

**Major Research Project**  
**On**  
**A STUDY ON JOB SATISFACTION OF EMPLOYEES**  
**IN**  
**BANKING SECTOR**

**Submitted by:**

Ayush choudhary

2K22/DMBA/30

**Under the Guidance of**

Dr. Archana Singh

Associate Professor



**DELHI SCHOOL OF MANAGEMENT**

**Delhi Technological University**

Bawana Road, Delhi 110042

## **CERTIFICATE**

This is to certify that Ayush choudhary 2K22/DMBA/30 has completed the project titled “A Study on job satisfaction of employees in banking sector” under the guidance of Dr. Archana Singh in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2023-24.

**Dr. Saurabh Agrawal**

**Head of Department**

**Delhi School of Management**

**Delhi Technological University**

**Dr. Archana singh**

**Associate Professor**

**Delhi School of Management**

**Delhi Technological University**

## **DECLARATION**

I, Ayush choudhary, student of Delhi School of Management, Delhi Technological University, hereby declare that the Major Project Report on

“A Study on job satisfaction of employees in banking sector”, submitted in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) is the original work done by me. I also confirm that neither I nor any other person has submitted this project report to any other institution or university for any other degree or diploma. I further declare that the information collected from various sources has been duly acknowledged in this project.

**Ayush Choudhary**

**2K22/DMBA/30**

## **ACKNOWLEDGEMENT**

I would like to express my gratitude to all those who have been instrumental in the preparation of my project report. I wish to place on record, my deep sense of gratitude and sincere appreciation to my faculty guide Dr. Archana Singh (Associate Professor), Delhi School of Management, Delhi Technological University for her able guidance, continuous support and cooperation throughout my project, without whom the present work would not have been possible. In every phase of the project her supervision and guidance shaped this report to be completed. She helped me throughout this project and gave the right direction towards completion of this project.

**Ayush Choudhary**

**2K22/DMBA/30**

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## INTRODUCTION

Employees are the most important resource for nearly every organization and are a valuable asset in any sector. The most significant "M" in management, out of all the "M s" (materials, equipment, techniques, and finances), is men, or the labor force employed by the company. It is now commonly acknowledged that contented employees are a vital resource for any business that aims to prosper. Since workers are an organization's most valuable asset, it is crucial that they all be happy with their jobs. Therefore, ensuring employee satisfaction is crucial for any organization.

The findings of the study on job satisfaction in the banking industry will help management understand employees' perspectives and internal sentiments about their jobs. Finding the reasons behind employee satisfaction and dissatisfaction is helpful. This study aids in comprehending the viewpoint of the staff members regarding the bank.

The term "job satisfaction" describes a person's nuanced perspective on their work. It is an enjoyable emotional state brought on by an evaluation of one's work or professional background. The perceived relationship between what one wants from a job and what one believes it offers or enters determines whether one is satisfied or dissatisfied with their current employment.

Employee job satisfaction is influenced by a number of factors, including the workplace culture, equitable policies and practices, compassionate leadership, recognition, compensation, age, and advancement.

policies of the company, a sense of community, leadership and initiation, a sense of being loved, safety and security, challenges, obligations, creativity in the workplace, personal interests and hobbies, respect from coworkers, a supervisor's relationship, feedback, flexibility, and the nature of the work.

The main factor influencing job satisfaction is an individual's attitude toward their work. In contrast to an unhappy employee who has a negative attitude toward the job, an employee who expresses satisfaction is said to have a positive attitude toward the job. A negative attitude is indicative of a personality disposition that is likely to cause anxiety, tension, worry, upset, and distress, whereas a positive attitude is associated with feelings of happiness for oneself, other people, and one's work.

When their jobs provide them with stability in the face of financial hardship, acknowledgement of their work, a transparent grievance procedure, the chance to offer ideas and suggestions, involvement in decision-making, the possibility of advancement, a fair compensation structure, health and safety precautions, a communication system, and an environment of mutual respect and trust, employees are most satisfied with their jobs.

One of the most important problems in any organization is employee satisfaction. Employee satisfaction has a direct impact on their work output, motivation, behavior, engagement in the organization, and overall contribution. Therefore, maintaining employee satisfaction is of utmost importance to all organizations, as evidenced by the variety of amenities offered, which both raise and lower employee satisfaction.

## **TOPIC INTRODUCTION**

### **MEANING OF JOB SATISFACTION**

The phrase "job satisfaction" describes a worker's overall perspective on his position. An individual's level of contentment with their job is known as job satisfaction. A person who is highly satisfied with their work has a positive attitude toward it, whereas a person who is not satisfied with their work has a negative attitude toward it.

It is the way an employee feels and perceives their work and how comfortable they are in an organization. It shows how much a worker feels good or bad about their work, and the company can work to make improvements.

### **DEFINITION OF JOB SATISFACTION**

“Job satisfaction does not seem to reduce absence, turnover and perhaps accident rates.”

**Robert L. Kahn**

“Job satisfaction is a general attitude towards one’s job. The difference between the amount of reward workers receive and the amount they believe they should receive.”

**P. Robbins**

“Job satisfaction defines as the amount of overall positive affects (or feeling) that individuals have towards their jobs.”

**Hugh J. Arnold and Daniel**

“Job satisfaction is a set of favourable or unfavourable feelings with which employees view their work.”

**Keith Davis & Newstrone**

“A pleasure or positive emotional state resulting from the appraisal of one’s job or job experience.”

**E.A Locke**



“Job satisfaction as a general attitude of the workers constituted by their approach towards the wage, working conditions, control, promotion related with job, social relations in the work, recognition of talent and some similar variables personal characteristics, and group relations apart from the work life.”

▲ **Blum & Naylor**

“Job satisfaction can be defined as the employee’s judgment of how well his job on whole is satisfying his various needs.”

**Smith**

From the above meaning and definition of job satisfaction we can define the job satisfaction as the general attitude of employee’s towards their job. It is one’s feeling or state of mind regarding the nature of their work. It describes how content an individual is with his or her job.

It is a person’s feeling of satisfaction on the job, which acts as a motivation to work. It is not self satisfaction, happiness or self contentment but satisfaction on the job.

## **The Nature and Scope of Job Satisfaction**

Although it's common knowledge that job satisfaction and job attitude are synonymous, it's important to understand that different theoretical perspectives may have slightly different definitions of the term. Some people gauge their job satisfaction by how well their intense needs are met at work. According to others, it's the extent of the difference between an individual's expectations and their perception of relief from work. It can also mean the degree to which one believes that their work provides the things that are beneficial to their well-being. Another perspective holds that job satisfaction is solely an emotional reaction to it.

The dependent variables of job satisfaction are the aspects of the job that make employees happy with their jobs; Locke and others have listed a few of these characteristics. Among the significant ones are listed below:

### **1) Challenging Job**

Workers who feel they have challenging work in an organization will be more engaged and content with their position.

### **2) Equitable rewards**

Equity and fairness of reward are more significant than rewards.

### **3) Supportive working Conditions**

Encouraging working environments are just as vital as good working conditions since they increase job satisfaction. If the workplace is close to their home, people are willing to accept even lower pay.

### **4) Supportive colleagues and supervisors:**

This is an additional factor that makes an employee happy.

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**Job satisfaction has been considered as state of condition where people are:**

- Induce to do work efficiently and effectively.
- Convince to remain in the enterprise.
- Prepare to act efficiently during contingences.
- Prepare to welcome the changes without resistance.
- Interested in promoting the image of the organization
- More happy and satisfies with their job.

### **Purpose of Job Satisfaction**

#### **For Organisation**

- 1) Enhance employee retention
- 2) Increase productivity
- 3) Increase customer satisfaction
- 4) Reduce turnover, recruiting and training costs.

## **Why to study job satisfaction**

From my perspective, analyzing employee job satisfaction helps the company keep up standards and boost output by inspiring workers. This study reveals the level of capability and interest of employees in their workplace. What are the outstanding issues that need to be resolved for the staff? Even though people are an organization's most valuable resource, research on job satisfaction among employees helps the company understand how satisfied its workforce is and what factors are preventing them from performing to their full potential.

The foundation of creating a positive organizational culture in a company is job satisfaction. People contribute their abilities—knowledge, skill, education, health, etc.—in order to uphold status, authority, and stature. Those who fall short of their expectations in their jobs experience dissatisfaction. Thus, the company that he or she works for is impacted by this discontent.

A person's motivation and output contribution are greatly impacted by their level of job satisfaction. The rate of accidents, infrequent worker replacements, and irregular attendance at work can all lower job satisfaction.

Work satisfaction is the state of mind and feelings that an employee has about their work as well as their assessment of it. This may be a general assessment of their work or a more focused assessment of things like compensation, job tasks, promotions, coworkers, and superiors. It is critical that businesses give employee job satisfaction a high priority. When workers are happy in their positions, it will encourage organizational commitment on their part.

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## **Workers Role in Job Satisfaction**

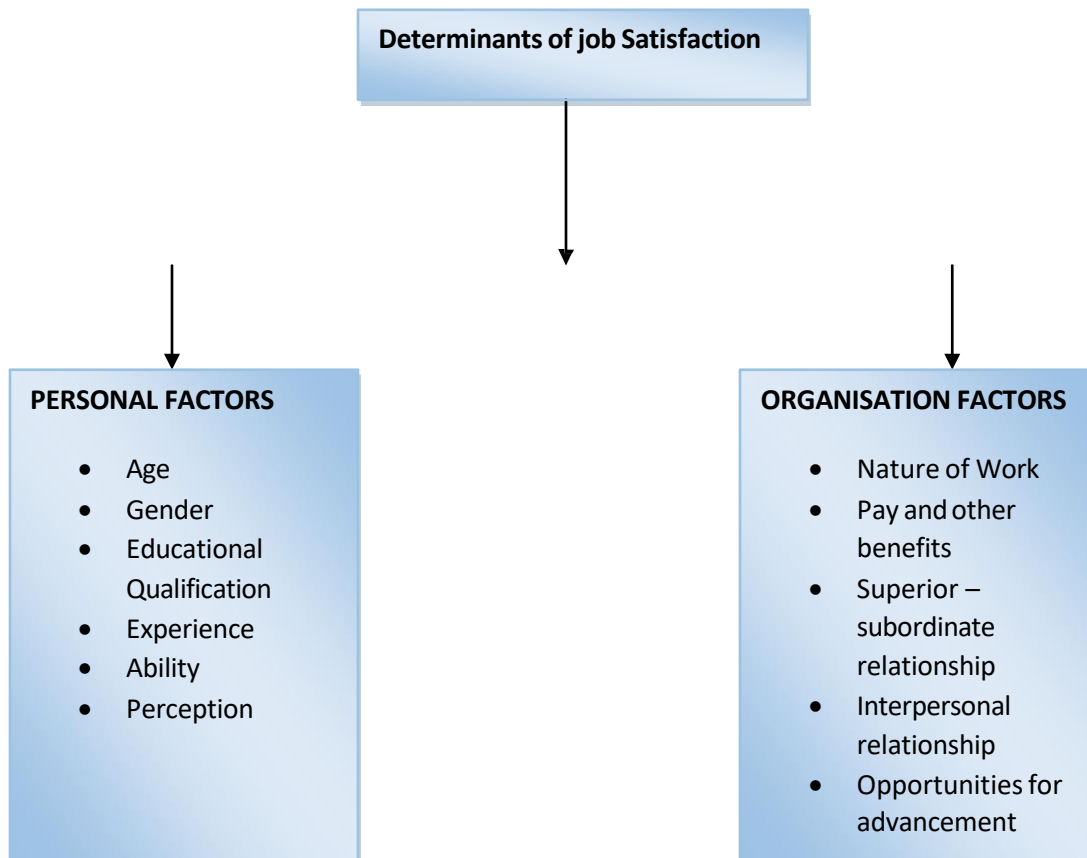
Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self-development. To the worker, job satisfaction brings a pleasurable emotional state that can often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovation and loyal. If job satisfaction is a worker benefit, surely the worker must be able to contribute to his or her own satisfaction and well being on the job.

Following are some of the roles of workers in job satisfaction:

- Acquire new job related knowledge that helps you to perform tasks more efficiently and effectively. This will relive boredom and often gets one noticed.
- Demonstrate creativity and initiative. Qualities like these are valued by most organizations and often results in recognition as well as in increased responsibilities and rewards.
- Develop team work and people skills. A large part of job success is the ability to work well with others to get the job done.
- Develop excellent communication skills.
- See the value in your work. Appreciating the significance of what one does can lead to satisfaction with the work itself.

## **Determinants of Job Satisfaction**

The employee's level of job satisfaction is influenced by several factors. Work satisfaction is influenced by a number of organizational and personal factors. The factors that determine job satisfaction are shown in the following chart.



## **Ways of Measuring Employee Job satisfaction**

Employee job satisfaction can be measured in a variety of ways. This is not shocking considering that hundreds of studies using a wide range of methodologies have been carried out over the previous 35 years. Rating scales, critical incidents, interviews, attitude surveys, and real-world behavior observation are among the most popular methods of measurement.

Since different individuals within an organization may have different definitions of what constitutes job satisfaction, many organizations struggle to measure it accurately.

The most popular methods for gauging employees' job satisfaction are:

### **1) Critical incident:**

In their study of the two factor theory of motivation, Herzberg and colleagues developed the critical incidents approach to measuring job satisfaction. Workers were asked to recount instances when they were especially happy or unhappy at work. After that, the content of these incidents was examined to identify the aspects that were most closely associated with both positive and negative attitudes.

### **2) Interview:**

Individual interviews with employees reveal their levels of satisfaction and dissatisfaction.

### **3) Likert scale:**

Likert created this standardized survey method in 1932. This asks the respondent to indicate whether they agree or disagree with certain job-related factors. It is also necessary for the person to express how strongly they agree or disagree with a statement. Usually, a five-point rating system is used for this. Typically, the different statements are included in a questionnaire. In response, the subject is asked to express how much they agree or disagree with these statements.

Each response category may be assigned a value to generate a numerical score, and the sum of the scores in each category can be used to determine the final score. One may interpret a high total score as positive, while a low score suggests negative.

#### **4) Single global rating:**

All the single global rating method does is ask people to answer a single question, like "How satisfied are you with your job overall?"

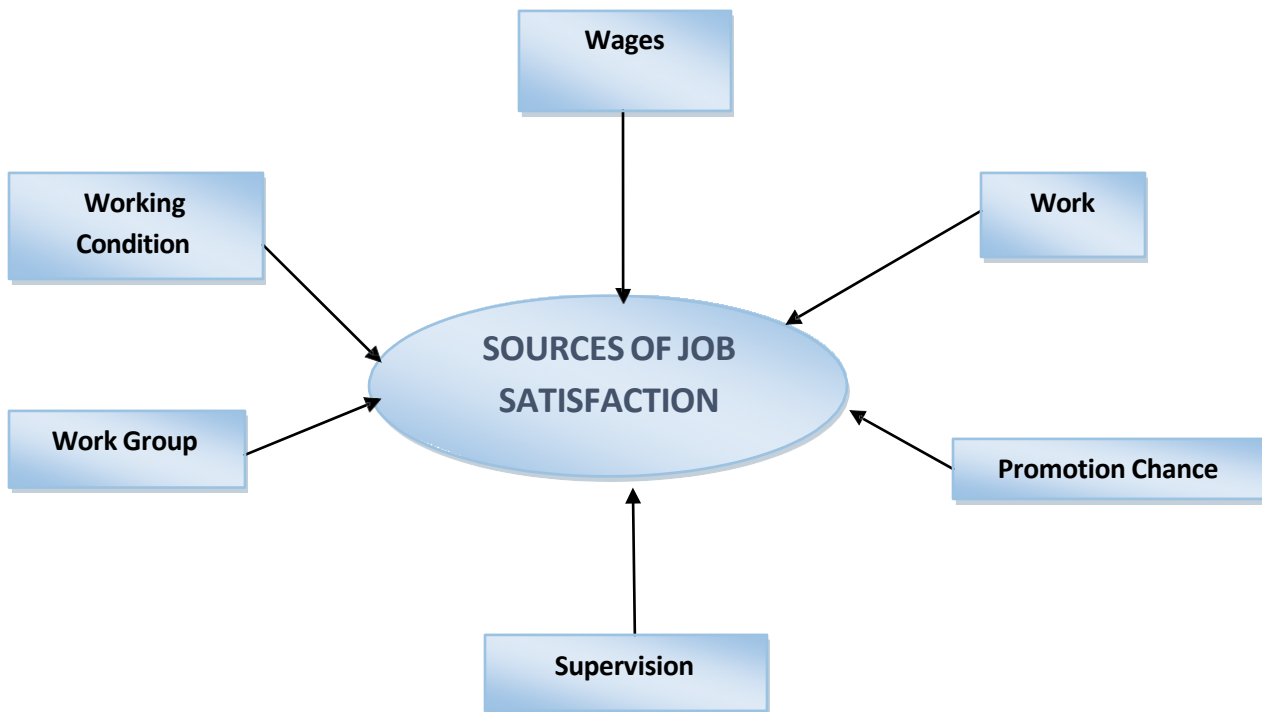
#### **5) Summation score:**

It lists the important components of the work and inquires about the employees' opinions of each. The nature of the work, supervision, current compensation, prospects for advancement, and relationships with coworkers are typical factors that would be taken into consideration. In addition, numerous researchers employed a plethora of methods to gauge job satisfaction in the summation score.



## Sources Of Job-Satisfaction

Job satisfaction is influenced by a number of work-related factors. The nature of the job, opportunities for advancement, the caliber of the supervisors, the work group, and the working environment are the most crucial factors.



### 1) Wages:

Pay has a big impact on how happy people are in their jobs. There are two reasons for this. First of all, money is a crucial tool for meeting needs. Second, workers frequently believe that their pay reflects how concerned management is about them.

## **2) Nature of work:**

The majority of workers long for cerebral challenges at work. They typically like being offered a range of tasks, autonomy, and feedback on how well they are doing, as well as chances to put their skills and abilities to use. These qualities contribute to the mental challenge of jobs. A job with too little challenge will make you bored. However, an excessive amount of difficulty breeds resentment and a sense of failure. When given a moderate level of challenge, workers feel content and happy.

## **3) Promotions:**

One of the most delicate topics in an employee's life is promotion. A promotion gives an employee credit for their work and encourages them to keep going in that direction.

Opportunities for advancement have a significant impact on job satisfaction. Workers typically have a strong desire to advance because it means changes to their status, independence, pay, responsibilities, and other aspects of their jobs. It should come as no surprise that the employee views getting promoted as the pinnacle of his professional goals, and he is ecstatic when it happens. It's considered a chance that leads to more money. An employee who is promoted receives a better position, a higher salary, respect, benefits, etc.

## **4) Work group:**

For certain workers, the work group is a source of fulfillment. It's no secret that a lot of workers find that their jobs satisfy their need for social interaction. When people in the work group share the same attitudes and values, it can be a strange source of satisfaction. There is less daily conflict when like-minded individuals are in the vicinity. Similar-minded coworkers can also offer some validation to an individual's self-concept. "You and we are both doing fine."

### **5) Working condition:**

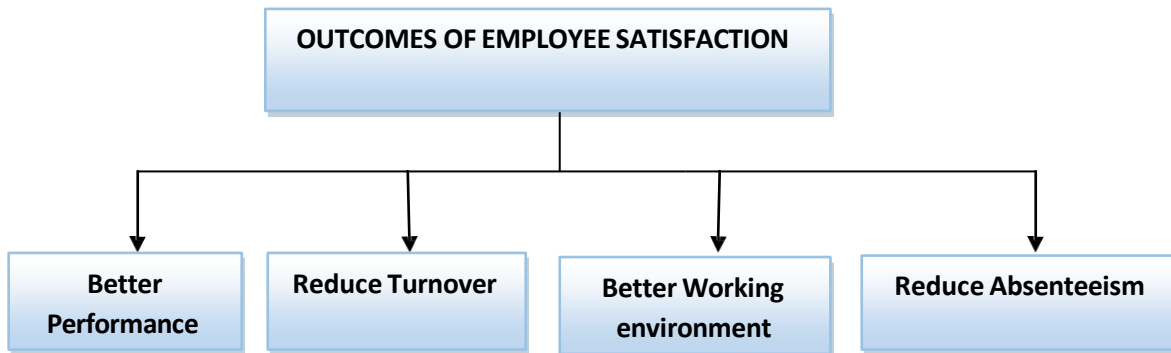
Job satisfaction is correlated with both physically comfortable working environments and well-performing facilities. Factors such as temperature, humidity, ventilation, lighting, noise level, work hours, workplace cleanliness, and the availability of sufficient tools and equipment can all have an impact on an employee's job satisfaction.

### **6) Supervision:**

Job satisfaction and the caliber of supervision are positively correlated. Employee satisfaction is increased by supervisors who build a personal rapport with their subordinates and show a genuine interest in them. Many supervisory roles have been proposed in light of the recognition of the role that supervision plays in fostering satisfaction.

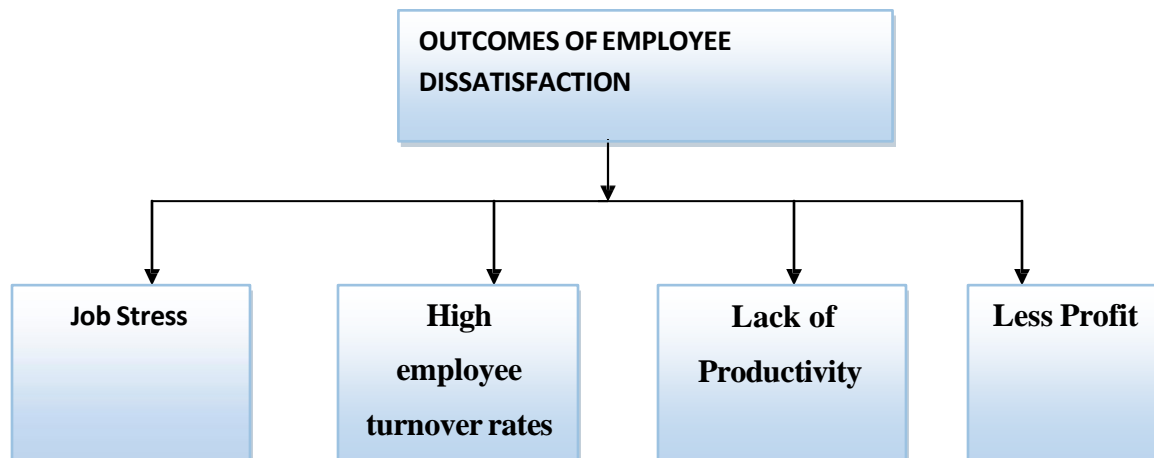
## Outcomes Of Employee Satisfaction

Following are some outcomes of employee satisfaction:



## Outcomes Of Employee Dissatisfaction

Following are some of the outcomes of employee dissatisfaction:



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### **Steps To Improve Job Satisfaction**

The following measures may be adopted to have a higher level of job satisfaction among employees.

- 1) Selection of right man for right job.
- 2) Payment commensurate with the employee's credentials.
- 3) Conducive working environment.
- 4) Cordial superior-subordinate relationship.
- 5) Better inter-personal relationship.
- 6) Provision of suitable promotion opportunities.
- 7) Creation of facilities for training.
- 8) Job rotation where desirable.
- 10) Encouraging employee's participation in decision making.

## **IMPORTANCE OF JOB SATISFACTION**

Following are some of the importance of job satisfaction:

### **1) Increased productivity level:**

Employees will operate with the highest motivation and agility when the company's management, together with the person directly in charge of them or their supervisor, takes the necessary steps to understand their job satisfaction. He will make sure to meet deadlines and quality standards while finishing his work to a high standard.

As a result, the company's productivity level will rise, enabling it to achieve its goals and objectives more quickly.

### **2) Retain employees:**

In the field of corporate management, it is a well-known truth that a company cannot advance with the assistance and support of a small number of management personnel. It does need the assistance and backing of staff members who possess expertise and talent in a variety of fields and facets. Therefore, it is crucial to maintain employees' happiness and satisfaction at work in order to encourage them to continue producing high-quality work and coming up with creative ideas.

### **3) Positive word of mouth:**

There are countless instances of cooperative businesses that have a reputation for receiving unfavorable feedback from both former and present workers. The primary cause of this is that the company doesn't really care if its workers are happy in their jobs, and when workers talk about their problems with friends, family, and other loved ones, it reflects poorly on the company and its management.

Therefore, it is imperative that businesses recognize and prioritize employee job satisfaction in order to achieve the goal of positive word-of-mouth within the market and industry at large.

#### **4) Innovation:**

Employees work harder when they feel appreciated and motivated at work and when they receive rewards for their accomplishments. They are the ones who generate the novel concepts and tactics. Additionally, because they are completely content and satisfied, they carry out the same tasks in the best way possible.

#### **5) Positive work environment:**

The management of the company must not only recognize and value job satisfaction, but also recognize that personal prejudice toward any one employee can have a direct or indirect impact on job satisfaction. This leads to a factor of insecurity, which impacts the company's overall work environment and further lowers productivity.

#### **6) Competitive advantage:**

There is competition amongst businesses in the market, not only in terms of what goods and services they offer, but also in terms of the caliber of the personnel and talent they employ. The companies continue to target the brightest workers from their modern companies with increased compensation and various other benefits.

But regardless of how lucrative and alluring a job offer is, he won't leave the company if the staff is happy with his position and the management. The company gains a competitive advantage and market leadership in this way.

## **Response to Job Dissatisfaction**

The final aspect of job dissatisfaction concerns the means by which workers communicate their discontent. Employee dissatisfaction can be expressed in a few different ways. Employees may, for instance, file complaints, pilfer company property, or neglect to complete a portion of their job duties. The most grave is leaving the company itself.

### **1) Exit:**

Demonstrate actions aimed at quitting the company. includes quitting as well as searching for a new job.

### **2) Voice:**

Making suggestions for improvements, talking with superiors about issues, and engaging in some union activity are all examples of actively and constructively trying to improve conditions.

### **3) Loyalty:**

Speaking on behalf of the organization in the face of outside criticism and having faith in the management and organization to act morally all while waiting for things to improve is known as passive but optimistic waiting.

### **4) Neglect:**

Reduced effort, a higher mistake rate, and chronic absenteeism are examples of conditions that are passively allowed to worsen.



## **Theories of Job Satisfaction**

Numerous theories exist regarding job satisfaction that interpret and clarify what and how can increase people's levels of satisfaction. The range of these theories shows how crucial work is.

A career is not just for making money for the rest of your life; since most workers spend more than one-third of their waking hours at work, careers are also closely related to people's happiness. It goes without saying that if a person is highly satisfied with their work, they will likely work harder and be more successful in it.

The Maslow need hierarchy theory, the Herzberg theory, the dispositional theory, the discrepancy theory, and the need fulfillment theory are a few popular theories about work satisfaction.

Beside these theories there are various others theories of job satisfaction.

### **Discrepancy Theory**

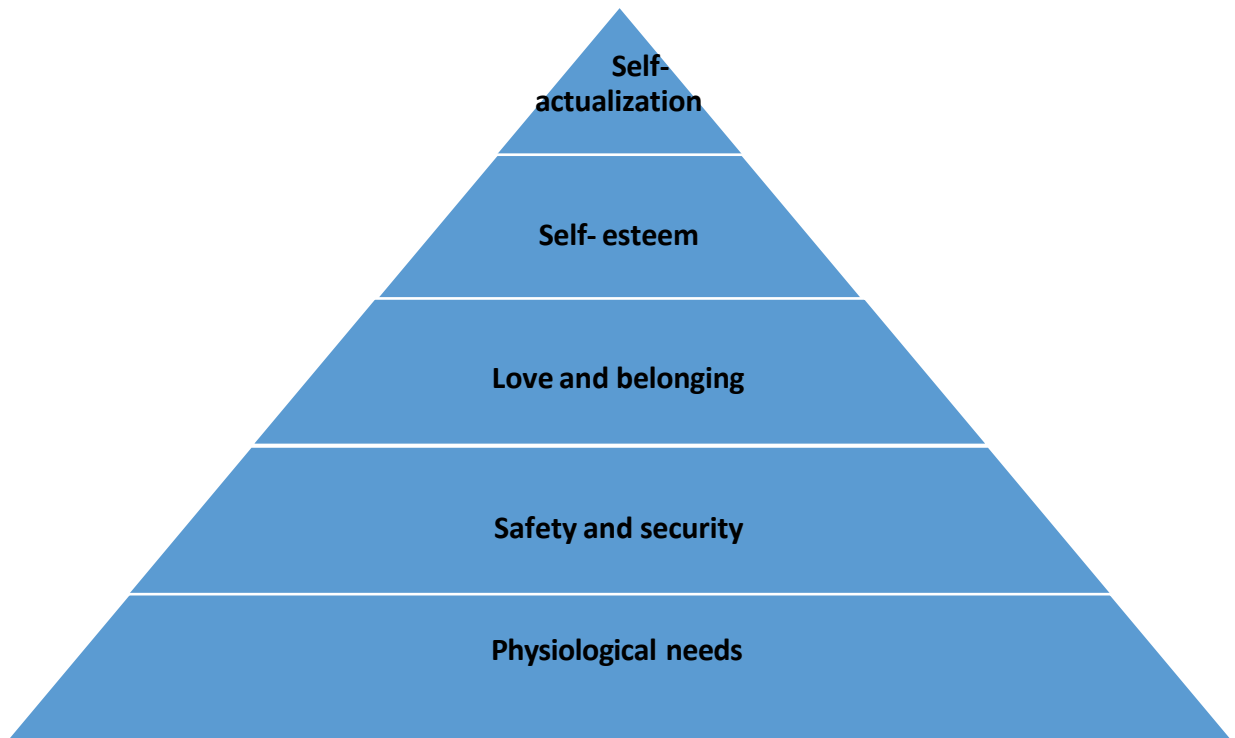
E.A. Locke is the one who proposed this theory. This theory holds that a person's level of job satisfaction is influenced by both what they really get and what they anticipate from their employment. Dissatisfaction arises when the actual reward received is less than anticipated.

According to Locke, "the perceived relationship between what one wants from one's job and what one believes it is actually offering" determines one's level of job satisfaction and discontent. Put differently, satisfaction is the difference between one's expectations and what they feel they should have received.

### **Maslow's Need Hierarchy Theory**

The well-known psychologist Abraham Maslow created a theory of motivation based on human needs. One of the earliest theories to look at the significant factors influencing work satisfaction was this one.

He mentioned that within every human being, there exists a hierarchy of five needs.



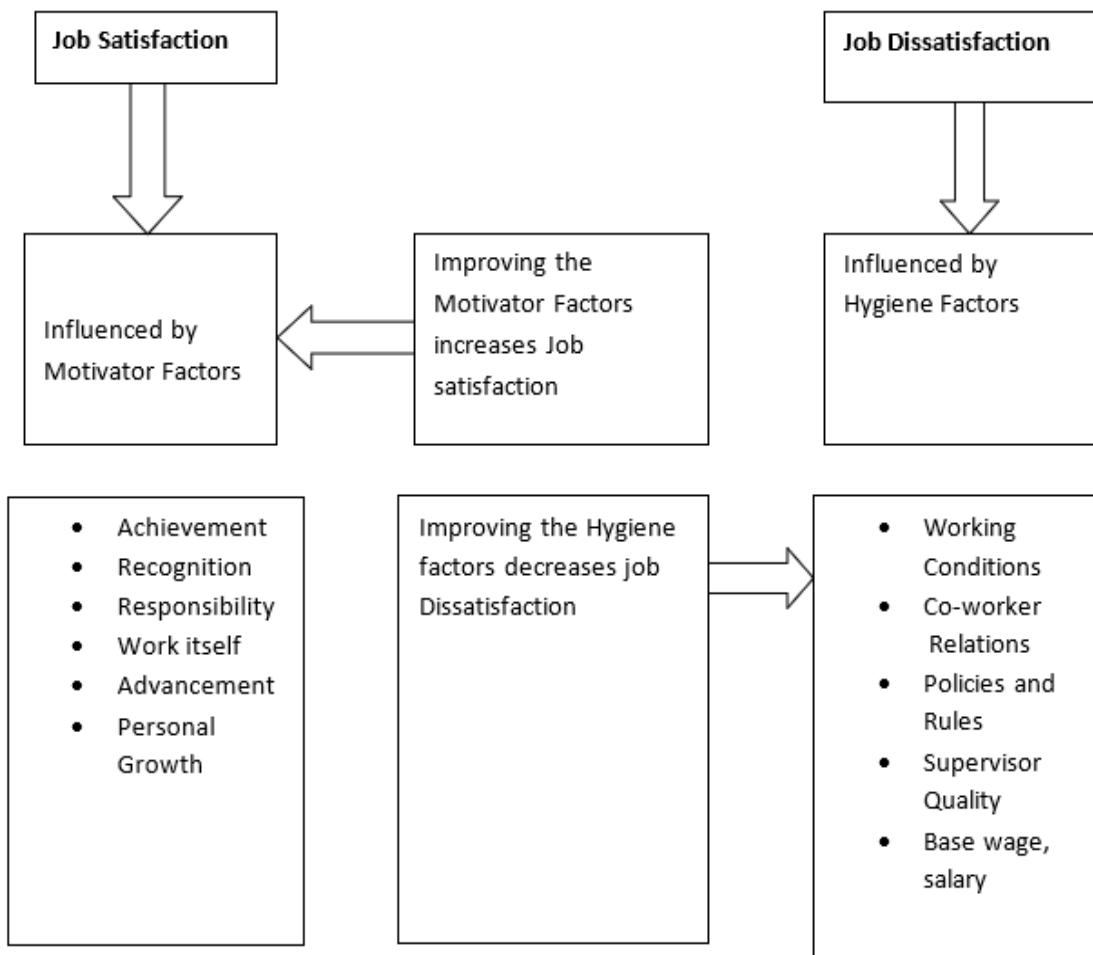
### **Need Fulfilment Theory**

According to this theory, a person will be more satisfied if he gets what he wants, more than he wants, or the thing that is more important to him. On the other hand, he will be more unhappy if he does not get what he wants.

Stated differently, there exists a positive correlation between job satisfaction and an individual's needs, both expected and necessary.

## Two Factor Theory

In 1959, Fredrick Herzberg, a behavioural scientist proposed a two- factor theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. Herzberg classified these job factors into two categories-



## **Dispositional Theory**

In addition to being a prominent theory in employee satisfaction, dispositional theory is arguably the only one that exclusively considers an individual's innate nature when compared to other theories pertaining to job satisfaction. This theory contends that a person's personality plays a significant role in determining their level of satisfaction.

For instance, a worker who is inwardly focused and unable to showcase their abilities may be less satisfied with their work than a more self-assured and independent worker.

## **Equity Theory**

Although the equity theory is primarily concerned with motivation, it also makes significant contributions to our understanding of the origins of satisfaction and dissatisfaction. The equity theory of motivation, or Adam's equity theory, was created in 1963 by workplace behavioral psychologist John Stacey Adam.

According to this theory, an individual's perceived equity, which is based on his input and output balance relative to others', determines how satisfied they are with their jobs. Every person evaluates their achievements in relation to a "reference group." Loyalty, diligence, commitment, efforts, time, etc. are examples of inputs. In contrast, outputs include things like pay, benefits, and recognition. He is content if he believes his compensation is fair when compared to those of others who are performing comparable work.

The actions a person takes in order to obtain an output are referred to as inputs. They represent the individual's contribution to the company. Typical inputs include the amount of effort put in, the hours worked, the level of commitment, etc.

The outcome that a person obtains as a result of their inputs to the organization is known as an output, sometimes known as an outcome. Certain benefits, like pay, will be material, but other benefits, like recognition, are intangible.

The person will most likely keep producing at the same rate if they believe the rewards are fair.

Lower the quantity and/or quality of output if the person believes they are not being compensated fairly. This could lead to dissatisfaction.

Inequity = Person's outcome/Person's inputs < Others outcome/Other's inputs

Equity = Person's outcome/Person's inputs = Other's outcome/ Other's inputs

## **OBJECTIVE OF THE STUDY**

- To research the job satisfaction level among the employees.
- To investigate the different elements influencing worker satisfaction.
- To know the supportiveness of superiors.

## **SCOPE OF THE STUDY**

- One crucial result that workers provide to a company is job satisfaction. An analysis of banking sector employees' job satisfaction has been attempted in this study. The goal of the study is to determine how satisfied bank workers are with their jobs.
  
- A number of factors, including pay, bonus policies, working conditions, promotion policies, job security, relationships between superiors and subordinates, the nature of the work, employee participation in decision-making, the provision of training and development, the grievance procedure, the performance appraisal system, leave policies, etc., have been taken into consideration when analyzing job satisfaction. This study offers some recommendations for raising workers' job satisfaction.



# **INDUSTRY PROFILE**

## **Introduction to Banking**

The book of economics and commerce contains numerous definitions of banks written by different authors. It is very challenging to define a bank because they carry out a wide range of functions and can be described in a variety of ways depending on those functions. The emergence of distinct bank types, each with a focus on a particular industry, highlights the importance of all bank types. It would be unscientific and most likely impossible to define banking institutions in a way that is both universal and thorough. Every kind of bank ought to have a definition that explains the specific duties that it performs.

The Bill of Exchange Act 1882 (England) defines a bank as "a body of persons, whether incorporated or not, who carry on the business of banking" because lawmakers are aware of this challenge.

We can see from this definition that any organization that carries out different banking operations can be referred to as a bank. However, it is discovered that many banking functions are cautious from time to time and from nation to nation. The execution of all banking operations by a single bank is not feasible. Thus, a large number of specialized banks were established with the intention of carrying out one or more tasks.

"A banker is one who, in the ordinary course of business, honours checks drawn upon him by persons for whom he receives money on current account," according to Dr. Herbert L. Hart.

"No individual or entity can work as a banker if they do not: (i) accept deposit accounts; (ii) accept current accounts; (iii) issue and pay checks drawn on them; (iv) collect checks that have been crossed and uncrossed on behalf of their clients," according to Sir John Paget.

## **LITERATURE REVIEW**

The key to job satisfaction is an individual's level of job satisfaction.. Over the course of several decades, experts and researchers have found job satisfaction to be an intriguing concept. The analysis of earlier work on job satisfaction from 1981 to 2014 is presented in this paper. The goal is to identify the various criteria that are used to assess job satisfaction. Based on a review of the literature, it has been determined that work environment—rather than salary—is the primary factor that contributes to job satisfaction.

The most valuable resource in any organization is thought to be its human resources. It is the culmination of all of the innate skills and aptitudes possessed by the working population, which includes managers, executives, and regular workers. To the greatest extent feasible, human resources should be employed in order to accomplish both organizational and individual objectives. Therefore, the achievement of objectives is ultimately determined by the employee's performance. Hence, motivation and job satisfaction have a big impact on an employee's performance.

The main factor influencing job satisfaction is an individual's attitude toward their work. In contrast to an unhappy employee who has a negative attitude toward the job, an employee who expresses satisfaction is said to have a positive attitude toward the job. A negative attitude is indicative of a personality disposition that is likely to cause anxiety, tension, worry, upset, and distress, whereas a positive attitude is associated with feelings of happiness for oneself, other people, and one's work.

The degree to which people find fulfillment or gratification in their work is reflected in their level of job satisfaction. Job satisfaction demonstrates how an individual's needs and goals, as well as group and organizational factors like relationships with coworkers and supervisors, working conditions, work policies, and compensation, influence their attitude. A contented worker is more likely to stay with the company, contribute positively, and have fewer absences. Job satisfaction has an impact outside of the workplace.

Citizens who are happy are more likely to be satisfied workers. According to certain theories, people who are satisfied with their jobs are:

- 1) Encouraged to perform tasks effectively and efficiently;
- 2) Persuaded to stay with the company;
- 3) Ready to respond quickly in emergency situations;
- 4) ready to accept the changes without protest;
- 5) Concerned with enhancing the organization's reputation; and
- 6) More content and joyful in their work. Job satisfaction is determined by the quality of the work.

### **Dimensions of Job satisfaction**

The three key components of job satisfaction are as follows:

One's attitude toward one's work is referred to as job satisfaction. It cannot be seen; it can only be deduced.

A common metric for measuring job satisfaction is how well results meet or surpass expectations. Increased dedication to meeting formal requirements is a sign of job satisfaction. The willingness to devote more time and personal energy to work performance is higher.

Most of the time, job attitudes and job satisfaction are used interchangeably. Both speak about how well people are oriented toward the jobs they are currently holding. Job satisfaction is conceptually correlated with positive attitudes toward one's work, and job dissatisfaction is correlated with negative attitudes toward one's work.

## **Review of Literature**

**Afroze (2008)** attempted to investigate how satisfied workers were with their jobs, especially those who worked at Nandan Mega Shop on the store floor. She discovered that happier employees are the result of an organization's ability to meet their expectations, which in turn improves employee experiences.

**Wong & Heng (2009)** determined the variables used to gauge faculty members' job satisfaction at two particular Malaysian universities. They discovered that policy, administration, and pay are the main factors that contribute to job satisfaction.

**Ankita Sharma., (Aug. 2014)** examined the degree of job satisfaction among Hamirpur district's public sector bank workers. The study came to the conclusion that raising employee pay levels, implementing performance reviews, using promotion tactics, and offering training and development opportunities all help to raise employee satisfaction levels overall.

**Vrinda N.N. and Nisha Ann Jacob (Feb. 2015)** examined the connection between job satisfaction and performance. This study examined how job satisfaction is measured, the most fulfilling experience an employee had at work, and the reasons behind employees' stays and leaves of the company. According to the study, professional jobs performed better and had even higher job satisfaction than less complex jobs.

**Dr. M.G.Varshney and Sangeeta Malpani (Feb2014)** The job satisfaction levels of SBI employees in the districts of Udaipur and Rajsamand, as well as the factors that influence job satisfaction, have been proposed. Ultimately, the study found that there is no single dimension and that bank employees in Rajasthan and Udaipur have varying levels of job satisfaction.

## RESEARCH METHODOLOGY

**Universe:** South Delhi

**Area:** Following banks are selected for study purpose:

### Private Sector Bank:

- 1) Axis Bank, B-6/7, Basement, Ground Floor & First Floor, Plot Number 7, Safdarjung Enclave, Delhi – 110029
- 2) HDFC Bank, H-7, Green Park Extension, Delhi – 110016 (Block-H)

### Public Sector Bank:

- 1) State Bank of India, D-103, Main 100 Feet Rd , Chhatarpur, New Delhi, Delhi 110074
- 2) Canara Bank , D-95, 100 Feet Rd, Chhatarpur Enclave, PHASE II, New Delhi, Delhi 110074
- 3) Bank of Baroda, 191/558, , Main 100 Feet Rd , Chhatarpur, New Delhi, Delhi 110074

**Sample size:** 50 employees

**Sampling technique:** Simple random sampling, convenience sampling.

**Research design:** Descriptive research design

### Data collection:

Primary source:

Questionnaire

Secondary source:

Internet **Tools:** MS

Word, MS Excel

## **RESEARCH METHODOLOGY:**

A research methodology is a means of resolving the issue or achieving the goals in an organized manner. It is a crucial set of guidelines that help with observation, data collection, and analysis to finish any project.

## **RESEARCH DESIGN:**

an outline for the framework used to conduct the research. It outlines the specific steps required to gather the data required to organize and resolve research issues.

The researcher uses descriptive study as their research methodology. A research design typically consists of the following elements, or tasks:

- Specify the data that is required.
- Create the study plan.
- Clearly state the selling and measurement processes.
- Create and present a suitable form or questionnaire for gathering data.
- Indicate the size and method of the sample.
- Create a data analysis plan.

## **SAMPLE SIZE:**

Sample size refers to the number of participants included in a study.

50 employees are selected for conducting research.

## **DATA COLLECTION**

➤ Primary and secondary data were the two main types of data that were gathered in order to identify the appropriate data for the research, as will be explained below:

➤ **PRIMARY DATA:**

Primary data are those that were originally and completely gathered, making them unique in nature. The Questionnaire was used to gather the primary data. The questionnaire has been appropriately designed to encompass all the necessary data needed for the research. The primary data was gathered through interviews with division officials and employees within the organization as well as through a questionnaire given to individuals working in various departments within that specific division.

➤ **SECONDARY DATA:**

The Manuals and the organization's archived records have both been used to gather secondary data. Additional information gathered from previously published books and research websites.

## **SAMPLING PROCEDURE:**

Here, the researcher uses convenience sampling for the detailed sampling process and simple random sampling for the survey. The time and financial constraints of the researcher led to the adoption of this procedure.

## **SAMPLING UNIT:**

Respondents have been selected from different wings of the organization.

**RESEARCH INSTRUMENT:**

A structured questionnaire is the research tool used in this study. A questionnaire asks respondents a series of questions and requests their responses. In order to gather data, the researcher employed a questionnaire as the research tool. Respondents are given a questionnaire with closed-ended, open-ended, and Likert scale model questions.

**PERCENTAGE ANALYSIS:**

Pie charts are used to visually represent the different percentages that are identified through analysis in the research.

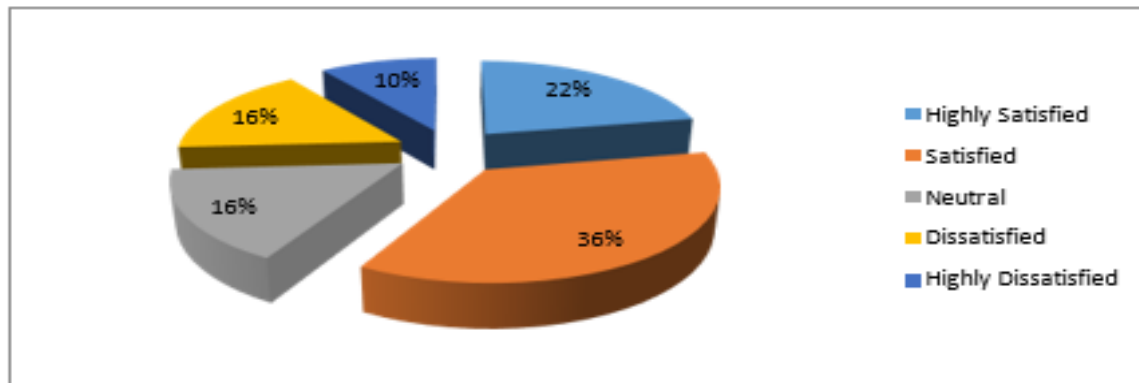
$$\text{Percentage of respondents} = \text{Number of Respondents} / \text{Total number of respondents} \times 100$$



## **DATA ANALYSIS AND INTERPRETATION**

### **1. Do you enjoy your work?**

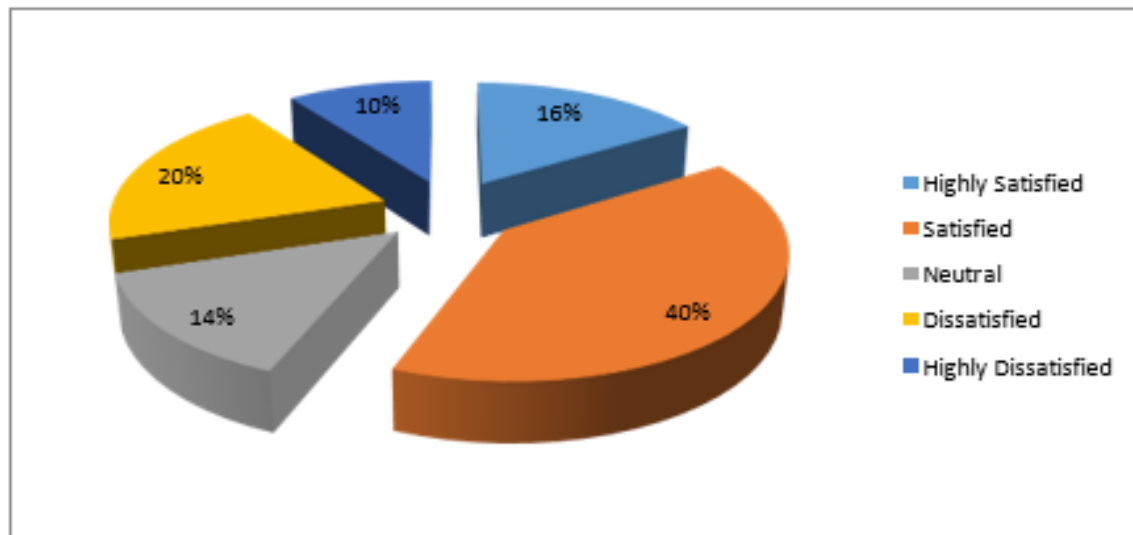
<b>Responses</b>	<b>Percentage</b>	<b>No. of respondent</b>
Highly satisfied	22%	11
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	10%	5
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents 11 were highly satisfied or enjoy their work, 18 were satisfied as they find their work very interesting whereas 8 were neutral regarding their response, 8 were dissatisfied whereas 5 were highly dissatisfied because according to them their work is clerical nature and also work is of load in the banks are too much. however majority of respondents were satisfied with the nature of work assigned to them.

2.How clear are the employees regarding goals of their department and the organization?

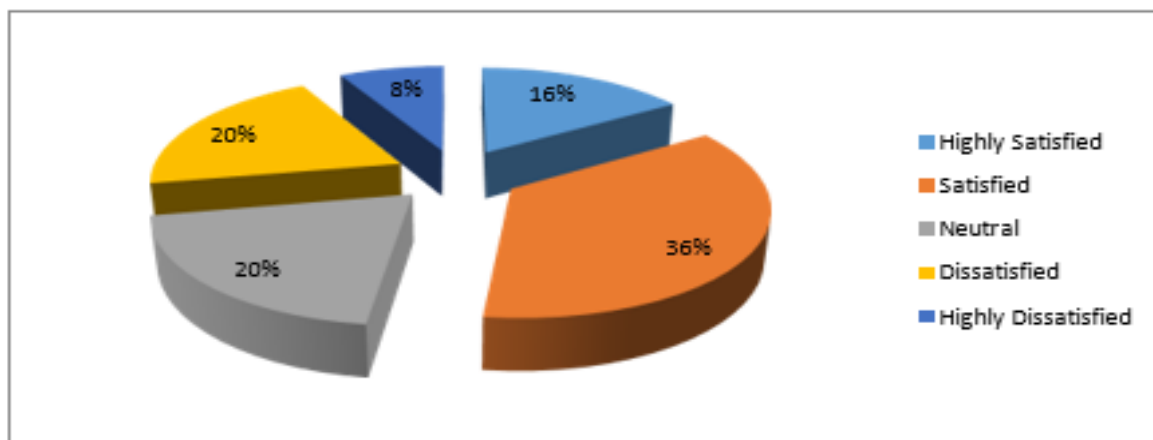
Responses	Percentage	No. of respondent
Highly satisfied	16%	8
Satisfied	40%	20
Neutral	14%	7
Dissatisfied	20%	10
Highly dissatisfied	10%	5
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents 8 were highly satisfied, 20 were satisfied that they are clear about the goal of their department and the organization as they are old employees. 7 gave no response, 10 were dissatisfied and 5 were highly dissatisfied as they are not very clear with their goal. Further investigation revealed that most of them who were unclear with their goals were new comers to their concerned department.

3. Do you find your superiors as being helping and supportive?

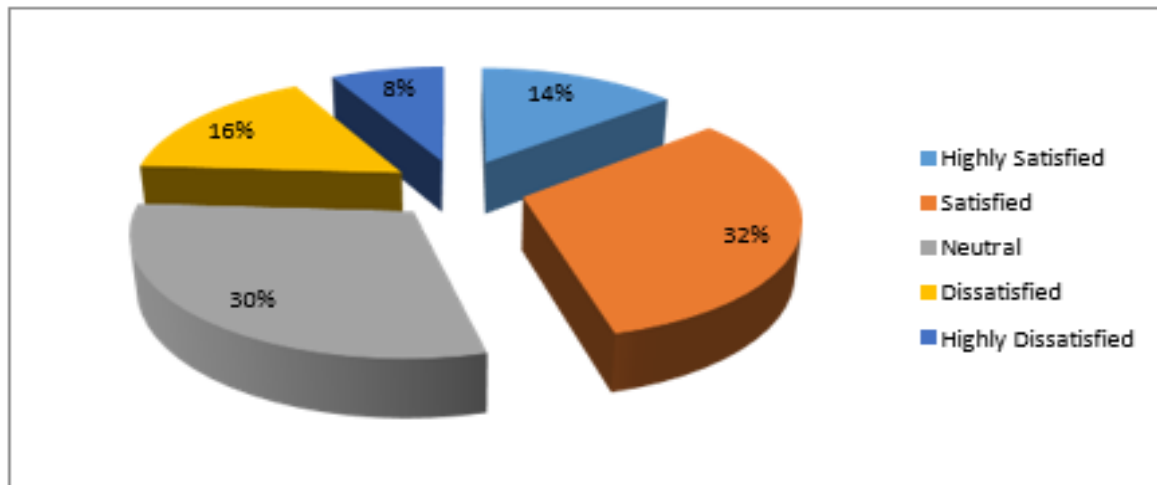
Responses	Percentage	No. of respondent
Highly satisfied	16%	8
Satisfied	36%	18
Neutral	20%	10
Dissatisfied	20%	10
Highly dissatisfied	8%	4
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents 8 were highly satisfied with the supportiveness of their superior, 18 were satisfied, 10 were neutral regarding their response, 10 were dissatisfied whereas 4 were highly dissatisfied. Majority of respondents were satisfied with superior supportiveness they felt that their superiors are ready to clear the doubts and help them in improving their performance. They also took personal interest in the employee's growth. However opinion varies from department to department.

4.Does the management involve you in the decision making?

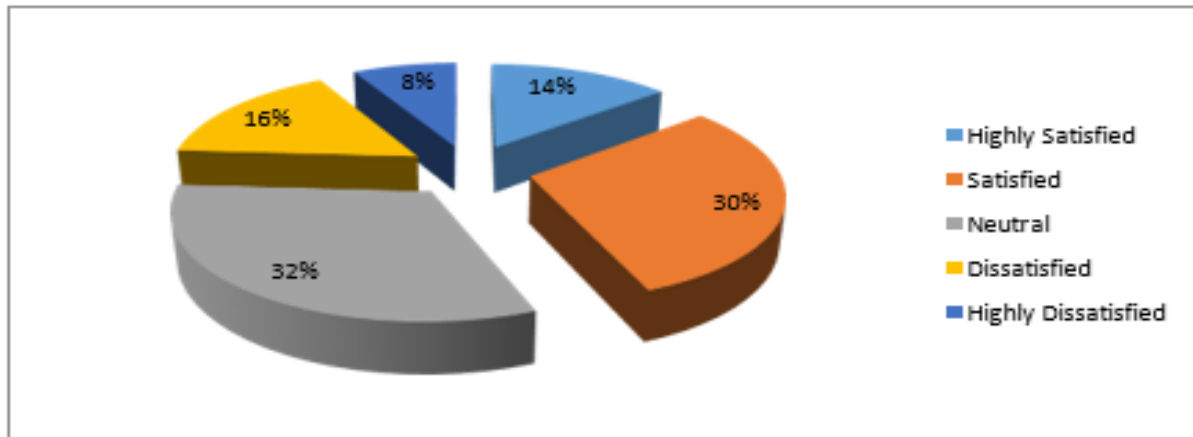
Responses	Percentage	No. of respondent
Highly satisfied	14%	7
Satisfied	32%	16
Neutral	30%	15
Dissatisfied	16%	8
Highly dissatisfied	8%	4
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents 7 were highly satisfied, 16 were satisfied as per them management involved them in the decision making which are related to their department. 15 were neutral regarding their response, 8 were dissatisfied whereas 4 were highly dissatisfied. Some employees said that management does not involve them in decision making because the chance of security risk increases.

5. Do you agree that organization is very open to ideas and suggestion given by employees?

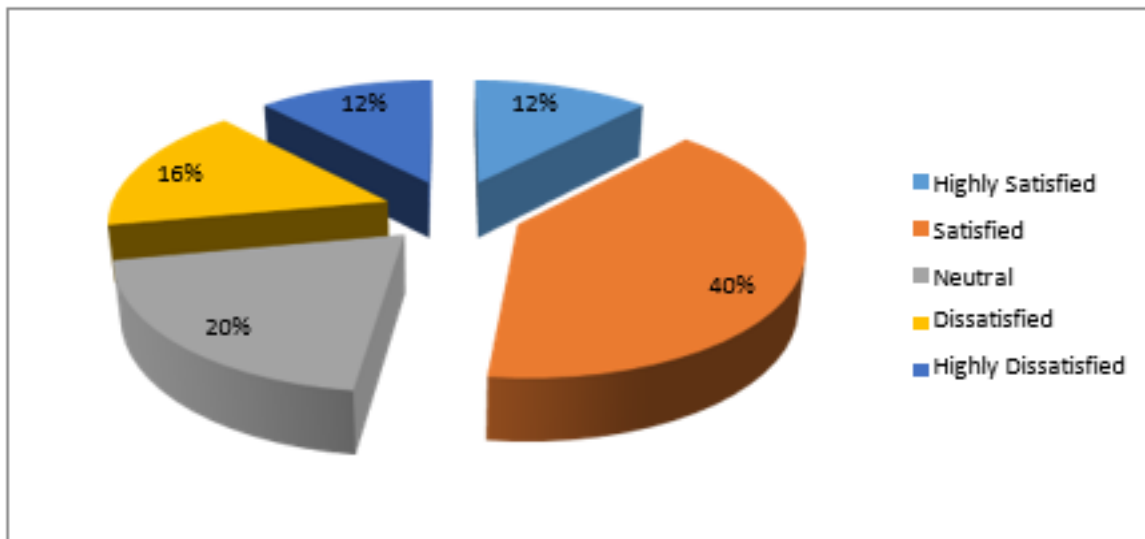
Responses	Percentage	No. of respondent
Highly satisfied	14%	7
Satisfied	30%	15
Neutral	32%	16
Dissatisfied	16%	8
Highly dissatisfied	8%	4
<b>Total</b>	100%	50



**Interpretation:** Out of 50 respondents 7 were highly satisfied, 15 were satisfied, 16 were neutral regarding their response, 8 were dissatisfied whereas 4 were highly dissatisfied. Most of the employees agree that their organization is very open to ideas and suggestions given by the employees. They believe that company approaches very friendly to the employee's suggestions and their ideas and actually implement it in the organization, if it is concrete in nature. Whereas some employees are not satisfied with this as they are new employees of the organization hence their suggestions are not taken seriously by the organization.

6.Are you satisfied with the teamwork present between the employees?

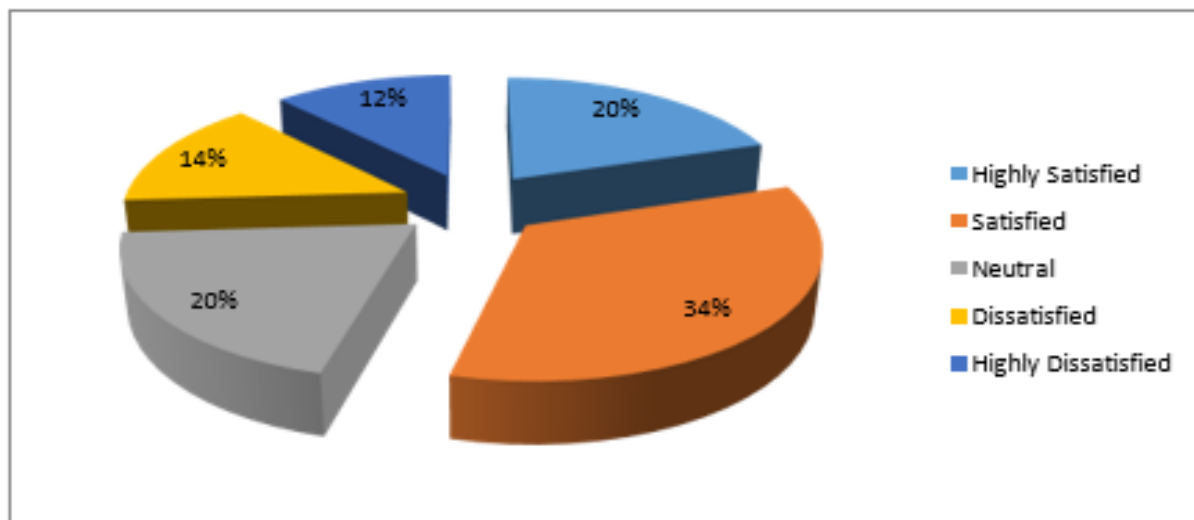
Responses	Percentage	No. of respondent
Highly satisfied	12%	6
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	16%	8
Highly dissatisfied	12%	6
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents, 6 were highly satisfied, 20 were satisfied with the team work presents between the employees. 10 were neutral, 8 were dissatisfied and 6 were highly dissatisfied. Majority of respondents are satisfied because they feel that the team work in their respective department is excellent. Again these are from the department where team work was rewarded. In department where teamwork was not rewarded, teamwork and cooperation was not very apparent.

7.Are you satisfied with the communication between the peers and superiors?

Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	34%	17
Neutral	20%	10
Dissatisfied	14%	7
Highly dissatisfied	12%	6
<b>Total</b>	<b>100%</b>	<b>50</b>



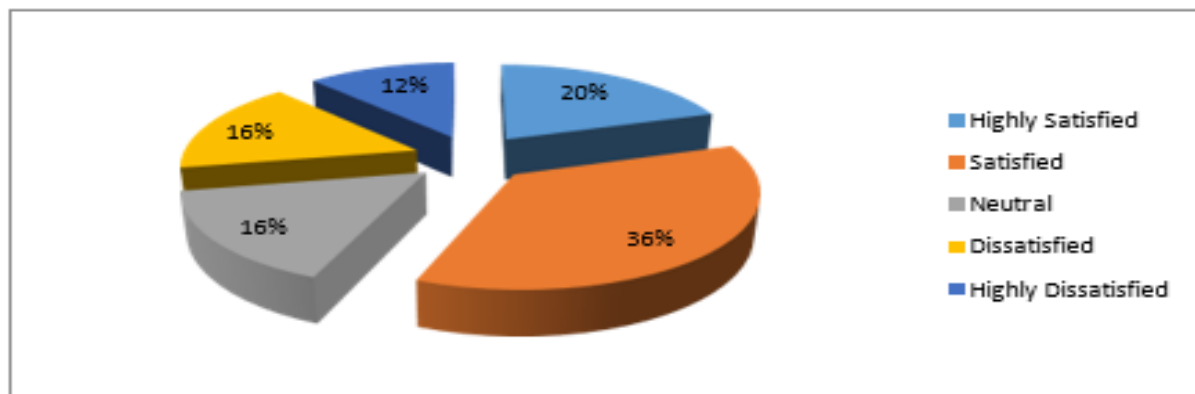
**Interpretation:** Out of 50 respondents, 10 were highly satisfied, 17 were satisfied that the communication between the peers and superior are good. As they are old employees and they are comfortable in communicating with their peers and superiors. Whereas 10 were neutral, 7 were dissatisfied and 6 were highly dissatisfied with the communication between the peers and superior because they are new employees and they feel a little uncomfortable in communicating with their superiors.





8.Are you satisfied with the leadership of your superior?

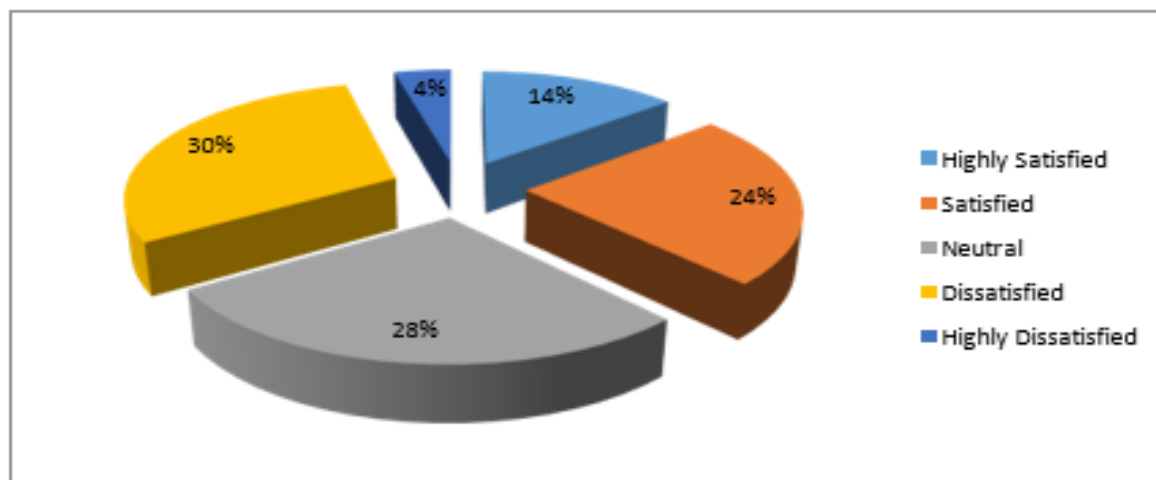
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	12%	6
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents, 10 were highly satisfied, 18 were satisfied, 8 were neutral to the response, whereas 8 were dissatisfied and 6 were highly dissatisfied. Most of the employees are satisfied with leadership of their superior. They were happy with their superior's leadership. They felt that their bosses took personal interest in the employee's growth. Whereas some of the employee's were not very much satisfied with their superior's leadership. Since the opinion is precisely divided into two halves, this issue clearly has got to do with the kind of superiors present in each department.

9. Do you find your job role interesting and challenging?

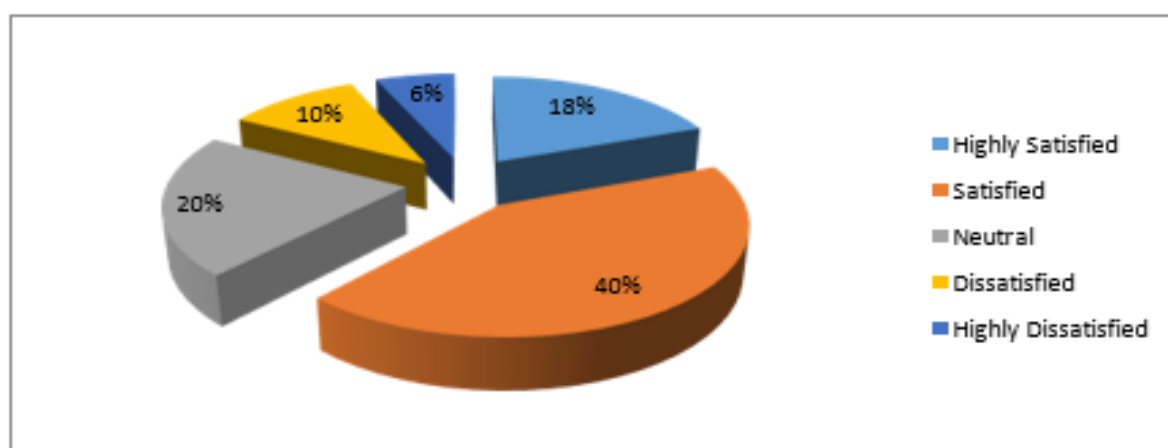
Responses	Percentage	No. of respondent
Highly satisfied	14%	7
Satisfied	24%	12
Neutral	28%	14
Dissatisfied	30%	15
Highly dissatisfied	4%	2
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents, 7 were highly satisfied, 12 were satisfied. Whereas 14 were neutral to the respond, 15 were dissatisfied and 2 were highly dissatisfied. Mostly higher level employees think that their work is quite challenging where most of the decision making process is involved or employees of cash or account department work is also challenging whereas employees who are in front desk or enquiry department do not feel their role much challenging.

10.Are you satisfied with the work environment?

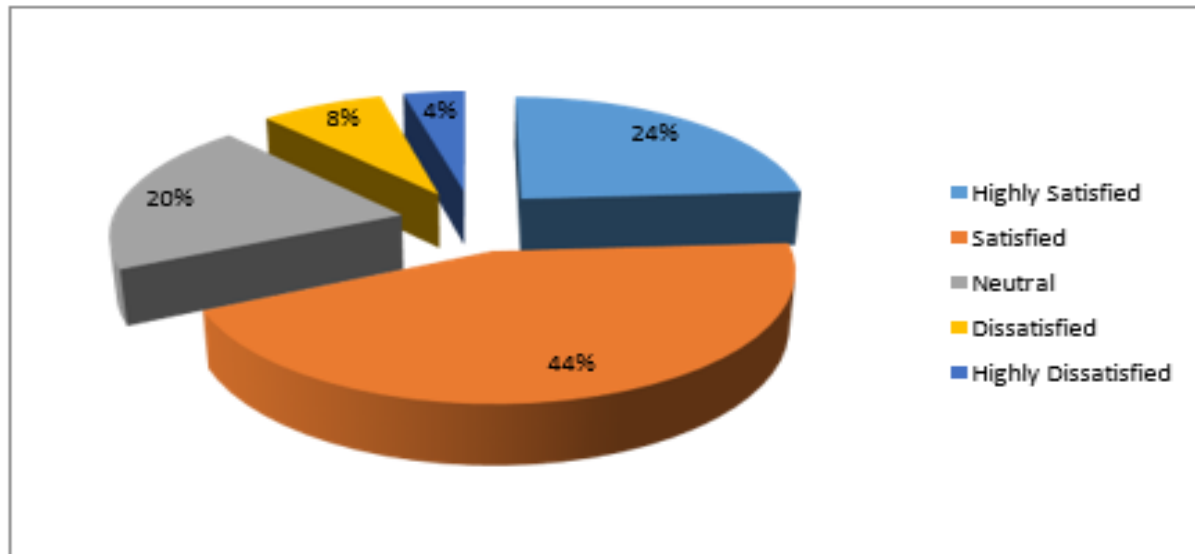
Responses	Percentage	No. of respondent
Highly satisfied	18%	9
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	10%	5
Highly dissatisfied	6%	3
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents, 9 were highly satisfied, 20 were satisfied, 10 were neutral whereas 5 were dissatisfied and 3 were highly dissatisfied. Majority of the respondents are satisfied with the physical environment, in terms of commercial buildings and office decoration, they were also satisfied with the technical aspect of their workplace, including IT equipment and level of technical support, they also have access to all necessary information and perform their work in line with the internal rules and policies of the bank. However some of employees are not satisfied with work environment as they perceived that there is no proper refreshment facility.

11.Are you satisfied with the salary and bonus being offered to you?

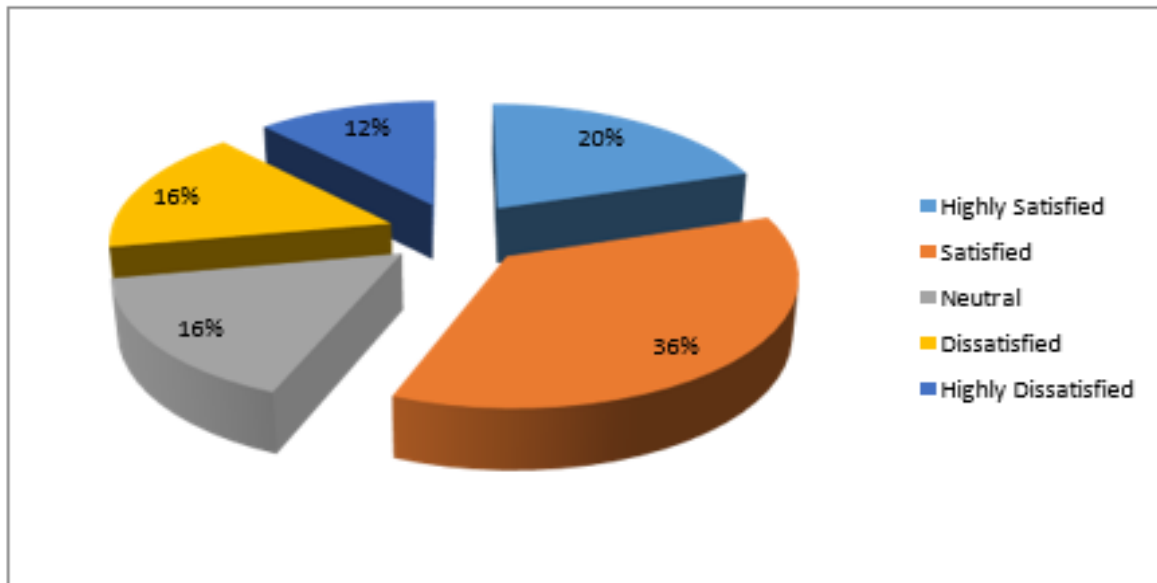
Responses	Percentage	No. of respondent
Highly satisfied	24%	12
Satisfied	44%	22
Neutral	20%	10
Dissatisfied	8%	4
Highly dissatisfied	4%	2
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of the 50 respondents, 12 were highly satisfied, 22 were satisfied, 10 does not give any response whereas 4 were dissatisfied and 2 were highly dissatisfied. Most of the employees think that they are satisfied with their salaries because their salaries are matched with their position and work load. Though some of them are not satisfied with their salaries and bonuses because they are expecting more bonuses as they feel they contribute more.

12. Are you satisfied with the performance appraisal system of your organization?

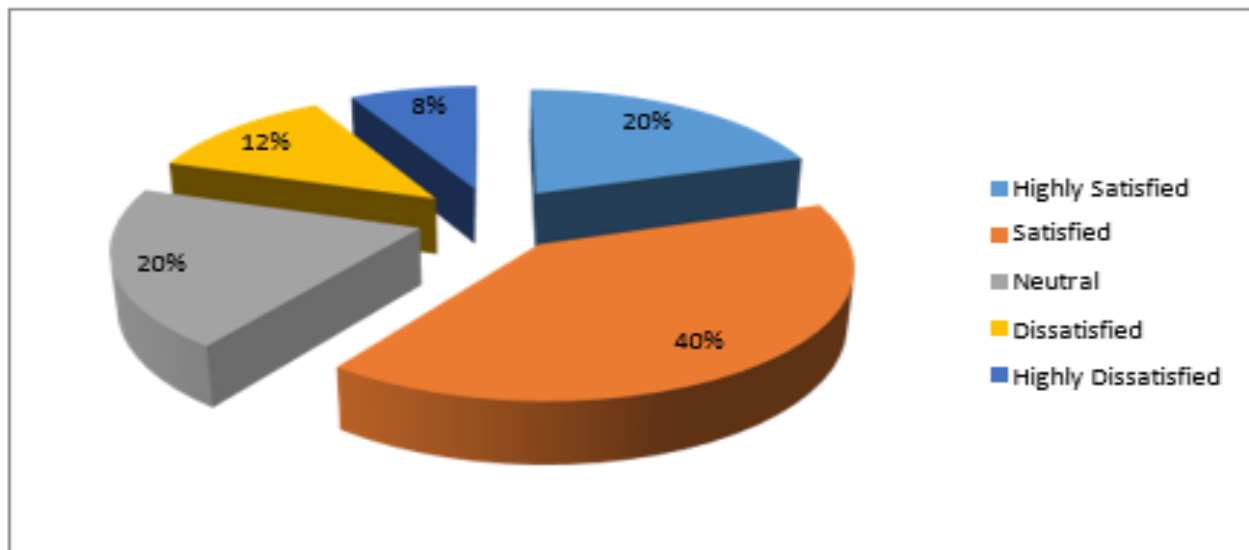
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	12%	6
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Most of the employees believe that the system of performance appraisal is fair, they perceive that they are evaluated on a fairly basis implying without any bias and partiality. However some employees are of the opinion that performance evaluation being done in their organization is not fair and should improve upon.

13. Are you satisfied with the promotion policy of your company?

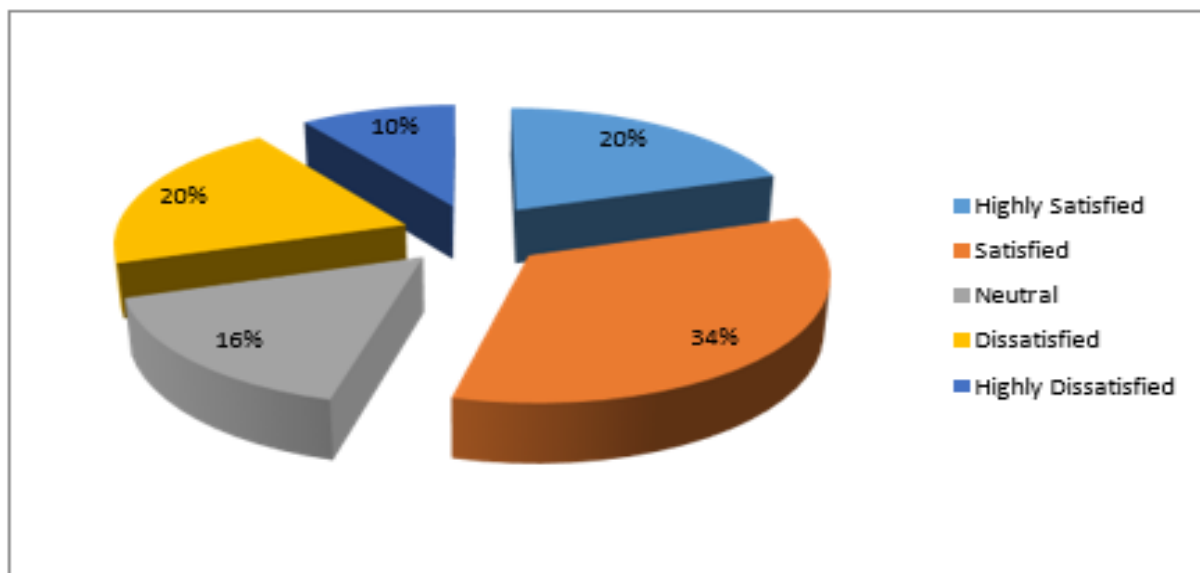
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	12%	6
Highly dissatisfied	8%	4
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents 10 were highly satisfied with the promotion policy 20 were satisfied because they perceive that promotion decisions are made in a fair and just manner. 10 gave neutral response, 6 were dissatisfied whereas 4 were highly dissatisfied because they felt that promotion have been long overdue and they have been also denied promotion many a time.

14. Are you satisfied with the training and development programs of your organization?

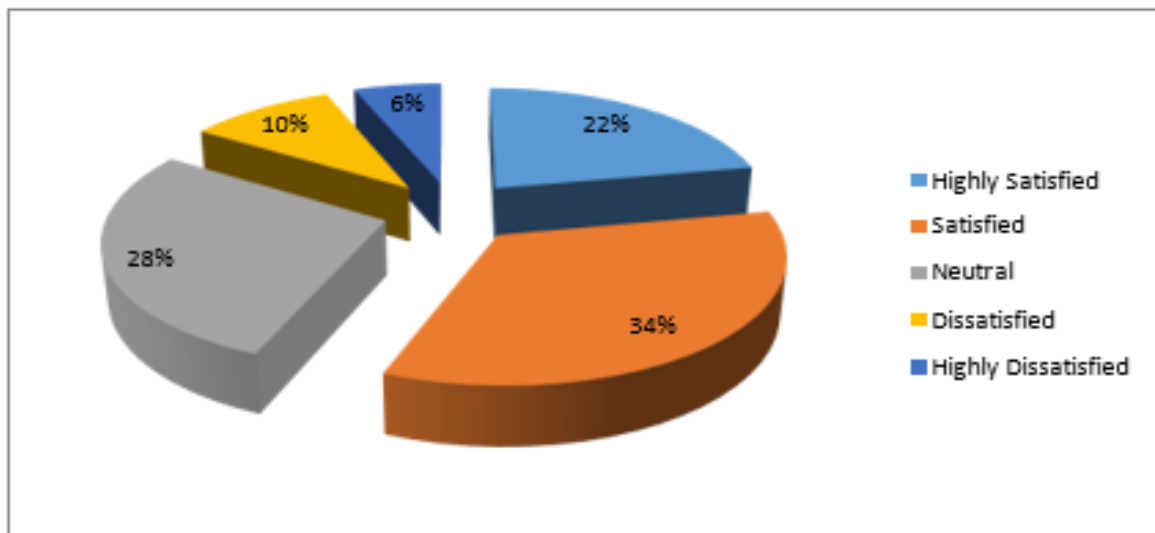
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	34%	17
Neutral	16%	8
Dissatisfied	20%	10
Highly dissatisfied	10%	5
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Most of the employees are satisfied with the training provided to them as they are able to perform their work effectively. However some of them complain that the training and development programs which are provided are not enough for them.

15. Are you satisfied with the leaves provided to you?

Responses	Percentage	No. of respondent
Highly satisfied	22%	11
Satisfied	34%	17
Neutral	28%	14
Dissatisfied	10%	5
Highly dissatisfied	6%	3
<b>Total</b>	<b>100%</b>	<b>50</b>

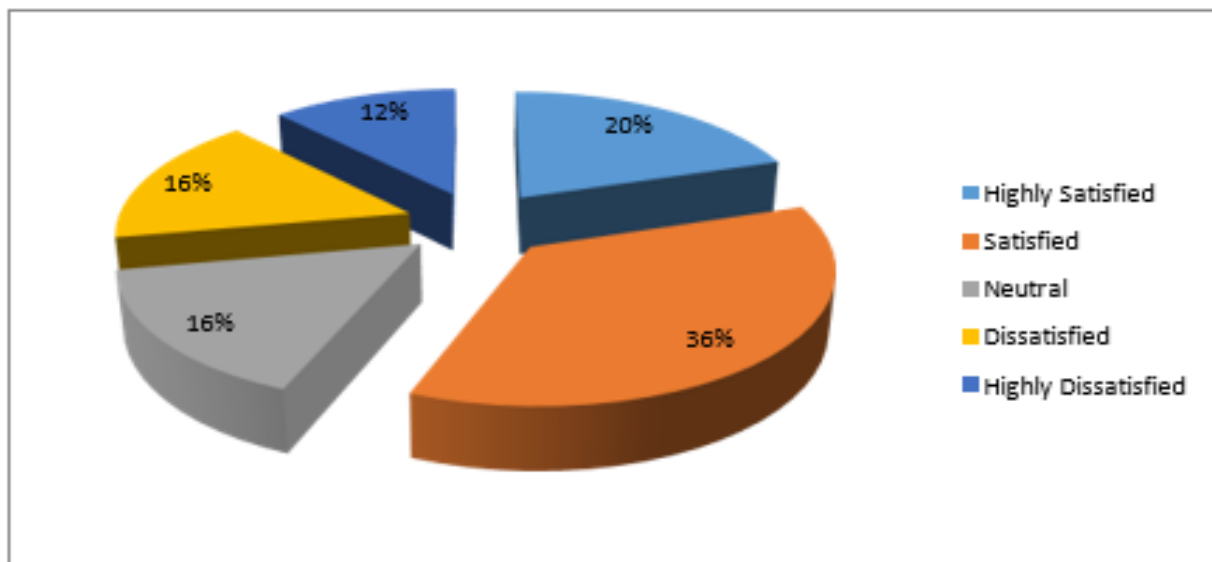


**Interpretation:** Most of the employees are satisfied with the leaves policy of the organization. However their some employees who are not satisfied with the leave policy of the organization as per them it is not sufficient and it should be extended.



16. The environment in the organization supports a balance between work and personal life?

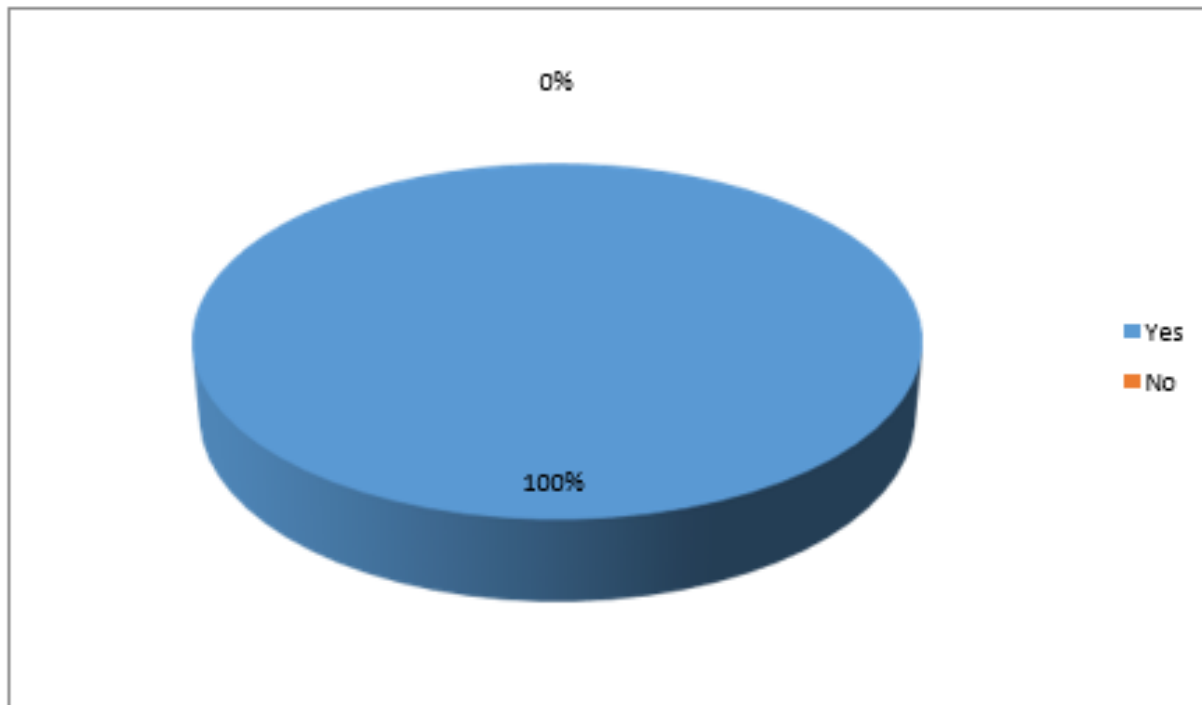
Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	36%	18
Neutral	16%	8
Dissatisfied	16%	8
Highly dissatisfied	12%	6
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Most of the employees agreed that they are able to handle their work life with the personal life as they are satisfied with their work timing. Those who denied to accept the statement 8 were dissatisfied and 6 were highly dissatisfied in which majority compromising of female employees working in this industry.

17. Are you satisfied with the flexibility with respect to your family requirement?

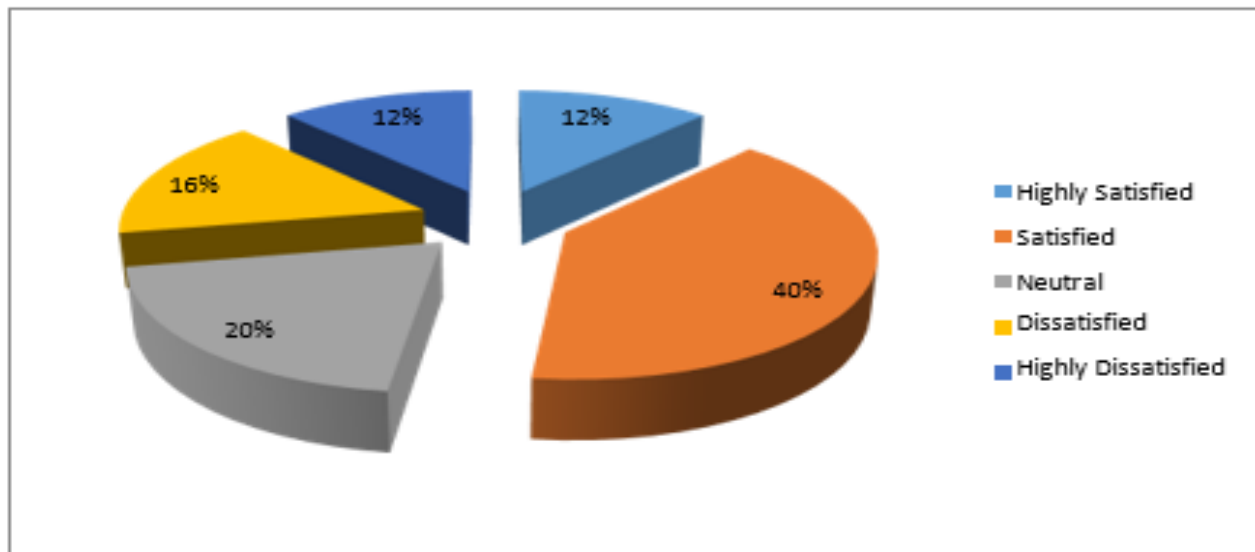
Responses	Percentage	No. of respondent
Yes	100%	50
No	0%	0
<b>Total</b>	100%	50



**Interpretation:** All the employees are satisfied with the flexibility with respect to their family responsibilities. The main reason is that superior as well as employees are very cooperative to each other. Employees can take leave or can leave the office earlier in any family emergency. There is no issue regarding this matter. As a result 100% employees are satisfied with respect to their family requirement.

18. Do you agree that your organization effectively handle employee's grievances?

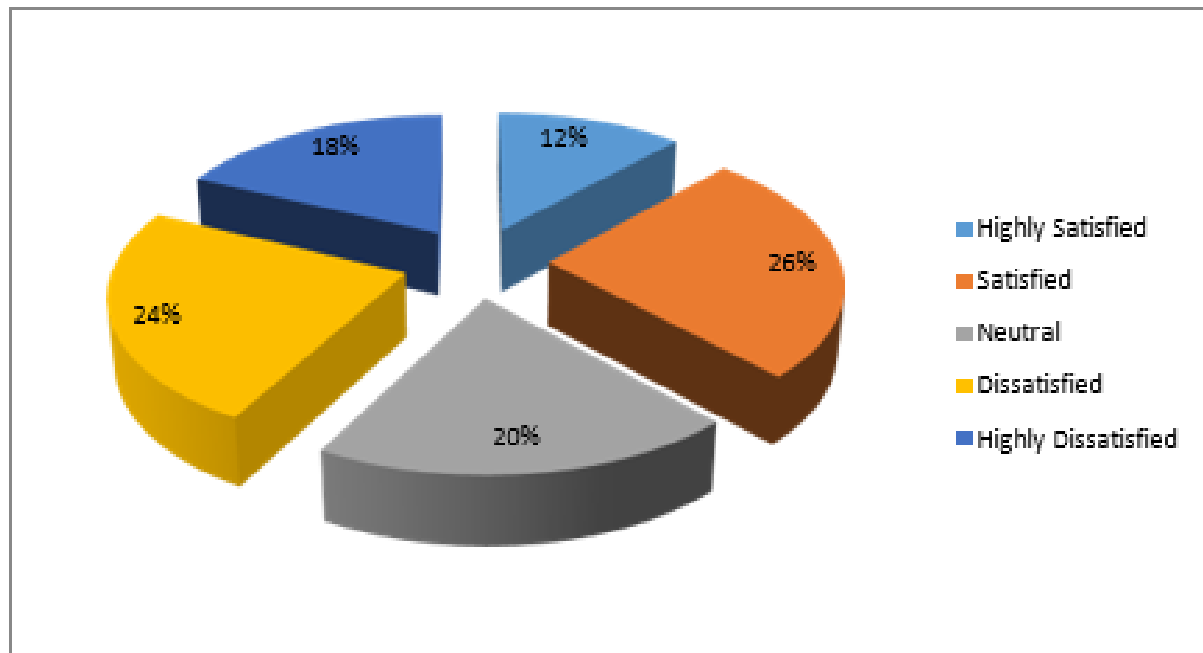
Responses	Percentage	No. of respondent
Highly satisfied	12%	6
Satisfied	40%	20
Neutral	20%	10
Dissatisfied	16%	8
Highly dissatisfied	12%	6
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** In public sector bank, a well established and an ongoing consultative machinery is functioning, while in private sector banks, there is no any fix criteria for it, this depends on internal matters and relationship with superior and supervisor.

19. Does your organization provide job security?

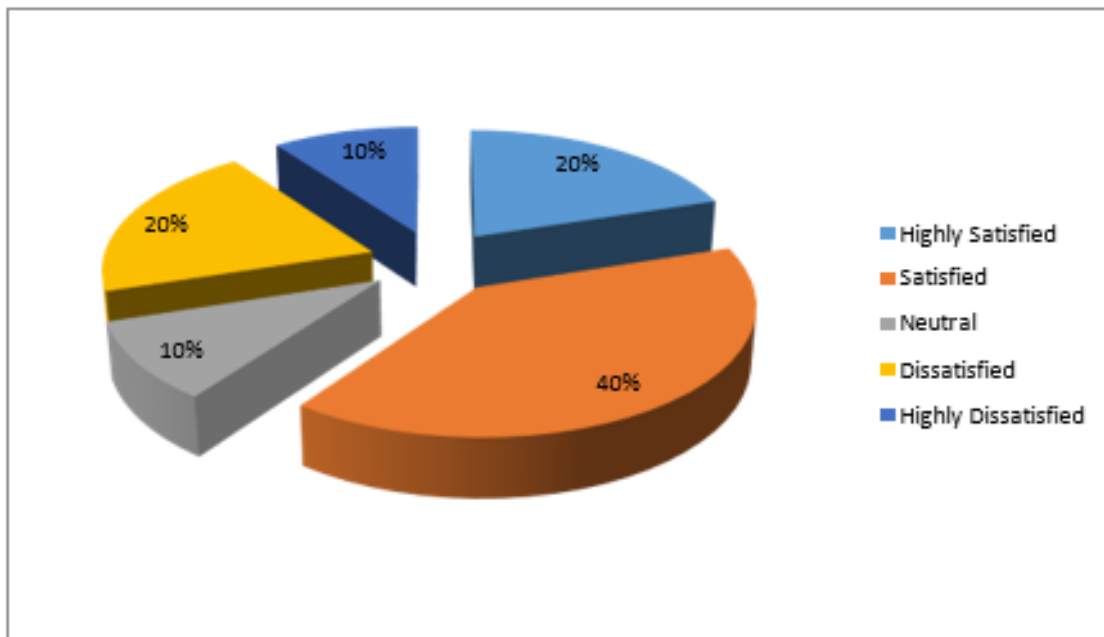
Responses	Percentage	No. of Respondent
Highly Satisfied	20%	10
Satisfied	28%	14
Neutral	24%	12
Dissatisfied	16%	8
Highly Dissatisfied	12%	6
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents, 10 employees are highly satisfied, 14 employees are satisfied as they belong to public sector bank where job security is high. Whereas, those employees who are dissatisfied belongs to private sector where job security depends on performance.

20. In totality are you satisfied with your job?

Responses	Percentage	No. of respondent
Highly satisfied	20%	10
Satisfied	40%	20
Neutral	10%	5
Dissatisfied	20%	10
Highly dissatisfied	10%	5
<b>Total</b>	<b>100%</b>	<b>50</b>



**Interpretation:** Out of 50 respondents 11 were highly satisfied by the nature of job, 17 were satisfied, 14 were neutral regarding their response, and 14 were dissatisfied whereas 10 were highly dissatisfied.

## FINDINGS

1. 36% of the respondents are satisfied that they enjoy their work.
2. 40% of the respondents are satisfied regarding goal of the organization.
3. 36% of the respondents are satisfied regarding supportiveness of their superiors whereas 20% were dissatisfied.
4. 32% employees agree that management involve them in decision making, whereas 30% gave neutral response regarding this.
5. 30% employees are satisfied that organization is very open to ideas and suggestion given by employees. Whereas some employees said that organization take their suggestion occasionally.
6. 40% of the respondents were satisfied with the teamwork present between the employees.
7. 34%employees are satisfied with the communication between peer and superiors.
8. 36% of the respondents are satisfied with the leadership of their superiors. 16% gave neutral response.
9. 24% of the respondents are satisfied that their job role is interesting and challenging.
10. 40% employees are satisfied with the work environment.
11. 44% are satisfied with the salary and bonus being offered to them. 20% gave neutral response.
12. 36% employees are satisfied with the performance appraisal system of the organization.
13. 40% employees are satisfied with the promotion policy of the organization.
14. 34% employees are satisfied with the training and development program of the organization.
15. 34% employees are satisfied with the leave policy of the organization.
16. 36% of the respondents are satisfied that environment in the organization support a balance between and personal life.
17. All the employees are satisfied with the flexibility with respect to their family requirement.
18. 40% employees satisfied with grievance handling procedure.
19. 28% employees are satisfied with job security.
20. Majority of the employees are satisfied with their job.

## SUGGESTIONS

- Proper action should be taken by organization to reduce the work load of employees.
  - Superior should support the employees. They should share a good relation with employees
  - Management should involve the employees in Decision making.
  - To motivates the employees mostly suggestion should be taken from them.
  - Strong emphasis should be laid on team work. Team work should be rewarded to further motivate employees.
  - Communication (free and frank exchange between employees and employers) may be given more importance.
  - Salary and bonus should be appropriate.
  - Performance appraisal should be done in fair and just manner.
  - The rigid policy of promotion must be done away with. Instead, deserving employees must be promoted. Promotion decisions should be made in fair and just manner. This will lead to better job satisfaction.
  - External training /seminar related to technical development should be introduced in organization to increase effectiveness of training program.
  - Proper leave policy should be followed.
  - Organization should provide such work environment that is conducive to their overall development.
  - Employee's grievance should be redressed properly.
  - The organization should provide Job security to its employees to a great extent.
-

## **CONCLUSION**

According to the study conducted we can conclude that the overall job satisfaction level of employees at banking sector is moderate. The research is conducted using primary data and secondary data.

Most of the employees are satisfied with the communication network and relationship between all the members of the organization.

Majority of the employees are satisfied with their job because of the organization provide the adequate facilities like training and development, leave facilities etc.

How ever there are some employees who are dissatisfied with the grievance handling procedure, performance appraisal system, participation in decision making etc.

The success or failure of any organization depends on its employees. They are one of pillar of the organization. Hence, organization should try to satisfy the employees to the maximum extent.



## **LIMITATIONS OF THE STUDY**

- All the factors affecting job satisfaction is not taken into consideration.
- Sample size was limited.
- Because of a small period of time only small sample had to be considered which doesn't actually reflect an accurate and intact picture.
- Some of the respondents were not co-operative. They have not given any answer to the questions which may affect the analysis.
- Due to lockdown the research exercise was conducted within a limited duration. So a detailed study could not be made.
- The study is sensitive in nature and there might be a bias in answering the questionnaire.

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