

An Analysis of Job Satisfaction amongst the Employee as well as its Impingement on Banking of Janata Bank: Sher-E-Bangla Nagar Corporate Branch

SAMIRA ISLAM RESMI

Research Scholar, Faculty of Agribusiness Management
Sher-e-Bangla Agricultural University, Dhaka, Bangladesh

MD. MASUDUL HASSAN¹

Research Scholar, Faculty of Agribusiness Management
Sher-e-Bangla Agricultural University, Dhaka, Bangladesh

Abstract:

Employees of the bank are alleged to talented and pre-emptive rather than responsive to stand for sense of duty and responsibilities to accomplish not merely personal goals but similarly intended for intact economic system. To appreciate the vital prominence of employee in the bank is to be aware of that the human aspect and the bank are identical. Janata Bank Limited is a state owned commercial bank and it was endured by way of a new concept of persistent banking service serving the developing and differentiated financial needs of premeditated economic development of the country. The purpose of this study is to explore the factors affecting job satisfaction amongst the employee as well as its impingement on Banking of Janata Bank: Sher-e-Bangla Nagar Corporate Branch. The study anticipates six factors namely financial benefits, compensation & rewards, co-workers & working condition, career development & job enrichment, leadership, recognition accompanying with job satisfaction level. This study also points out that these factors have a strong and positive consequence on job satisfaction amongst the employee of Janata Bank: Sher-e-Bangla Nagar Corporate Branch. For the research

¹ Corresponding author: masudul@hotmail.com

perseverance, one questionnaire on 5-point likert scale was constructed to collect data from 50 respondents by using convenience sampling method. Descriptive statistics, linear regression, correlation was used for analyzing the data and results discussion. Also confident socio-demographic profiles have been studied and certain relation has been developed. Thus, this research has provided valuable knowledge and information to Janata Bank Limited to enhance job satisfaction amongst the employee as well as its impingement on banking which will lead to better banking growth & success in future. Some problems were found from the study & some recommendations were catered for future use to any researcher in this hypothetical arena.

Key words: Job Satisfaction, Employees, Impingement on Banking, Janata Bank, Sher-E-Bangla Nagar Corporate Branch

INTRODUCTION

Employees are the fundamental impulsive personnel of any organization who commits eternal exertion to put a company's decisions into action with a view to accomplish the goals of the organization. Employees, for that reason, are reckoned as an incomparable essential resource of organization. Employees have attitudes or points of view in relation to numerous aspects of their jobs, their careers and their organization. But commencing the perspective of research and put into practice, the most essential employee attitude is job satisfaction.

Job satisfaction is the assortment of tasks and responsibilities on a regular basis ascribed to one person, while a job is a set of positions, which calls for fundamentally the same duties, responsibility, skill and knowledge. Job satisfaction has some relation with the psychological health of the people. It disseminates the goodwill of the organization. Job satisfaction subjugates absenteeism, labor turnover and fortuities. Job satisfaction enhances employee's self-confidence, efficiency, productivity, etc. Job satisfaction creates forward-

looking ideas amongst the employees. Individuals may perhaps turn out to be more trustworthy towards the organization. Employees will be more pleased if they obtain what they expected; job satisfaction pertains to inner way of thinking of Employees. Unsurprisingly it is the satisfied employees who depict the utmost effectiveness and efficiency in his work. According to Wright and Davis (2003), job satisfaction positively affect on the ability, effort and capability of the employees however, if employees not satisfied with the job then it may cause turnover intentions, increasing costs, decreasing profits and ultimately customer unhappiness with the organization (Zeffane et al., 2008).

Job satisfaction is an aspect that would persuade the employee to work in the long term position. Job satisfaction acts as a substantial role in ameliorating the financial status of organizations. At the present time competition is extremely high. As a result, every organization has to compete with other organization. In today's competitive business world, satisfied employees are treated as the indispensable human capital. Nevertheless it is incredibly straightforward to calculate the financial performance of a firm by using diverse financial tools and techniques, but it is especially complicated to decide whether the organization performing the exact thing for its employees to remain satisfied in their workplace.

During the last few decades banking sector of Bangladesh plays a dominant role in the financial service industry. At present, there are Six (6) are Nationalized Commercial Banks (NCBs), eleven (11) are Specialized Banks (SBs), eight (8) private Islamic Commercial Banks, thirty two (32) are Private Commercial Banks (PCBs) and nine (9) are Foreign Commercial Banks (FCBs) in Bangladesh. For the accomplishment of banking sector of Bangladesh it is substantive to deal with human resource effectively and to uncover whether its employees are satisfied or not. Proficient

human resource management and exerting higher job satisfaction level in banks resolve not only the performance of the bank but as well impinge on the development and performance of the entire economic system of the country.

Job satisfaction is exceptionally significant for the reason that most of the people spend a foremost section of their life at working place. Furthermore, job satisfaction has its impingement on the general life of the employees as well, because a satisfied employee is a pleased and happy human being. This papers stands for to explore job satisfaction amongst the employee as well as its impingement on Banking of Janata Bank through some selected parameters.

STATEMENT OF PROBLEM

In today's interchanging world, the business atmosphere is varying hastily. In the era of information and technology, we have ascertained change has took place in every phase of our life commencing personal to business, government to private, national to international, subsequently the nature of people and their anticipation from the profession is also changing.

When assessment our jobs which are especially significant to us together thinking and outlook are mixed up. When employees experience dissatisfied with the way their jobs are being appraised, after that it will impinge on their attitude towards that job and performance. It is dreadfully vital to be aware of the outcomes of job satisfaction. It is supposed that "Satisfied employees are productive." We have find diverse human resources and behavioral issues which we believe play a momentous task in their job satisfaction and confidence, that is, the exertion itself is over and over again overlooked by practitioners when coming up to job satisfaction.

SCOPE OF THE STUDY

Janata Bank Limited is the second largest commercial Bank in Bangladesh. Janata Bank Limited operates through 898 branches including 4 overseas branches at United Arab Emirates. It is linked with 1221 foreign correspondents all over the world. This paper is helpful to identify the employee's level of satisfaction upon that job, arena of dissatisfaction of job of the employees, field of satisfaction towards welfare measure, assists to formulate a managerial decision to this Bank. (source: annual report of JBL, 2014).

OBJECTIVE

A Bank will not work without the involvement of the employees at the same time as the employees possibly will show the way the Bank to a superior position in the exceedingly competitor market in this day and age. Therefore, it is rational to give explanation why employees are considered as one of the important possessions to a Bank. In appropriating the above phenomena, the subsequent objectives were particularly developed:

- 1) To identify the socio-demographic profiles of the employees of Janata Bank.
- 2) To assess the foremost factors responsible for persuading the level of job satisfaction among bank employees.
- 3) To identify the problems and suggest some policy measures for improving the satisfaction level of the employees along with the banking system.

RESEARCH HYPOTHESES

To accomplish the objectives of the study, the following hypotheses are developed:

- ❖ H1: Financial benefits influence employees significantly to achieve job satisfaction.
- ❖ H2: Compensation and Rewards determines employees appreciably to get job satisfaction.
- ❖ H3: Co-workers & Working condition forcing of employees to accomplish job satisfaction.
- ❖ H4: Career Development & Job enrichment helps to gain job satisfaction of an individual.
- ❖ H5: Leadership act upon employees considerably to accomplish job satisfaction.
- ❖ H6: Recognition leads employees significantly to attain job satisfaction.

Proposed Theoretical Framework and Hypothesis Proposition

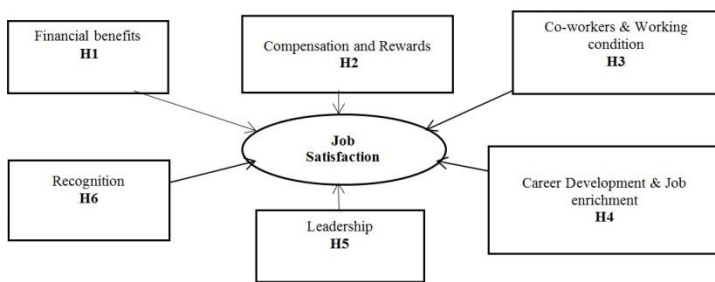


Figure 1: Proposed Research Model

LITERATURE REVIEW

Employee satisfaction is a significant accomplishment aspect for all organizations. Employee satisfactions have been acknowledged to have a key encroachment on many financially viable and societal phenomena, e.g. economic escalation and higher living standard. Banks must constantly employee satisfaction with the intention of reside profitable.

Nazir (1998) conducted a study on “ Perceived Importance of Job Factors and Overall Job Satisfaction of Bank Employees” The report concluded that duration of work was perceived as the most important factor determining job-satisfaction followed by nature of work and relation with co-workers, promotion opportunities & management policy were the least important determinants of job satisfaction.

Islam and Saha (2001) conducted a study on “Job Satisfaction of Bank Officers in Bangladesh”. The results of their study concentrating on job satisfaction of bank officers in Bangladesh. They resolved that salary, work efficiency, fringe benefits, quality of management, and the organizational relationships are the most significant factors that lead to job satisfaction of bank employees. The study indicated that the order of preference of those factors somewhat diverse across different employee roles and organization type (private or public) and that the overall job satisfaction of the bank officers was at the affirmative stage.

Schulze and Steyn (2003) conducted a study on “Educators' Motivation: Differences Related to Gender, Age and Experience”. The report revealed that in order to understand people’s behavior at work, managers or supervisors must be aware of the concept of needs or motives, which will help “move” their employees to act.

Wright & Davis (2003) conducted a study on “Job Satisfaction in the Public Sector: The Role of the Work Environment”. The study examines the influence of the work environment on public employee feelings of job satisfaction,

linking characteristics of the work context perceived to be more prevalent in public organizations with specific job characteristics that serve as important antecedents of job satisfaction. In particular, this study analyzes the effects of three components of the work context like organizational goal conflict, organizational goal specificity, and procedural constraints and four job characteristics like job specificity, routineness, feedback, and human resource development faced by public employees. Building on previous research, a causal model of job satisfaction was tested in a covariance analysis (LISREL) using data from a survey of state government employees. The model explained two thirds of the variation in employee job satisfaction and suggests that the work context may not only be important in distinguishing between public and private sector employment but also may be at the root of any sector differences in job satisfaction.

Hanif and Kamal (2009) conducted a study on “Pay and Job Satisfaction: Comparative Analysis of Different Pakistanis Commercial Banks”. The study indicates that if companies makes favorable strategies and rules for employees related to pay scales, polices department staff input and work environment may leads to employees engagement satisfaction and increase employee loyalty with organization.

Malik et al. (2010) conducted a study on “Impact of Job Climate and Extrinsic Rewards on Job Satisfaction of Banking Executives: A Case of Pakistan”. This study focusing on bank executive officers only, covering branch, area and regional managers, examining the effects of general job climate and monetary elements such as pay increases, bonuses, allowances and other benefits on their job satisfaction. The results revealed that both job climate and financial compensation have significantly positive impact on job satisfaction.

Elamin (2011) conducted a study on “The Differentiation in Job Satisfaction and Commitment between Domestic and

Foreign Bank Employees”. He accomplished that the domestic bank managers articulated a higher level of satisfaction with pay, job characteristics, promotion opportunities, teamwork and supervisors than their foreign colleagues.

Sowmya and Panchanatham (2011) conducted a study on “Factors Influencing Job Satisfaction of Banking Sector Employees in Chennai, India.” This report includes job satisfaction of 120 employees of several public as well as private sector banks in India. Using the factor analysis by principle component method on a large number of variables affecting the job satisfaction, the five predominant factors were identified: Pay and promotion, organisation aspects, supervisor behavior, Job & working condition, Co-worker behavior. The researchers concluded that, while the pay and promotion are the primary and indispensable requirements for the satisfied employee, the managerial and organizational aspects are also highly valued. Besides that, they noted that, due to importance banks have in their country’s financial system; even small job dissatisfaction within the banking sector can cause visible negative impact in the area of negligence and high staff turnover.

Rumman (2011) conducted a study on “Factors Affecting Job Satisfaction of the Employees in Travel and Tourism Companies in Amman”. The study concludes that there is no statistically significant association between demographic factors, and their working environment in travel and tourism companies in Amman and a statistically significant correlation was found between the nature of the employee's job and job satisfaction in the travel and tourism companies in Amman.

Meena and Dangayach (2012) conducted a study on “Analysis of Employee Satisfaction in Banking Sector” .Using questionnaire this report focusing on the elements associated with work environment (lighting, furniture, noise, temperature, interior design, etc.) in order to measure bank employee

satisfaction. The findings of the study revealed differences in employee satisfaction between public and private banks when it comes to their perception and evaluation of work environment: private banks provide more satisfying and comfortable work environment than those operating in public sector.

Qasim et al. (2012) conducted a study on “Exploring Factors Affecting Employees Job Satisfaction at Work”. The study concluded that in order to gain competitive advantage and adapt to the dramatic changing environment it is important for them to achieve management efficiency by increasing employee satisfaction in the organization.

Jehanzeb et al. (2012) conducted a study on “Impact of Rewards and Motivation on Job Satisfaction in Banking Sector of Saudi Arabia”. This study aims to examine the impacts of rewards and motivation using perceived amount of rewards on job satisfaction in both public and private banks of Saudi Arabia. In that study 568 employees were participated from both sectors. To conduct the study regression analysis was developed to test the relationship between rewards, motivation and job satisfaction. Results indicate that (1) rewards have positive significance on motivation, (2) motivation is positively related to the job satisfaction (3) rewards have a positive significant effect on job satisfaction. The results are inconsistent with previous studies conducted to analyze the relationship of rewards, motivation and job satisfaction in different contexts.

Nimalathan (2012) conducted a study on “Job Satisfaction of Private Sector Bank Executives in Bangladesh: A Factor Analysis”. The present study has been attempted to understand and explain the job satisfaction, which influenced by utilitarian reasons (e.g., to increase productivity and organizational commitment, lower absenteeism and turnover, and ultimately increase organizational effectiveness) as well as

humanitarian interests (i.e., the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized). The satisfied workers also tend to engage in Organizational Citizenship Behavior (OCB) i.e., altruistic behaviors that exceed the formal requirements of a job. Dissatisfied workers show an increased propensity for counterproductive behaviors, including withdrawal, burnout, and workplace aggression.

Saleem et al. (2013) conducted a study on “Determinants of Job Satisfaction among Employees of Banking Industry at Bahawalpur.” The main objective of this study is to identify the factors affecting the job satisfaction of employees of banking industry at Bahawalpur and to analyze the impact of recruitment & selection procedures, organizational policy & strategy, nature of work, job stress, personality and communication on job satisfaction of employees of banking industry. The results further indicate that job stress, communication and personality have a significant but weak impact on job satisfaction whereas recruitment & selection procedures, organizational policy & strategy and nature of work have a significant and strong impact on employee job satisfaction.

Rahman. M.A., (2014) conducted a study on “Increasing Employee Job Satisfaction as well as Organizational Performance through Effective HRM Practices in Private Commercial Banking Sector of Bangladesh.” This study has been conducted to explore the influence of HRM practices on job satisfaction and how job satisfaction brings higher organizational performance. Since, the HRM practices are mostly responsible for the achievements of business strategy and success; particular attention has given in this paper to focus the importance of HRM practices.

Muhammad and Sana (2014) conducted a study on “Understanding the Moderating Role of Islamic Work Ethics

between Job Stress and Work Outcomes”. This report brings out the moderating role played by Islamic work ethics between job stress and work outcomes. It is understandable from this study that between job stress and job satisfaction there is negative relation and whenever Islamic work ethics is introduced as a moderator, it strengthens their relationship even more. This study reveals that job stress has positive effect on turnover intention and when their relationship is tested with Islamic work ethics as a moderator, it shows insignificant negative relationship with each other.

RESEARCH METHODOLOGY

Methodology in any systematic study deserves careful consideration. Proper methodology is the prerequisite of a good research. The reliability of a scientific research work depends upon how appropriately methodology to be followed during the period of data generation. In the present study, methodology is taken to indicate the underlying principles and methods or organizing and the systems or inquiry procedure leading to completion of the study.

Sampling Size

One of the most important problems in planning a sample survey is that of determining how large a sample is needed for the estimates to be reliable enough. Due to resource and time constraints, a sample size of 50 is used in this research.

Sampling Method

In case of choosing the sampling method here the first priority is given convenience sampling method. Considering this method in mind here, we have tried to focus on those samples which are easy to get access. According to Black (2009) participants selected by the convenience technique are chosen upon the

convenience of the researcher whereby the eagerness and accessibility of the participants to be mixed up in the study are the factors taken into account.

Preparation of the Questionnaire

While a wide range of instruments are used for measuring job satisfaction, 5 point Likert scale is used in order to identify the respondents' perceptions towards job satisfaction.

For example,

1 = Very dissatisfied

2 = dissatisfied

3 = Neutral

4 = satisfied

5 = Very satisfied

Source of Data

At the time of conducting this research, data are collected from both primary and secondary sources. The study is mainly based on primary data.

Primary data sources:

The primary data have been collected through personal interview with the employees used by structured questionnaire. Primary data has been collected from Janata Bank: Sher-e-Bangla Nagar Corporate Branch, Agargaon Branch, Dhaka-1207.

Secondary Data:

The secondary sources include different web sites, books, journals, annual report and research works etc.

Collection of Data

To attain accuracy and reliability of data, care and caution were taken in data collection. The researcher's took all possible effort

to establish a congenial relationship with the respondents do not feel hesitation or hostile to furnish correct data. During data collection an attention was also paid to the mood of respondents. Data was collected during 1st June to 31th August (3 months) Internship period.

Types of Tests and Statistical Software Applied:

The relationship of the proposed model and the properties of the scale were analyzed using the Statistical Package for Social Sciences (SPSS), MS excel 2007. Usage of the statistical techniques was according to commonly accepted research assumptions where appropriate. Test includes Correlation; multiple regression technique is used to trace causal relationships between several constructs. Moreover, frequency distribution is used for all demographic information.

Regression Analysis

With the intention of observe the impingement on job satisfaction of the employees regression analysis should be carried with the help of some selected variables.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \varepsilon$$

Where, Y = overall Job satisfaction,

β_0 = Constant or intercept value

X_1 = Financial benefits

X_2 = Compensation and Rewards

X_3 = Co-workers & Working condition

X_4 = Career Development & Job enrichment

X_5 = Leadership

X_6 = Recognition

ε = Random error

FINDINGS & RESULT DISCUSSION

Socio-Demographic Profile of the Respondents

Table 1: Age of the Respondent

| Age | Number | Percentage (%) |
|--------------------|--------|----------------|
| 23-30 Years | 13 | 26 |
| 31-40 Years | 20 | 40 |
| 41-50 Years | 15 | 30 |
| Above 50 Years | 2 | 4 |
| Total | 50 | 100 |

Source: Field Survey.

From the above table 1, it would be said that most of the employees in Janata Bank were belongs to the categories (31-40 years), 26% belongs to the categories (23-30 years), 30% belongs to the categories (41-50 years) & only 4% belongs to the categories (Above 50 years). So far female employees are apprehensive, they are vastly satisfied as the general duty is related to children bringing up and taking care of beloved ones. For them increasing age means greater responsibility for homely affairs.

Table 2: Sex of the Respondent

| Gender | Number | Percentage (%) |
|---------------|--------|----------------|
| Male | 36 | 72 |
| Female | 14 | 28 |
| Total | 50 | 100 |

Source: Field Survey.

From the above table 2, it is well-defined that most of the employees in Janata Bank are male. Banking is a challenging profession it entails remarkable determination to succeed. Out of the surveyed almost all are job oriented, having a little aspiration for further progress. Male employees are thinking of competition era now.

Table 3: Marital Status of the Respondent

| Marital Status | Number | Percentage (%) |
|----------------|--------|----------------|
| Single | 15 | 30 |

Samira Islam Resmi, Md. Masudul Hassan- **An Analysis of Job Satisfaction amongst the Employee as well as its Impingement on Banking of Janata Bank: Sher-E-Bangla Nagar Corporate Branch**

| | | |
|----------------|----|-----|
| Married | 35 | 70 |
| Total | 50 | 100 |

Source: Field Survey.

From the above table 3, it can be said that more than half (70%) employees are married working at Janata Bank. Only 30% employees are single.

Table 4: Religion of the Respondent

| Religion | Number | Percentage (%) |
|---------------|--------|----------------|
| Muslim | 38 | 76 |
| Hindhu | 12 | 24 |
| Total | 50 | 100 |

Source: Field Survey.

From the above table 4, it was evident that 76 % employees belong to Muslim and 24% belongs to Hindu Religious mind.

Table 5: Field of Specialization of the Respondent

| Field of Specialization | Number | Percentage (%) |
|-------------------------|--------|----------------|
| Science | 22 | 44 |
| Commerce | 14 | 28 |
| Arts | 14 | 28 |
| Total | 50 | 100 |

Source: Field Survey.

Table 5 depicted that the employees are from various disciplines Science, Commerce, Arts etc. Most of the employees were from Science group (44%). 28% belongs to both Commerce & Arts group. It clearly proved by the performance of the respondents that regardless of educational disciplines they are quite successful in their profession. As banking is a field where more practical implication is required rather than theoretical knowledge. Another, interesting think reveal the study that people with less qualification supposed to be satisfied with their job and their satisfaction level is quite static over the period of

time and they think that this job suits to their educational background, and hence satisfied.

Table 6: Job Involvement of the Respondent

| Job Involvement | Number | Percentage (%) |
|--------------------|--------|----------------|
| Less than 5 years | 9 | 18 |
| 5-10 years | 17 | 34 |
| 10-15 years | 13 | 26 |
| More than 15 years | 11 | 22 |
| Total | 50 | 100 |

Source: Field Survey.

From the above table 6, it can be said that 34% employees are involve in Janata Bank (5-10) years, 26% employees belongs to (10-15) years, 18% employees involve for Less than 5 years & 22% employees are more than 15 years.

Table 7: Working Hour of the Respondent

| Working Hour | Number | Percentage (%) |
|--------------------------|--------|----------------|
| 8 hours | 2 | 4 |
| More than 8 hours | 48 | 96 |
| Total | 50 | 100 |

Source: Field Survey.

From table 7, it can be said that 96% employees in Janata Bank works for more than 8 hours. Only a small number of employee works for 8 hours.

Table 8: Academic Degree Relating to Banking Sector of the Respondent

| Academic Degree Relating to Banking Sector | Number | Percentage (%) |
|--|--------|----------------|
| Yes | 10 | 20 |
| No | 40 | 80 |
| Total | 50 | 100 |

Source: Field Survey.

From table 8, it may say that 80% employees in Janata Bank did not take any academic degree relating to banking sector.

Only 20% employees in Janata Bank were taken academic degree relating to banking sector.

Table 9: Types of Degree of the Respondent

| Types of Degree | Number | Percentage (%) |
|---------------------|--------|----------------|
| Honors / BBA | 14 | 28 |
| Masters / PhD / MBA | 32 | 64 |
| Others | 4 | 8 |
| Total | 50 | 100 |

Source: Field Survey.

From the above table 9, it was well-defined that 64% employees belong to the Masters / PhD / MBA category. Because most of the bank both private & govt. wants Masters/ MBA in their recruitment advertisement. 28% employees were belongs to the Honors / BBA category and only 8% employees were belongs to the others category.

Descriptive Analysis of the Respondents

Table 10: Financial Benefit

| Perception Statements in the Financial Benefit | Number of the Respondent | Minimum | Maximum | Mean | Std. Deviation |
|--|--------------------------|---------|---------|------|----------------|
| Salary | 50 | 3 | 5 | 4.46 | .578 |
| Loan facilities from the bank | 50 | 2 | 5 | 4.10 | .974 |
| Others benefit | 50 | 2 | 5 | 3.82 | 1.137 |
| Amount of bonus | 50 | 2 | 5 | 3.98 | .868 |
| Security & pension plan | 50 | 3 | 5 | 4.62 | .530 |
| Valid N (list wise) | 50 | | | | |
| Average Mean | | | | 4.20 | |

Source: Field Survey.

Table 10 shows that average mean value of the perception statements in the financial benefit dimension is 4.20 on a 5 point likert scale. This means that financial benefit has a positive effect on job satisfaction amongst the employee of Janata Bank. So, hypothesis 1 is accepted. Majority of

respondents accorded that the motivational factors influence the job satisfaction level among employees in Janata Bank. Every employee work for money, standard salary, pension plan, Bonus etc. are essential aspects in satisfying the employees.

Table 11: Compensation & Rewards

| Perception Statements in the Compensation & Rewards | Number of the Respondent | Minimum | Maximum | Mean | Std. Deviation |
|---|--------------------------|---------|---------|------|----------------|
| Relation between pay & qualification & performance | 50 | 2 | 5 | 4.30 | .762 |
| Relation between pay & workload | 50 | 2 | 5 | 3.70 | .952 |
| Relation between pay & position | 50 | 2 | 5 | 4.24 | .916 |
| Valid N (list wise) | 50 | | | | |
| Average Mean | | | | 4.08 | |

Source: Field Survey.

Table 11 shows that average mean value of the perception statements in the compensation & rewards dimension is 4.08 on a 5 point likert scale. This means that compensation & rewards has a positive effect on job satisfaction amongst the employee of Janata Bank. So, hypothesis 2 is accepted. Compensation & rewards act as motivational factors that influence the job satisfaction level among employees in Janata Bank.

Table 12: Co-workers & Working Condition

| Perception Statements in the Co-workers & Working Condition | Number of the Respondent | Minimum | Maximum | Mean | Std. Deviation |
|---|--------------------------|---------|---------|------|----------------|
| Workload | 50 | 1 | 5 | 2.88 | 1.118 |
| Flexibility of work hours | 50 | 1 | 5 | 3.36 | .984 |
| Relation with co-workers | 50 | 4. | 5 | 4.72 | .453 |
| Physical work Environment | 50 | 3 | 5 | 4.68 | .551 |
| Valid N (list wise) | 50 | | | | |
| Average Mean | | | | 3.91 | |

Source: Field Survey.

Table 12 shows that average mean value of the perception statements in the co-workers & working condition dimension is 3.91 on a 5 point likert scale. This means that co-workers &

working condition has a positive effect on job satisfaction amongst the employee of Janata Bank. So, hypothesis 3 is accepted. After working for many years together take along a sense of conjoint cooperation, which is there with the bank. Most of all, employees are moderately satisfied with their support from colleagues. The working condition act as one of the significant factors in ascertaining the employees comfort ability, proposing pleasurable conditions which in the long run increase performance and job satisfaction. A good interior and exterior design will inspiration the performance of employee as well as rise productivity. Alternatively, workload, monotonous tasks and lost job flexibility are among the indications that contribute to job stress and convey a negative effect to the performance of employees.

Table 13: Career Development & Job Enrichment

| Perception Statements in the Career Development & Job Enrichment | Number of the Respondent | Minimum | Maximum | Mean | Std. Deviation |
|--|--------------------------|---------|---------|------|----------------|
| Opportunity for promotion | 50 | 2 | 5 | 3.48 | .908 |
| Opportunity to use new technologies | 50 | 1 | 5 | 3.34 | 1.061 |
| Receive training relevant to my job for career development | 50 | 2 | 5 | 4.16 | .911 |
| Right of entry to organization sponsored training & seminars | 50 | 2 | 5 | 3.82 | .896 |
| Valid N (list wise) | 50 | | | | |
| Average Mean | | | | 3.70 | |

Source: Field Survey.

Table 13 shows that average mean value of the perception statements in the career development & job enrichment dimension is 3.70 on a 5 point likert scale. This means that career development & job enrichment has a positive effect on job satisfaction amongst the employee of Janata Bank. So, hypothesis 4 is accepted.

Career development & job enrichment one of the motivational factors that influence the job satisfaction level among employees in Janata Bank. By reason of proper career

development & job enrichment employees become enthusiastic to assist superior and they think them as obligatory part of the bank.

Table 14: Leadership

| Perception Statements in the Leadership | Number of the Respondent | Minimum | Maximum | Mean | Std. Deviation |
|---|--------------------------|---------|---------|------|----------------|
| Skill to influence day to day bank success | 50 | 2 | 5 | 4.26 | .723 |
| Contact with your AGM | 50 | 2 | 5 | 4.04 | .832 |
| Your AGM's management cooperativeness & capabilities | 50 | 3 | 5 | 4.20 | .808 |
| Your AGM's provide clear guidance | 50 | 2 | 5 | 4.54 | .705 |
| Your AGM's handle all workers with fairness & consistency | 50 | 3 | 5 | 4.40 | .571 |
| Valid N (list wise) | 50 | | | | |
| Average Mean | | | | 4.29 | |

Source: Field Survey.

Table 14 shows that average mean value of the perception statements in the leadership dimension is 4.29 on a 5 point likert scale. This means that leadership has a positive effect on job satisfaction amongst the employee of Janata Bank. So, hypothesis 5 is accepted. The two-way communications between AGM and the employee can solve many internal problems and constriction in the Bank. The relationship with the AGM is a very good encouragement to expand the motivation level of the employees. Whereas managing the employees the AGM encourage the employees to implement their best capability. Furthermore, the concept of employee empowerment through the practice of enriching job which employees prerequisite to plan and control their work, giving accountability , be responsible for job satisfaction.

Table 15: Recognition

| Perception Statements in the Recognition | Number of the Respondent | Minimum | Maximum | Mean | Std. Deviation |
|--|--------------------------|---------|---------|-------|----------------|
| Social acceptance of this job | 50 | 2 | 5 | 3.74 | .750 |
| Receive praise from my managers for work well done | 50 | 2 | 5 | 4.22 | .887 |
| This branch is engaged in recognition behaviors | 50 | 2 | 5 | 4.08 | 1.007 |
| Valid N (list wise) | 50 | | | | |
| Average Mean | | | | 4.013 | |

Source: Field Survey.

Table 4.10 shows that average mean value of the perception statements in the recognition dimension is 4.013 on a 5 point likert scale. This means that recognition has a positive effect on job satisfaction amongst the employee of Janata Bank. So, hypothesis 6 is accepted. Employee recognition is the suitable, informal or formal acknowledgement of a person's or team's behavior, which has undoubtedly been further than normal anticipations. Recognition is indispensable to a prominent workplace. People want to be appreciated and esteemed for their involvement. Employee sensations the need to be recognized as an individual or member of a group and to feel a good sense of achievement for work well done or even for a courageous determination for augmenting job satisfaction.

Correlation Analysis

Table 16: Correlation

| | Salary | Loan facilities from the bank | Security & pension plan | Work load | Flexibility of work hours | Physical work environment | Skill to influence day to day bank success | Receive training relevant to my job for career development |
|--------------------------|--------|-------------------------------|-------------------------|-----------|---------------------------|---------------------------|--|--|
| Salary | 1 | | | | | | | |
| Loan facilities from the | .134 | 1 | | | | | | |

Samira Islam Resmi, Md. Masudul Hassan- **An Analysis of Job Satisfaction amongst the Employee as well as its Impingement on Banking of Janata Bank: Sher-E-Bangla Nagar Corporate Branch**

| | | | | | | | | |
|--|----------|----------|----------|---------|-----------|-------|-------|---|
| bank | | | | | | | | |
| Security & pension plan | .714(**) | -.122 | 1 | | | | | |
| Workload | .245 | .367(**) | .059 | 1 | | | | |
| Flexibility of work hours | -.010 | -.145 | .189 | .170 | 1 | | | |
| Physical work environment | .599(**) | -.015 | .553(**) | .268 | .179 | 1 | | |
| Skill to influence day to day bank success | .098 | .368(**) | -.216 | .292(*) | -.363(**) | -.197 | 1 | |
| Receive training relevant to my job for career development | -.297(*) | -.179 | -.209 | -.041 | .185 | .145 | -.095 | 1 |

Source: Field Survey.

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

- Salary has positive correlation with security & pension plan, correlation value is 0.741. Meanwhile, when salary increase, then automatically security & pension plan increase which further creates job satisfaction among the employee of Janata Bank.
- Workload has positive correlation with loan facilities from the bank. The correlation value is 0.367 which is below 0.5 shows that loan facilities from the bank have less impact on workload.
- Physical work environment and salary correlation value is 0.599 which shows positive relationship exists between physical work environment and salary.
- Security & pension plan has positive correlation with physical work environment. The correlation value is 0.553. Since Janata Bank is a govt. bank, tedious tasks

overtime and stress were preponderantly present in its work environment. Security & pension plan may be act as a motivator that's why there is a relationship exists between security & pension plan physical work environment.

- Flexibility of work hours has negative correlation with skill to influence day to day bank success, correlation value is 0.363. From the time when flexibility of work hours is less has an impact on to use their skill to influence day to day bank success.
- Receive training relevant to my job for career development has negative correlation with Salary, correlation value is -.297. Training relevant to bank job has a significant impact on promotion as well as salary which is related to overall job satisfaction.

Regression Analysis

Table 17: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|----------|-------------------|----------------------------|
| 1 | .929(a) | .864 | .732 | .26763 |

Table 18: ANOVA (b)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|---------|
| 1 | Regression | 11.329 | 6 | .472 | 6.590 | .000(a) |
| | Residual | 1.791 | 43 | .072 | | |
| | Total | 13.120 | 49 | | | |

a Predictors (Constant), Financial benefits, compensation& Rewards, Co-workers & working condition, Career Development & Job enrichment, Leadership, Recognition.

From Table: 17 & 18 it would be said that, The F-statistics for this study is significant at 1 percent level (Sig. $F < 0.1$), showing the goodness of fit of the model .It can be observed that the R square is 0.864, representing 86.4 percent of the job satisfaction can be explained by financial benefits, compensation& rewards,

co-workers & working condition, career development & job enrichment, leadership, recognition.

Table 19: Coefficients (a)

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | -1.221 | 1.422 | | -1.101 | .277 |
| Financial benefits | .024 | .116 | .032 | .207 | .004 |
| Compensation & Rewards | .012 | .105 | .257 | .114 | .016 |
| Co-workers & working condition | -.052 | .117 | -.069 | -.440 | .362 |
| Career Development & Job enrichment | .081 | .118 | .106 | .690 | .494 |
| Leadership | .161 | .112 | .218 | 1.441 | .007 |
| Recognition | .527 | .141 | .573 | 3.750 | .000 |

Source: Field Survey.

a Predictors (Constant), Financial benefits, compensation& Rewards, Co-workers & working condition, Career Development & Job enrichment, Leadership, Recognition.

a Dependent Variable: Job Satisfaction Level.

From coefficient analysis table, It can be conclude that financial benefits, compensation & rewards, leadership has statistically significant (significance value is less than 0.05) effect on overall job satisfaction. Moreover, career development & job enrichment has positively associated with overall job satisfaction because beta value represents the slope means nature (positive/negative) of relationship. On the other hand, co-workers & working condition has negatively associated with overall job satisfaction. Recognition has no significant impact on overall job satisfaction.

Regression line

$$Y = -1.221 + .024 X_1 + .012 X_2 + (-.052) X_3 + .081 X_4 + .161 X_5 + .527 X_6$$

From the regression co-efficient we can say that financial benefits, compensation & rewards, career development & job

enrichment, leadership, recognition significant positive impact to achieve job satisfaction. More ever, co-workers & working condition have somewhat negative impacts in accomplishing job satisfaction.

Table 20: Problems Faced by the Employee of Janata Bank

| Problems | No. of Respondents | Percent (%) | Rank |
|--|--------------------|-------------|-----------------|
| High workload & high customer pressure | 42 | 84 | 1 st |
| Promotion opportunity is narrower in the upper levels | 23 | 46 | 2 nd |
| Sometimes salary is not enough to keep up the living standard of employees | 21 | 42 | 3 rd |
| Working environment & areas is too small for working | 17 | 34 | 4 th |
| Absence of recognition for good work | 15 | 30 | 5 th |
| Absence of incentive bonus | 14 | 28 | 6 th |

Source: Field Survey.

Note: one employee reported more than one problem. So, addition of percentage will not necessarily equal to 100.

From table 20, it was evident that, the employee of Janata Bank faced these problems were shown in percentage as well as the problems was ranked. Janata Bank should be taken aware of this problem & steps should be taken to solve these problems to increase the employee satisfaction as well as enhancing the overall performance of the bank.

CONCLUSION & POLICY RECOMMENDATIONS

Janata Bank plays a significant role in the banking sector as well as in our economy. Job satisfaction can be a vital indicator of how employees feel about their jobs, as well as a good forecaster of employee's work activities in terms of commitment to the Bank. Janata Bank must be acknowledged and valued because total success of the bank is determined by on the employees' performance, efficiency, honesty, persistence and reliability. Therefore, distinctive care should be taken to intensification and continue their level of job satisfaction and

by this means backing them to rise their efficiency and productivity meanwhile they are playing a dynamic starring role in the economic progress of Bangladesh. Job satisfaction among bank employees to the overall bank performance turn out to be even more significant under the confronting Global challenge. Based on this, some recommendations are given below for the enhancement of Job satisfaction amongst the employee of Janata Bank:

- A friendly and helpful atmosphere should be continued in the working place so that officers can enjoy their job. The cooperative attitude of co-workers to each other should be maintained. Notwithstanding this, the bank authority should think positively and take care of it so that the satisfaction level can be reach to an acceptable level.
- Nevertheless, most of the employees are somewhat satisfied with the promotional policy which is basically based on seniority and length of work. It is acclaimed that that the bank should try to implement the promotional policy based on both seniority as well as performance so that the young and energetic employees are encouraged to perform better in their job.
- The top level management of bank should observe the existing pay structure, as study discloses that many respondents are somewhat satisfied with their salary. So, the bank should try to provide the competitive pay structure bearing in mind bank working situation. It is intensely suggested that the bank first understand the employee's welfare, their financial issues, salary for their livelihood, their interest of sphere, their problems, their problems and how much time is dedicated to their personal life, the exploitation in workplace.
- To create favorable work environment for the employees in Janata Bank. AGM should guide on employees to

communicate effectively, construct a good inter personal environment within the bank, ensuring suitable working condition.

- To upturn the morale of the employee it is pre requisite to make their job more interesting and manager should always apprise employees for doing a good job. If they get recognition for their good work, they will work more & will be satisfied.
- Janata Bank should be given more incentive bonus for increasing employee satisfaction as well as their productivity, as we know what development of any financial institution is closely associated with the performance of the satisfied employee.
- Janata Bank management needs to pay attention on the problems of the employee for the better banking service & the solution should be made quickly for their advancement.
- Over-all, there should be planning for different kind of rewards for better performance. It will encourage them to take accountability and also will progress their enthusiasm to perform better- another recommended adjustment to management style.

LIMITATION OF THE STUDY

Wholehearted effort was applied to conduct the study work and to bring a reliable and fruitful result. In spite of best efforts there were limitations that acted as barriers to conduct the study:

- It was the most important difficulty of obtaining exact response from the respondents as most of the employees did not give appropriate answer to the questions because they assume it will be revealed to others.

- A study that encloses interview of 50 respondents cannot conclude anything accurately and as such, the survey is subjected to the bias and prejudices of the respondents.
- Respondents were very busy. Because of the busy schedule, most of the cases respondents were not capable to give enough time for personal interview.
- There is no exact source of collecting necessary data due to the lack of research and development department in banking sector.
- Many respondents imagine that it is of no value to provide time to answer such questions which eventually gives nothing as result.
- Secondary data are not much available on this topic.
- For the success of the survey, I had to play a vital role in carrying out the fieldwork with shortage of time and fund.

AVENUES FOR FURTHER RESEARCH

It is recommended that future studies to be pursued to more explore the probable relationships and effects these variables such as family members, weekly leave, working hour, year of involvement, field of specialization with personal problems etc.

REFERENCES

- 1- Ajmal, M. U., & Irfan, S. (2014). Understanding the Moderating Role of Islamic Work Ethics between Job Stress and Work Outcomes. *IOSR Journal of Business and Management*. Vol. 5(6). 8-15.
- 2- Annual Reports of Janata Bank Limited, (2014).
- 3- Black, K., (2009). *Business Statistics: Contemporary Decision Making*. 6th Edition., John Wiley and Sons, USA.

- 4- Elamin, A. M. (2011). Effects of Nationality on Job Satisfaction: Domestic versus Expatriate Bank Employees in the United Arab Emirates. *International Journal of Management*, Vol. 28, (1), 20-39.
- 5- Hanif, M.F. & Kamal.Y (2009). Pay and Job Satisfaction: Comparative Analysis of Different Pakistanis Commercial Banks. (Paper presented at9th National research conferences at SZABIST Islamabad Munich personal repress archive, Islamabad).
- 6- Islam, N. & Saha, G. C. (2001). Job Satisfaction of Bank Officers in Bangladesh. *ABAC Journal*, Vol. 21, (3),28-35.
- 7- Jehanzeb, K., Rasheed, M. F., Rasheed, A., & Aamir, A. (2012). Impact of Rewards and Motivation on Job Satisfaction in Banking Sector of Saudi Arabia. *International Journal of Business and Social Science*, Vol. 3,(21), 272-278.
- 8- Meena, M. L. & Dangayach, G. S. (2012). Analysis of Employee Satisfaction in Banking Sector. *International Journal of Humanities and Applied Sciences*, Vol. 1,(2),78-81.
- 9- Malik, M. E., Danish, R., & Usman, A. (2010). Impact of Job Climate and Extrinsic Rewards on Job Satisfaction of Banking Executives: A Case of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 1,(12),125-139.
- 10- Nazir, A. N. (1998). Perceived Importance of Job Factors and Overall Job Satisfaction of Bank Employees'. *Indian Journal of Industrial Relations*, 33(4), 479-496,.
- 11- Nimalathasan, B (2012). Job Satisfaction of Private Sector Bank Executives in Bangladesh: A Factor Analysis. *Global Journal of Management and Business Research*. Vol. 12,(1), 01-11.

- 12- Qasim, S., Azam cheema, E. F., & Syed, N. A. (2012). Exploring Factors Affecting Employee's Job Satisfaction at Work. *Journal of management and social science*, Vol. 8, (1), 01-13.
- 13- Rumman. M.A.R.A., (2011), Factors Affecting Job Satisfaction of the Employees in Travel and Tourism Companies in Amman', *International Bulletin of Business Administration*, Vol. 12.(9),78-91.
- 14- Rahman. M.A., (2014). Increasing Employee Job Satisfaction as well as Organizational Performance through Effective HRM Practices in Private Commercial Banking Sector of Bangladesh. *Journal of Economics and Sustainable Development*. Vol.5,(10), 90-102.
- 15- Schulze, S. and Steyn, T. (2003). Educators' Motivation: Differences Related to Gender, Age and Experience. *Act Academica*, 35(3), 138–160.
- 16- Sowmya, K. R. & Panchanatham, N. (2011). Factors Influencing Job Satisfaction of Banking Sector Employees in Chennai, India. *Journal of Law and Conflict Resolution*, Vol. 3(5), 76-79.
- 17- Saleem.S., Majed.S., Aziz.T., & Usman. M., (2013). Determinants of Job Satisfaction among Employees of Banking Industry at Bahawalpur. *Journal of Emerging Issues in Economics, Finance and Banking*. Vol.1 (2),18-27.
- 18- Wright, BE & Davis, BS (2003). Job Satisfaction in the Public Sector: The Role of the Work Environment. *The American Review of Public Administration*, vol 33,(10),70-90.
- 19- Zeffane, R, Ibrahim, ME & Mehairi, RA (2008). Exploring the Differential Impact of Job Satisfaction on Employee Attendance and Conduct: The Case of a Utility Company in the United Arab Emirates. *Employee Relations*, vol 30,(3), 237-250.