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JOB SATISFACTION IN PRIVATE BANKING SECTOR OF PAKISTAN

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Job Satisfaction in Private Banking Sector of Pakistan

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Abstract - The aim of this study was to examine job satisfaction level in private banking sector of Pakistan. Job satisfaction is the favorableness or un-favorableness with which employees view their work. The employee's satisfaction and retention are critical to the conduct of business in the competitive marketplace and business environment today, and the banks enjoy no exception to it. The commercial banks have embarked on different management strategies as resorts to promote employees job satisfaction and thus employee retention. The paper discussed factors that are point of high concern to employees regarding their satisfaction. These factors are job security, organizational operations, working condition, incentives and rewards. The result of study reveals that most of the employees working in private banks are satisfied with their work, management functions and job positions.

Keywords : Job Satisfaction, Managers Characteristics, Employment Satisfaction

I. INTRODUCTION

A major part of man's life is spent in work which is a social reality and social expectation to which man seem to confirm. Even then only economic motive has never satisfied men. It is always of greater interest to know why men work and at which level and how he/she satisfied with the job. Job satisfaction refers to an individual's positive emotional reactions to a particular job. It is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved.

The concept of job satisfaction has emerged and now there are several factors contributing to it which are monetary and non-monetary. Job satisfaction is the favorableness or un-favorableness with which employees view their work and it is affected by both the internal and external environment of the organization. Job design affect the job satisfaction, as jobs that are rich in behavioral elements such as variety autonomy, task unimportance and feedback contribute to employee's satisfaction. Similarly the employee's acceptance by the work group is important to job satisfaction. To sum up each element of the organization environment and system can contribute to

or detract from job satisfaction (William & JR. Keith, 2000).

The banking industry in Pakistan has been characterized by many problems that have badly affected the loyalty of the customers and employees. The employee's satisfaction and retention are critical to the conduct of business in the competitive marketplace and business environment today, and the banks enjoy no exception to it. The commercial banks have thus embarked on different management strategies as resorts to promote employees job satisfaction and thus employee retention.

Judge and his colleagues (Judge & Bono, 2001; Judge, Locke, Durham, & Kluger, 1998) found that a key personality trait, core self-evaluation, correlates with (is statistically related to) employee job satisfaction. They also found that one of the primary causes of the relationship was through the perception of the job itself. (Judge, Heller, & Mount, 2002).

II. LITERATURE REVIEW

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals. The Organizational climate is positively related to the job satisfaction and organizational commitment. The higher organizational climate will lead to higher job satisfaction and more organizational commitment (Pati & Reilly, 1977; Mahajan, Churchill, Ford, & Walker, 1984; Putti & Kheun, 1986; Ruth, 1992; Gratto, 2001; Clercq & Rius, 2007).

Employees' attitude towards their organization which has great impact towards their working ways and contributions, in consequence organizational climate causes organization performance because this relates directly to employees' motivation. Employee's perception to organization as defined in six factors Stringer (2002).

To have a satisfied, motivated, less stressed performing workforce an organization must have consistency amongst its structure, system, people, culture and good fit with the strategy. Impact of different

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factors on job satisfaction has been analyzed in the literature. Job satisfaction involves several different spheres such as satisfaction with pay, promotion opportunities, fringe benefits, job security and the importance/challenge of the job. (Nguyen, Taylor, & Bradley, 2003). (Iaffaldano&Muchinsky, 1985). Thus, these authors concluded that the presumed relationship between job satisfaction and performance was a "management fad" and "illusory." This study had an important impact on researchers, and in some cases on organizations, with some managers and HR practitioners concluding that the relationship between job satisfaction and performance was trivial.

Factors such as pay, the work itself, supervision, relationships with co-workers and opportunities for promotions have been found to contribute to job satisfaction. (Opkara, 2002). There is a significant difference in the job satisfaction levels of employees based on their income. Employees earning the lowest income report significantly lower levels of job satisfaction relative to the other income groups. Job autonomy, leadership behavior, social relations and the job itself are also among the important factors of job satisfaction (Dawson, 1987). Karatepe et al, (2006) argued that job satisfaction back-up is the role to keep employees in long term employment. There are six attributes, Work itself, Supervision, Colleagues, Compensation, Promotions, and Overall job security that appear to contribute to employee's job satisfaction (Lehal, 2004). The higher the education level the lower is the job satisfaction. (Nguyen, Taylor, & Bradley, 2003)

Kennedy and White (1997) found that the employee training programs within the organization for the particular job were revealed to be significant in improving and developing the level of service rendering by an organization as the skills of employees boosted with the particular training and ultimately it increased customer satisfaction and attachment with the business.

Mohanty (2009) presented specialized practices for retaining employees within organization. He stated that practices like open communication, employee rewards programs, career development programs performance based bonus, Recreation facilities and gifts at some occasion can help organization to retain potential human resources. He further added that open communication keep employees up-to-date on key issues and enable them to know that their opinions and that management is fully interested in their inputs, likewise, recreation facilities help staff away from stress.

The best way to improve productivity is by striving for the shared goals of employees and managers. By allowing worker input into developing the mission statement, establishing policies and procedures, determining perks, etc., you can improve communication and increase morale and satisfaction. For the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not Workforce of any bank

is responsible to a large extent for its productivity and profitability. Efficient human resource management and maintaining higher job satisfaction level in banks determine not only the performance of the bank but also affect the growth and performance of the entire economy (Thakur, 2007).

III. METHODOLOGY AND EMPIRICAL RESULTS

A structured questionnaire survey was conducted. The required information was collected from employees of private banking sector of Pakistan. A sample of 300 people was taken from private banks that were randomly selected from Lahore city and two other cities that are Sialkot and Daska. Questionnaire is mainly comprised of quantitative questions starting from their work, career and development, following with the relationship with managers and co-workers, about working conditions and compensation and then some questions regarding their bank and its corporate culture. The questionnaire includes close-ended questions and they were on likert scale of utilizing a five point categorical.

IV. EMPIRICAL RESULTS

Following is the table which shows gender wise association with research questions.



Sr. No.	Questions	Gender		Total	P-values
		Male	Female		
1	I was given enough feedback on my performance.	230	56	286	0.001
2	I am satisfied with the job opportunities in the company.	229	55	284	0.000
3	Promotion goes to those who most deserve it.	230	56	286	0.001
4	I feel free to talk openly and honestly with members of my work group.	231	56	287	0.002
5	My workload is reasonable.	234	56	290	0.101
6	I feel free to contact my Manager / Supervisor as & when needed.	229	56	285	0.033
7	My manager is an effective leader (i.e. shows behavior that is consistent, positive & motivating).	227	55	282	0.824
8	Deadlines are realistic.	230	54	284	0.809
9	I am satisfied with the recreational activities provided by the bank, e.g. picnics and annual dinner.	232	55	287	0.824
10	I am satisfied with the bank's people programs, such as birthday announcements, valuable employee of the month, bulletins and newsletter, etc.	233	55	288	0.782

This table shows different research questions and their association with gender. First question is about enough feedback on performance. Total respondents who answered this question were 286 in which 230 were male respondents and 56 were female respondents. Its result shows that the feedback on performance is highly dependent on gender. Next question was answered by 284 total respondents from which the amount of male and female were 229 and 55 respectively. Its results show that satisfaction with job opportunities in the bank is highly dependent on gender of the employee. Third one is promotion which was answered by 230 male and 56 female respondents. Its result shows that the promotion of a bank employee is highly dependent on gender. Now the next question is about feels free to talk with members of work group which was answered by 231 male respondents and 56 female respondents and its result shows that it is dependent on gender that an employee feels free to talk openly and honestly with members of work group. Next question is about reasonable workload. Total 290 respondents answered that question from which the amount of male and female were 234 and 56 respectively. It results shows that Reasonability of workload is also highly dependent on gender. Now there is a question about feel free to contact manager so total 285 respondents answered that question from which 229 were male and 56 were female and its result shows that an employee feels free to contact manager / supervisor is not dependent on gender. Now the seventh question was asked by respondents about effective leadership of manager and total 282 answered that question and its result shows that the effective leadership of an employee's manager is not dependent on gender of the employee. The eighth question which was answered by 230 male and 56

female respondents and its result shows that Realness of deadlines is not dependent on gender. Now there is second last question which was answered by 232 male and 55 female respondents and its result shows that it is not dependent on gender that a banking sector employee is satisfied with the recreational activities provided by the bank. Last question is about the satisfaction with the bank's people program which was answered by total 288 respondents from which 233 were male and 55 were female. Its result shows that with the bank's people programs is also not dependent on gender.

Following is the table which shows the association of age with different research questions.

Sr. No.	Questions	Age					Total	P-values
		Less than 20 Years	20-29 Years	30-39 Years	40-49 Years	50 Years and more		
1	My job is challenging and interesting.	3	187	75	23	5	293	0.977
2	I am getting enough relevant training for my present job.	3	187	73	23	5	291	0.801
3	I was given enough feedback on my performance.	3	186	75	22	5	291	0.723
4	My company makes every effort to fill vacancies from within before recruiting from outside.	3	184	75	22	5	289	0.736
5	Promotion goes to those who most deserve it.	3	187	74	22	5	291	0.677

This table is about association of research questions with Age. The first question is asked about interestingness of job. This question was answered by total 293 respondents from which from which 3 respondents had age less than 20. The respondents from age group 20-29 were 187 which is the highest number, 75 respondents were from age group 30-39. Respondents who had age 40-49 were 23, 5 respondents age was laid in 50 years and more. Its result shows that interestingness of job is dependent on age. Next question is about enough relevant training which was answered by total 291 respondents and the numbers of responses by different age groups are

shown in table. Its result shows that enough relevant training for present job is not dependent on age. Third question is about enough feedback on performance which is answered by total 291 respondents and its results shows that it does not depend on age. Next question is that Employees seem that bank's effort to fill vacancies from inside before recruiting from outside which responds by 289 respondents and its results tells that it is also not dependent on age. Last question is about promotion whose result shows that it is not dependent on age.

Following is the table which shows association of income with different research questions.

Sr. No.	Questions	Income							Total	P-values
		Less than Rs. 10,000	Rs. 10,000 - 19,000	Rs. 20,000 - 29,000	Rs. 30,000- 39,000	Rs. 40,000 - 49,000	Rs. 50,000- 59,000	Rs. 60,000 and more		
1	Overall, I am satisfied with my present job.	8	82	72	58	30	18	23	291	0.016
2	I feel free to contact my Manager / Supervisor as & when needed.	8	81	72	58	30	17	23	289	0.019
3	Work is fairly distributed in my work group.	8	82	72	56	30	17	23	288	0.010

4	Deadlines are realistic.	8	79	69	60	30	19	23	288	0.004
5	Politics is kept to a minimum.	7	76	70	59	27	19	23	281	0.005
6	I can trust what management tells me.	8	82	72	60	30	19	23	294	0.716

This table shows the association of income with different research questions. First there is a question about overall satisfaction with present job, 291 respondents answers this question from which 8 respondents had income below Rs.10,000, 82 respondents had income between Rs.10,000-19,000, 72 respondents had income between Rs.20,000-29,000, 58 had between Rs.30,000-39,000, 30 had income between Rs.40,000-49,000, 18 had income between Rs.50,000-59,000 and lastly 23 respondents had income Rs.60,000 and above. Its result shows that overall satisfaction of a private banking sector employee with present job is highly dependent on income. Next one is feeling free to contact Manager / Supervisor, 289 people respond to this and their income is given in above table

respectively. Its result shows that it is also highly dependent on income. Third question is about fairly distribution of work in group, 288 responds that question and it result shows that fairly distribution of work in group is highly dependent on income. Next question is about realness of deadline, total 288 respondents answered it and it result shows that it is dependent on income. Now there is a question that politics is kept to minimum, total 281 respondents answered it and it result shows that it is also highly dependent on income. Last question is about trust on what management tells and it result shows that it is not dependent on income.

Following is the table which shows association of education income with different research questions.

Sr. No.	Questions	Education						Total	P-values
		Illiterate	Primary	Matric	Secondary	Graduate	Post Graduate		
1	I am getting enough relevant training for my present job.	3	1	1	1	97	182	285	0.000
2	My manager recognizes and acknowledges my good performance.	3	1	1	1	99	182	287	0.000
3	Overall, I am satisfied with my present job.	3	1	1	1	100	180	286	0.006
4	I feel free to contact my Manager / Supervisor as & when needed.	3	1	1	1	99	179	284	0.000

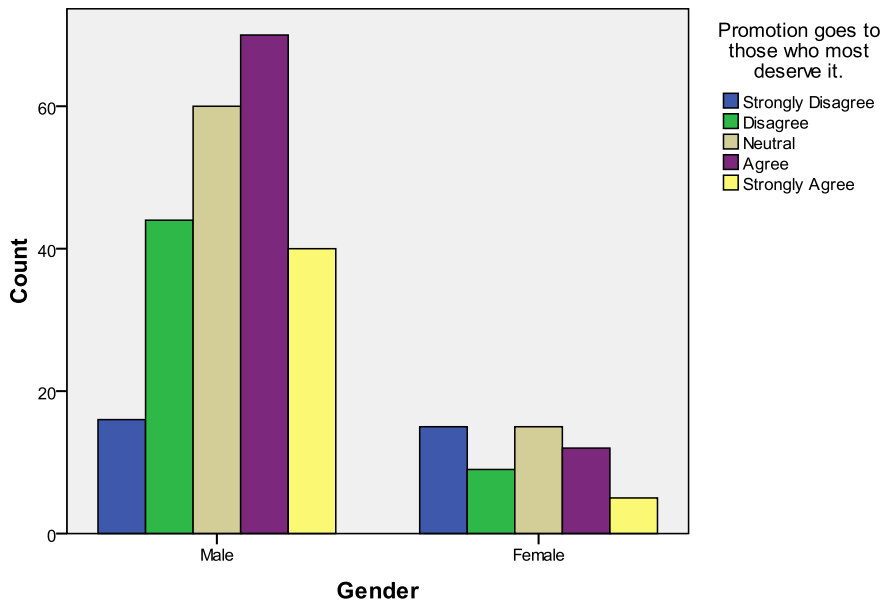
5	I am satisfied with the company's employee welfare programs such as rewards, incentives, food coupons, insurance and health care, etc.	3	1	1	1	101	188	295	0.512
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Now there is association of education with different research questions. First there is a question about getting enough relevant training for present job. Total respondents were 285 from which 3 was illiterate, the education of 1 respondent was primary, 1 person had just completed matric, 1 respondent had completed his secondary education, 97 were graduate and 182 were post graduate. Its result shows that getting enough relevant training for present job is highly dependent on education. Secondly there is a question about Recognition of manager for good performance. Total respondents were 287 from which respondents were from different education levels which are given in the table above. Next question is about overall satisfaction of the banking employees with present job, which is responded by 286 people and its result shows that it

highly depends on education. Next question is that employee feels free to contact Manager / Supervisor, which is answered by 284 people and it result shows that it is highly dependent on education. Last question is about satisfaction with the bank's employee welfare programs, 295 people respond that and its result tells that it is not on education.

Following are some graphs of different research questions showing respondents in different socio-demographic factors. In these graphs, the blue colour shows the frequency of respondents who strongly disagree with the statement of the question, green colour is for disagree; beige colour shows neutral, purple is for agree and yellow colour represents the frequency of respondents who was strongly agree with the statement of the question.

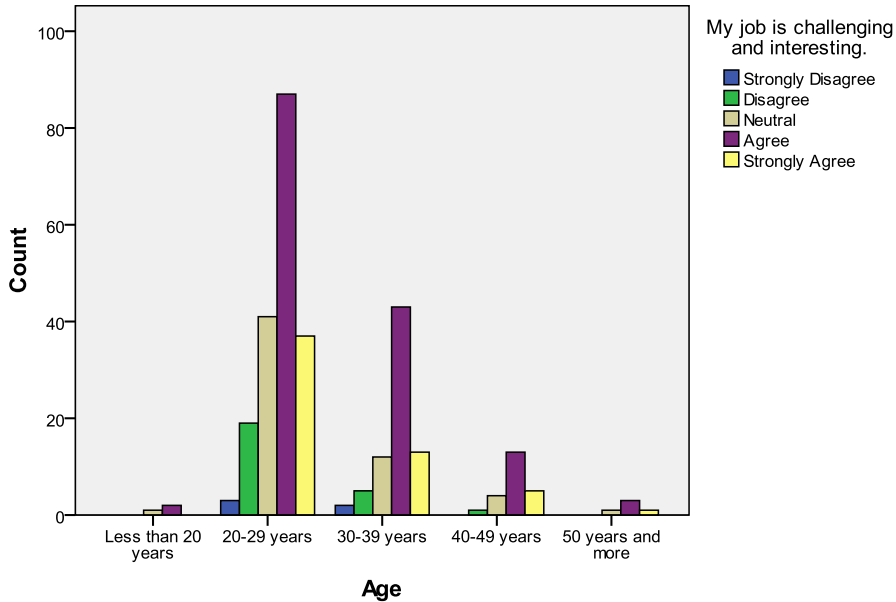
Bar Chart



This graph shows gender wise frequency of the respondents for the question of promotion. The male respondents are more than female respondents. Majority of the male respondents (more than 60) agree that promotion goes to those who most deserve it. Very rare males strongly disagree with this statement. Whereas majority of the female respondents are strongly

disagree and neutral. A very less number of females are strongly agreed.

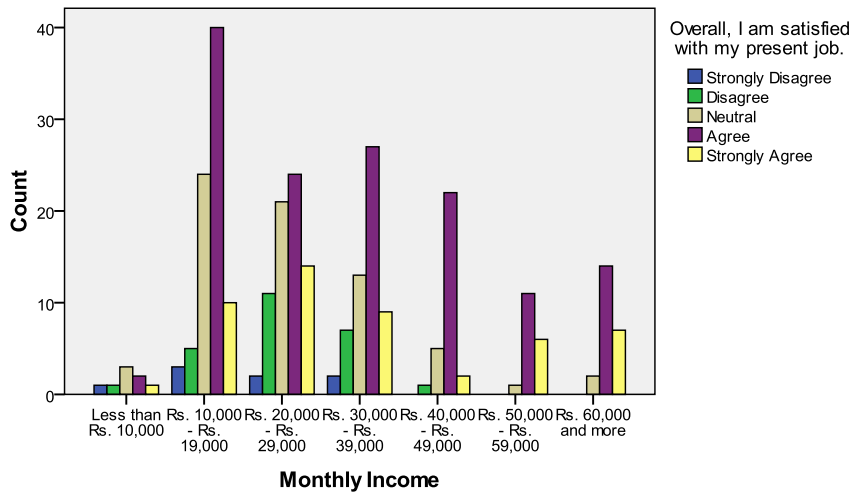
Bar Chart



The above graph represents the frequency of the respondents with respect to age. The question is about interestingness of job. The highest number of respondents' lies in age ranging from 20 to 29 years and lowest number of respondents are less than 20 years. In age category of 20-29 years, the majority (more than 80) are agree that their jobs are challenging and very few of them (below 20) are strongly disagree to

the statement. The highest numbers of respondents (more than 40) in age category 30- 39 years are also agree and the lowest number in this category are strongly disagree. The remaining respondents are lying in other age groups that are 40-49 years and 50 years and more. The other age categories almost follow the same trend of responses.

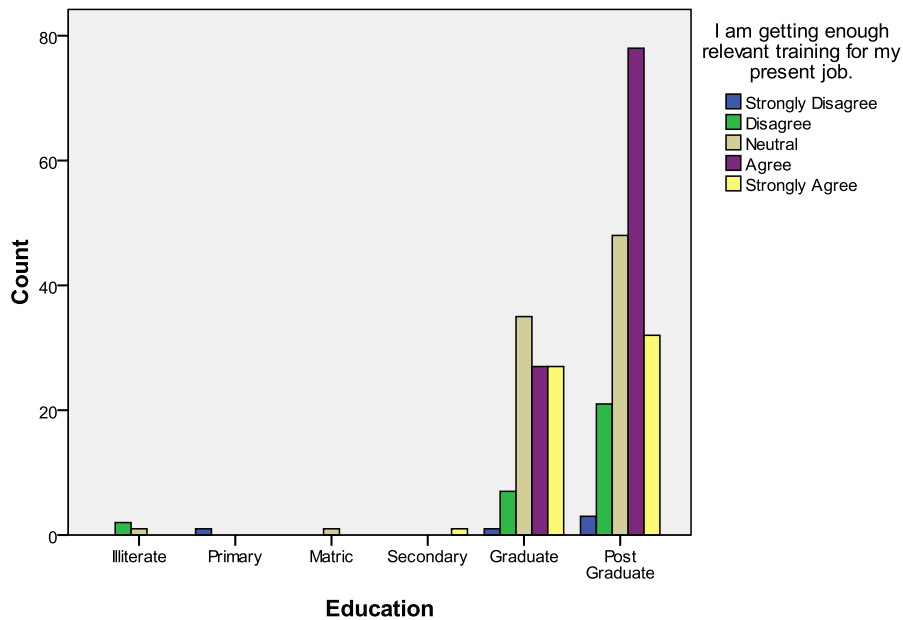
Bar Chart



The income wise frequency of the respondents is shown in the above graph for the question of the respondents overall satisfaction with their present job. The income category of Rs. 10,000 - Rs. 19,000 has the highest numbers of respondents whereas the lowest number of respondents is in income group of less than Rs. 10,000. The largest numbers of respondents (more than 40) with income from Rs. 10,000 - Rs. 19,000 are agree that overall, they are satisfied with their present

job and a small number (below 10) of them are strongly disagree. The majority of respondents fall in income category Rs. 30,000 – Rs.39, 000 are agree and a few of them are strongly disagree with the statement. Other income categories are Rs. 20,000 – Rs. 29,000, Rs. 40,000 – Rs. 49,000, Rs. 50,000 – Rs. 59,000 and Rs. 60,000 and more. The respondents in other income category almost follow the same trend.

Bar Chart



This graph represents education wise frequency of the respondents for the question related to training. Majority of the respondents are post graduates whereas very rare respondents are illiterate. The highest number (more than 60) of respondents who are post graduate are agree that they are getting enough training for their present job and a very few (below 20) of them are strongly disagree to this statement. The respondents lying in graduate category have the highest number responding neutral and a very small number responding strongly disagree in response to the question. The respondents who have education up to primary respond strongly disagree whereas respondents in matric & secondary categories respond neutral.

V. CONCLUSION

The analysis of all the aspects of the job satisfaction among the private banking sector of Pakistan, it concludes that most of the employees working in private banks are satisfied with their work, management functions and job positions. The study reveals some factors that are point of high concern to employees regarding their satisfaction. These factors are job security, organizational operations, working condition, incentives and rewards. As employees are prime assets for an organization. So, to make loyal employees organization should pay attention to introduce managed operations, provide incentives and rewards to motivate employees, make job secure and also provide recreational activities to overcome workload. These activities might take much time and money in the short-run but are quite beneficial in the long-run.

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