealed that procedural justice has significant negative relationship with job satisfaction.
- Sarwat Bilal and Nadeem Ahmed Bashir (2016) their research study is *Effects of the Realistic Job Previews*

on *Employees Job Satisfaction and Met Expectations*. The outcome of study indicates that there was a significant positive relationship between the realistic information provided to the employees at the time of recruitment and job satisfaction.

- **Pinak Deb, Dinesh Kumar Pandiya and Kingshuk Adhikari** (2015) in their research study titled *Job Satisfaction of Bank Employees: A Study with reference to United Bank of India*, tried to analyse the factors associated with job satisfaction of an employees. The study concluded that the bank employees were though by and large satisfied with their job but to a very modest degree.
- **Charu Dutta and Jeet Singh** (2015) their research study titled as *A comparative Study of Job Satisfaction of Private and Public Banking Sector of Delhi and Noida* tried to analyse the factors influencing on Job satisfaction of an employees in private and public sector banks and concluded that policy makers have to need consider factors which influences satisfaction level of an employees to make them happy at their work place.
- **Abdelhadi, Ben Mansour and André Leclerc** (2015) their research study titled *Performance Appraisal System and Employee Satisfaction: The role of trust towards supervisors*, examined the impact of trust towards supervisors on the relation between the perceived performance appraisal effectiveness and job satisfaction. The proposal was supported by results from a survey of Bank employees using measures of PA perception, job satisfaction and trust towards supervisor.
- **G. Yoganandan** (2015) his research study titled *Job Satisfaction in State Bank of India in Namakkal District*, examined the level of job satisfaction of employees and finally found that employees were not fully satisfied with salary, fringe benefits, job security, training and development.
- **Sanjita Lenka and B.N. Mishara** (2015) their research titled *Assessing the Differences in Job Satisfaction of Employees with Special reference to State Bank of India*, tried to analyse the level of job satisfaction experienced amongst employees in State Bank of India, Bhubaneswar. The study result indicated that female were more satisfied in officers group and males were more satisfied in case of clerical group with regard to different components of job satisfaction.
- **Shindu Varghese and Malarmati** (2015) their research study titled *Job Satisfaction of Public sector Bank Employees in Kerala – A Summative Assessment* tried to analyse the satisfaction of employees in public sector. The study concluded that the mean satisfaction level of lower cadre employees was lower than other cadres. Hence there is an urgent need to revamp the policies to make these employees happy and proud to stay within the organization.

Statement of the Problem

The stakeholders plays very crucial role in the success of every organization in competitive environment. Among all

stakeholders, employees are also one who has greater influence on performance of an organization and particularly impact is more on service oriented companies. The individual employee performance is reflected in the performance of a particular organisation. But individual employees' performance depends on satisfaction level of an employee in the job. In turn, job satisfaction level of employee again depends on many factors. The variables influence satisfaction, which vary from time to time and place to place. This is core and crux of the problem for every organization. So Job satisfaction is a multi-dimensional phenomenon and a multi-variate function. It is also the case with the performance of an employees and the resultant performance of any organization. Therefore there is a need to make a study on job satisfaction of an employee. Hence this present study has been undertaken to study the job satisfaction of an employees in urban cooperative banks. The findings of the study are very useful to the employer.

Objectives of the study

- To study the variables which influence on employee' job satisfaction level in urban cooperative banks
- To examine the level of job satisfaction of an employees in urban cooperative banks

MATERIALS AND METHODS

It is basically an empirical study. So the methodology is designed keeping in view the nature of the problem and objectives.

Sample Size: For this research study, the primary data has been collected from 50 respondents from urban cooperative banks (employees). These respondents have been selected from different levels under convenience sampling method. 16 are of officer cadre, 24 of them belong to clerical cadre and 10 of them belong to sub-staff cadre. Of the total of 50 employees 36 are men and the remaining 14 are women.

Data collection: The present research study is based on primary and secondary data. The required primary data has been collected through the structured questionnaires from employees of urban cooperative banks selected for study. The secondary data has been collected from different secondary sources like banks website, books, journals, periodicals, newspapers etc.

Statistical Tools used: In the proposed study, various statistical tools like average, mean, standard deviation, coefficient of variation etc., have been used for processing and analyzing the data collected to arrive at reliable conclusion about job satisfaction of an employee.

Scope of the Study: The proposed study is basically an empirical inquiry in the problem of employees' job satisfaction and its impact on their performance with reference to urban cooperative banks in koppal district, Karnataka State.

Data Analysis and Interpretation: The data analysis and interpretation has two sections. In first section demographic factors have been analysed and in second section employees satisfaction have been analysed and interpreted to arrive at reliable conclusion.

Section - I demographic factor analysis: The six demographic factors of sample respondents have been analysed and interpreted below;

Table 1. Demographic Profile of the Respondents

SL. No	Demographics	Number of Respondents	Percentage
1	Gender		
	Male	36	72%
	Female	14	28%
2	Age		
	18-30	28	56%
	31-40	4	8%
	41-50	4	8%
	Above	14	28%
3	Marital Status		
	Single	11	22%
	Married	39	78%
4	Work position		
	Officer	16	32%
	Clerk	24	48%
	Sub-staff	10	20%
5	Work experience		
	Half year	-	-
	1 year	-	-
	1-2 year	3	6%
	2-5 year	26	52%
	More than 5 year	21	42%
6	Salary per month		
	Below Rs. 20000	7	14%
	Rs. 20000-30000	24	48%
	Above Rs. 30000	19	38%

Table No 1 shows that among the 50 respondents, 72% were male and 28% female. Further age wise, 56% were in the age group of 18-30 years, 8% in the age group of 31 to 40 and 41 to 50 years and 28% in the age group of above 50 years. As for marital status is concerned, 22% were married and 78% were single. As far as work position is concerned, 32% were of officer cadre, 48% of them belong to clerical cadre and 20% of them belong to sub-staff cadre. Further in work experience, 6% were in 1 to 2 years experience, 52% were in 2 to 5 years and 42% were in above 5 years. The survey also shows that 14% of the respondents comes under Rs. 20,000 salary per month, 48% are in Rs.20, 000 to 30,000 and 38% are in above Rs. 30,000.

Section – II job satisfaction analysis: The factors influencing the level of employee job satisfaction are shown in Table 2 along with percentage, mean, standard deviation and coefficient of variation. Total two factors have been considered for the study: Monetary and Non-Monetary Factors.

Source: Primary data

The above factors are discussed below

•Monetary Factors

Pay and compensation

This is one of the most important attributes which determines the employees' job satisfaction level. About 82% of respondents are satisfied regarding salary and wages with mean 12.5 and SD 12.5. The group insurance and annual increment with S D 6.95 and 8.50. 64% of the respondents are satisfied with fringe benefits with mean 10 and SD 6.63. Finally 62% of the respondents are satisfied with pension system with mean 10 and SD 6.60. There are five items in this factor; the highest mean 12.5 is for salary and allowances, group insurance policy and annual increment with standard deviation 10.6, 6.95 and 8.50. Coefficient of variation for the items is 82.75, 55.61 and 68.03. 41%, 34% and 37% respondents are satisfied respectively.

• Non-Monetary Factors Working condition at bank

There are seven items in this factor, which are all very important in determination of employees' job satisfaction level. The study reveals that 88% of respondents are satisfied regarding relation with co-workers with mean 10 and SD 11.11. Similarly 82% of respondents are satisfied with working environment with mean 12.5 which is highest and standard deviation 9.88. In respect of working days, 72% of respondents are satisfied with mean 10 and SD 8.06 and 76% of respondents are satisfied with working hours with mean of 10 and SD 8.80. As far as relation with employer is concerned, 84% of sample respondents are satisfied with mean 10 and SD 10.15. But in respect of recreational facility, on an average, sample respondents are less satisfied that is just 56% with mean 9.4 and SD 6.23. Finally, 72% of respondents are satisfied with communication system with mean 12.5 and SD 8.39.

Training and development

Training and Development is one of the prime factors that determine the job satisfaction of employees at work place. There are four items in this factor. 74% of respondents are satisfied with regard to training and development with mean 10 and SD 9.35. But in case of refresher course, most satisfied respondents are less that is just 18% and only satisfied is 38% with mean 10 and SD 7.87. In respect of performance appraisal and promotion opportunities, 75% and 86% of sample respondents are satisfied with mean 10, and SD 10.89 and 11.51 respectively.

Others

There are five items in this other factor. 84% of respondents are satisfied with supervision with mean 12.5 SD 11.62 and 58% of respondents are satisfied with workload with mean 10 and SD 8.46. In case of employee's participation and job security, 74% and 84% of respondents are satisfied with mean of 12.5 for both and SD 9.95 and 9.85. But in case of Transfer system, most satisfied respondents are less that 14% with 10 and SD 8.63.

Findings and suggestions of the study

Findings

Following are the findings of the study;

- By clubbing most satisfied and satisfied, it is found that on an average the employees are satisfied with all monetary aspects.
- In respect of relation with co-workers and relation with employer, employees are most satisfied comparatively with other factors.
- As far as, training system, refresher course performance appraisal system and promotion opportunities, more number of employees are not most satisfied.
- In case of other factors, employees are most satisfied with job security only and less satisfied with workload, transfer system, employee participation and supervision.

Table 2. Percentage, Mean, Standard Deviation and Coefficient of Variation (CV) of Employees' Job Satisfaction Level

Level of Satisfaction									
A. Monetary Factors									
SL. No	Factors	Most satisfied	Satisfied	Neutral	Not Satisfied	Most Unsatisfied	Mean	Standard Deviation	Coefficient of variance (%)
1	Pay and Compensation								
i	Salary and wages	15	26	6	3	-	12.5	10.34	82.75
ii	Fringe benefits	13	19	9	8	2	10	6.63	66.33
iii	Pension system	11	20	7	10	2	10	6.60	65.95
iv	Group insurance policy	13	21	12	4	-	12.5	6.95	55.62
v	Annual Increment	13	24	9	4	-	12.5	8.50	68.04
B. Non - Monetary Factors									
SL. No	Factors	Most satisfied	Satisfied	Neutral	Not Satisfied	Most Unsatisfied	Mean	Standard Deviation	Coefficient of variance (%)
1	Working condition at Bank								
i	Relation with co-workers	24	20	4	1	1	10	11.11	111.13
ii	Working environment	18	23	8	1	-	12.5	9.88	79.06
iii	Working days	15	21	9	3	2	10	8.06	80.62
iv	Working hours	15	23	6	4	2	10	8.80	88.03
v	Relation with employer	21	21	5	2	1	10	10.15	101.49
vi	Recreational facility	11	17	13	3	3	9.4	6.23	66.27
vii	Communication system	12	24	10	4	-	12.5	8.39	67.09
2	Training and Development								
i	Training system	12	25	8	4	1	10	9.35	93.54
ii	Refresher course	9	19	17	4	1	10	7.87	78.74
iii	Performance appraisal system	8	28	11	1	2	10	10.89	108.86
iv	promotion Opportunities	15	28	4	2	1	10	11.51	115.11
3	Others								
i	Supervision	14	28	7	1	-	12.5	11.62	92.95
ii	Workload	5	24	10	9	2	10	8.46	84.56
iii	Employees participation	11	26	11	2	-	12.5	9.95	79.60
iv	Job security	21	21	5	3	-	12.5	9.85	78.79
v	Transfer system	7	24	12	2	5	10	8.63	86.31

Suggestions

The following suggestions are given based on the findings of the study;

- In our study results, it is clear that employees are just satisfied on an average regarding monetary benefits. To make an employee most satisfied, there is need to hike in present pay scale and compensation system.
- Urban cooperative banks have to take step to improve recreational facility and communication system to make an employee most satisfied.
- Urban cooperative banks have to make some changes in its present training system, refresher course and performance appraisal system of it.
- Cooperative banks have to reduce workload for employees to make them happy at work place.
- Cooperative banks have to adopt better transfer system which results in increase in employee job satisfaction and organizational performance.

Conclusion

From the above analysis and interpretation, it can be concluded that there is lot of variation in satisfaction level of urban cooperative bank employees in job with regard to different factors. Only some employees have been more satisfied about few factors. The majority of urban cooperative bank employees are just satisfied about their job. This more satisfaction of few and just satisfaction of majority employees in job has been certainly reflected in the performance of urban cooperative banks. Keeping in mind that happy employees are only valuable asset and can contribute lot to the organization, urban cooperative banks have to take utmost care and form

strategies to make its employees more satisfied to win competition and to become number one profit making banking company in competitive scenario.

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