

The Effect of Educational Qualification on The Level of Job Satisfaction of Employees Working in SBI and ICICI

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Abstract

Job Satisfaction is not a destination but a journey. It is one such topic that has gained continuous importance in the managerial context since a long time. It is not only an important aspect for employees, workers, staff and management but also for students, researchers, academicians and policy makers too. Customer satisfaction was considered to be utmost important for an organization to be successful in earlier times. But now the organizations know it very well that satisfaction of its employees has more to do with its prosperity..

Lois Moncrieff rightly said, “Employees need to understand how what they do fits into the 'Big Picture'. This will help them have a good reason for being motivated when they understand what they do matters and has impact.”

Even the banking sector has not remained untouched with this philosophy of job satisfaction. Undoubtedly banks play a very crucial and a vital role in our economy. The role of banks has shifted from accepting deposits and lending loans to mobilizing savings for capital formation, acting as a financier to industry, trade, agriculture, consumer activities, generation of employment etc. Banks also help in framing the monetary policy of the country.

The present research paper is an effort to make a comparative study to analyze the job satisfaction level of the operational level employees working in a public (SBI) and a private (ICICI) bank with respect to their educational qualifications. As a study of job satisfaction level of employees of both the banks for a period of two years, i.e., from January 2014 to January 2016 is made.

Key Words : Job Satisfaction, operational level, public sector, private sector, economy,

Introduction

The Indian culture and the mindset of the people residing in this culture is a low risk taking type. In such a scenario, banks act as an important financial institution catering to the needs for the entire society/nation. Unlike the ancient times, where people used to be dependent upon money lenders now the banks act as government regulated institutions, that ensures development. A lot of valuable services are provided by the modern banks. A sound and developed financial system supports the economy to a great extent.

In order to operate smoothly, prosper, offer valuable knowledge and become successful, even the banking sector needs motivated, loyal and committed employees. It has been proven that if the employees are happy and satisfied, the quality of services they offer increases and it has a positive effect on the overall performance of the bank. Although satisfying and motivating employees is a

complex phenomenon as each individual has a different set of qualities, attitude, feelings and behaviour. Yet, without the employees being motivated the organization cannot run successfully for a long time. There are various ways through which an employee gets motivated to work such as pay, promotion opportunities, training, accommodation, etc.

It becomes difficult for a bank to strike a balance between earning profits and satisfying employees. Without happy and satisfied employees, the banks will get limited in their ability to provide the required services and attain their future goals. There is a different level of job satisfaction for each employee and each and every task performed by him in order to be satisfied with his job.

Not everyone can be satisfied with their jobs. The misfit between an employee and his job due to various reasons. Being underpaid, having limited career growth, lack of interest, poor management, excessive workload are a few reasons for employee dissatisfaction. In this study, educational qualification as one of the major reasons for job satisfaction/dissatisfaction is analysed.

In today's modern, complex, industrialized societies, education has a great importance. An educated individual is more capable of completing the socialization process, maintains the beliefs, skills, art, literature, philosophy, heredity of his religion, he has a better social personality which fits him in the culture better, with positive attitude and a higher status.

It is mainly through his educational qualifications that an individual gets a job in a bank. Different cadre of employees in banks requires different levels of educational qualifications. Every job position requires a minimum qualification. Many times it is seen that employees joining a bank have higher qualification than required minimum qualification. An interesting fact to be noted here is those employees with minimum qualification are found to be more satisfied as compared to those who are highly qualified.

As soon as the same employees when possess higher qualification he feels that he should be offered higher job position with higher salary. He starts finding a misfit between his education level and job position. Thus he begins to be dissatisfied with his job. In such cases, the employee is found to be searching for a new job and quitting the existing one. They start expecting a higher pay or status from their current jobs. If this wish of theirs is not satisfied they start showing annoyance at work place and sometimes these employees are also seen entering into organizational politics. One of the aspects regarding the same is, these days the employees are also selected on the basis of competitive exams or campus recruitments. This pattern is on one hand highly motivational for a selected candidate but at times it is also found to be a source of dissatisfaction among the existing employees.

Literature Review

Katz and Associates (1949), in their study discovered the four dimensions of morale at workplace. They are job satisfaction, satisfaction with wages and promotional opportunities, identification with company, and pride in work group. They also concluded that pride in the work group has a high correlation with productivity.

Bullock R.P.(1952), defined job satisfaction in his own terms as “an attitude which results from a balancing and summarization of many specific likes and dislikes experienced in connection with job. This attitude maintains itself in evaluation of the job and of the employing organization. Job satisfaction is rather an evaluation of one's job and employing company as contributing suitably to the attainment of one's personal objective”.

Sinha (1958), in his study titled “Job Satisfaction in Office and Manual Workers”, concluded that the major contributors to dissatisfaction were “inadequate salary” and “insufficient leave.

Chatterji(1960), emphasized on individual feelings regarding job satisfaction in the modern society and considered supervision, job security, promotional opportunities, proper grievance redressal mechanism are equally important as pay is.

Sinha and Singh, P. (1961), studied the relationship between job satisfaction and absenteeism. This study was conducted on hundred workers of T.I.S.C.O. at Jamshedpur and concluded that there is a higher degree of relationship between absenteeism and job satisfaction. The employees with high absenteeism were found to be less satisfied with their jobs than the low absentee group.

Rao (1971), conducted a study entitled “Socio-Personal Correlates of Job Satisfaction”, wherein he concluded that worker's primary needs are wages, housing and advancement opportunity and these needs should be placed into a 'hierarchy of prepotency' which if it remained unsatisfied or unfulfilled would cause dissatisfaction.

Locke E.A. (1976), in his study regarding the psychological aspect of the job observed that job satisfaction/dissatisfaction of an employee mainly depends on his emotional feelings and mind set. He further said that job satisfaction is thus a result of positive emotions and if the employee is positively motivated, he displays more willingness to work and commitment in their jobs.

Rupande Sutaria and Pallavi Shah (1977), in their study titled “Need Fulfilment, Job Attitudes and Job Mobility”, revealed that it is important for the management to identify employees' needs and they should take efforts to satisfy of those needs of the employees.

Zend and Upadhyay (1977), in their study on “Job Satisfaction of Women Entrepreneurs”, observed that overall job satisfaction of a certain group of women entrepreneurs was high with respect to selected four dimensions of job, viz., work schedule, work environment, work autonomy and occupational stability.

Arya (1984), in his study titled “Work Satisfaction and its Correlates”, concluded that workers who are a part of trade unions tend to be more satisfied whereas employees of disturbed organizations (poor industrial relation) were generally found to be less satisfied.

Etuk M.E. (1989) in his study regarding job satisfaction mentioned that the major numbers of respondents in his survey were dissatisfied with either salary or availability of facilities or working conditions. He in his study discussed about a proper communication between superiors and subordinates, involvement of junior staff in decision making process.

Mira Singh and Pestonjee (1990), in their study entitled “Job Involvement, Sense of Participation and Job Satisfaction – A Study in Banking Industry”, have stated that clerical level of employees

were found to be more satisfied in job area and social relations in comparison to officer level employees.

Slocum (1990), in his study tried to establish a relationship between performance and job satisfaction. In this empirical study he found a tangible relationship and high proximity between job satisfaction and organizational performance. But the study could not correlate job satisfaction with employee turnover.

Rama (1994), in her study on “Job Satisfaction of Bank Employees - A Study with Reference to Kamarajar District”, has indicated that public sector banks and private sector banks have different sets of satisfiers and dis-satisfiers. Public sector banks have high social values, interpersonal relationship and modernization whereas private sector banks have economic rewards, instincts and better work environment as factors responsible for job satisfaction. There were not much and major differences in job satisfaction among employees working in private and public sector banks. The study identified salary, other benefits and responsibility as the major dissatisfaction area in banks.

Objectives of the study

- 1) To assess the level of job satisfaction with reference to educational qualifications.
- 2) To suggest measures to induce higher satisfaction among employees.

Hypothesis

H_0 : There is no significant association between educational qualification and job satisfaction among employees working in both the banks.

H_1 : There is a significant association between educational qualification and job satisfaction among employees working in both the banks.

Research Methodology

The present study is primary data based collected from 400 operational level bank employees (200 from each bank). The study period is limited from January 2014 to January 2016. Pre-structured questionnaires were prepared in which questions related to personal data, socio-economic data, employment details and level of job satisfaction were included. Likert scale is used to analyze data. Chi square using SPSS was used to measure the satisfaction level.

Analysis and Findings

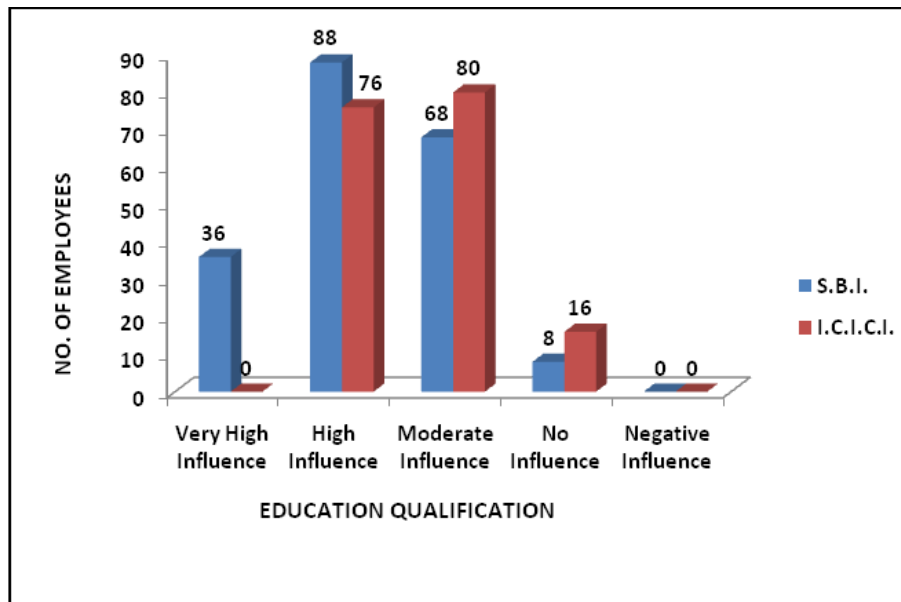
For almost all the organizations uneasiness, lack of motivation, and unhappiness of employees are some of the most prominent matters of concern. Unhappy employees cannot focus on achieving goals, those employees who show positive attitude, are cheerful and peaceful and will tend to give desired results. Education level or qualification is among one of the factors that determine the level of job satisfaction. It may have both positive and negative effects. Positive effects such as better qualified people tend to get better jobs with high pay and thus are more satisfied. Negative effect as highly qualified personnel expects high rewards which practically

may not be possible. Educational level of an employee is an important factor as it leads to different occupational positions with different jobs and pay structures. Even the position of an individual in a society is affected by the extent to which they are exposed to tasks and job positions subject to high demand and low control. Overqualified employees also tend to develop personal and professional unhappiness. Studies show that if an employer has adequate control over job characteristics, negative effect of education on job satisfaction reduces, the job satisfaction level of employees of S.B.I. and I.C.I.C.I., Jaipur in reference to their educational qualification are as follows:

Table : Education Qualification

Education Qualification	Very High Influence		High Influence		Moderate Influence		No Influence		Negative Influence		Total	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
S.B.I.	36	18	88	44	68	34	8	4	0	0	200	100
I.C.I.C.I.	0	0	76	38	80	40	16	8	0	0	200	100

Figure: Education Qualification



The above table depicts that 36 employees (18 percent) from SBI and no employees from ICICI had very high influence of job satisfaction on educational qualification 88 employees (44 percent) from SBI 76 employees (38 percent) from ICICI had high influence from above category. 68 employees (34 percent) from SBI 80 employees (40 percent) had moderate influence from above variable. 8 employees (4 percent) from SBI 16 employees (8 percent) from ICICI had no influence whereas none of the employees from either of the bank had negative influence of job satisfaction on educational qualification.

Association between education and job satisfaction level among operational level employees working in both the banks

Education	SBI						ICICI					
	Under Graduate		Graduate		Post Graduate		Under Graduate		Graduate		Post Graduate	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Satisfied	16	56	67	60	37	62	9	54	55	44	32	54
Unsatisfied	12	44	45	40	23	38	7	46	69	56	28	46
Total	28	100	112	100	60	100	16	100	124	100	60	100
Pearson Chi-square value = 0.166						Pearson Chi-square value = 1.780						
df = 2						df = 2						
p value = 0.920						p value = 0.411						

Case Processing Summary: SBI

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
QUALIFICATION * SATISFACTION	200	100.0%	0	0.0%	200	100.0%

QUALIFICATION * SATISFACTION Cross tabulation

Count

		SATISFACTION		Total
		SATISFIED	UNSATISFIED	
QUALIFICATION	UNDER GRADUATE	16	12	28
	GRADUATE	67	45	112
	POST GRADUATE	37	23	60
Total		120	80	200

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.166 ^a	2	.920
Likelihood Ratio	.166	2	.920
Linear-by-Linear Association	.162	1	.687
N of Valid Cases	200		

Case Processing Summary: ICICI

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
QUALIFICATION * SATISFACTION	200	100.0%	0	0.0%	200	100.0%

QUALIFICATION * SATISFACTION Cross tabulation

Count

		SATISFACTION		Total
		SATISFIED	UNSATISFIED	
QUALIFICATION	UNDER GRADUATE	9	7	16
	GRADUATE	55	69	124
	POST GRADUATE	32	28	60
Total		96	104	200

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.780 ^a	2	.411
Likelihood Ratio	1.781	2	.410
Linear-by-Linear Association	.212	1	.645
N of Valid Cases	200		

Among the under-graduate staff of SBI, 16 employees (56 percent) were found to be satisfied and 12 employees (44 percent) were found to be unsatisfied. 67 (60 percent) graduate and 37 (62 percent) post-graduate employees were found to be satisfied whereas 45 (40 percent) graduates and 23 (38 percent) post-graduate employees were unsatisfied with their jobs. The Pearson's Chi-square value for the above analysis was found to be 0.166, d.f= 2, p value = 0.920.

From the under-graduate staff of ICICI, 9 employees (54 percent) were found to be satisfied and 7 employees (46 percent) were found to be unsatisfied. 55 (44 percent) graduate and 32 (54 percent) post-graduate employees were found to be satisfied whereas 46 (69 percent) graduate and 28 (46 percent) post-graduate employees were unsatisfied with their jobs. The Pearson's Chi-square value for the above analysis was found to be 1.780, d.f=2, p value = 0.411.

Thus, we accept the null hypothesis that there is no association between educational qualification and job satisfaction level among operational level employees working in both banks i.e., SBI and ICICI.

Conclusion

The determination of the factors affecting jobs satisfaction and the important role they play in service sector, especially banks is very important. Employee performance has a crucial role to play in the banks. Satisfied employees improve the quality and efficiency of the banking activity. In view of the fact that the number of banks is increasing day by day, it becomes inevitable for the researches, administrators and the policy makers to pay attention to the various aspects affecting job satisfaction.

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