

The Impact of Administrative Practices on Job Satisfaction of Bank Employees

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ABSTRACT

The success of today's banking business will largely depend on the human resources of the organization at all levels. The creative abilities, capabilities and knowledge of Human Resources are significant in case of service organization where the very nature of functioning needs all the qualities of employees.

In this study, the impact of Administrative practices on Job Satisfaction of Bank Employees is analyzed in detail. Analysis of the Job Satisfaction of employees in State Bank of India required an in-depth study involving various tests using statistical tools. The study on job satisfaction of bank employees in State Bank of India is analyzed with the help of various tools such as Simple percentages and Mean.

Job satisfaction refers to one's attitude towards one's job. It can only be inferred but not seen. Job satisfaction is a positive or negative feeling with which employees view their work. Job satisfaction is often determined by how well outcomes meet or exceed expectations. Managers need to pay attention to job satisfaction constantly. High job satisfaction may lead to improved productivity, reducing absenteeism, less job stress, low employee turnover.

Keywords: Job Satisfaction, Administration, Stress, Compensation.

INTRODUCTION:

Administration of an organization means facilitates planning, organizing, directing and controlling the activities across the organization to achieve the organizational success. An organization pays kind attention on the administrative practices, because it have a direct impact on the employee's job performance, therefore the senior managers as well the middle managers make sure that certain information flows and resources are employs resourcefully across the organization.

STATEMENT OF THE PROBLEM:

Job satisfaction is the positive and negative attitude towards the job by an employee. There are some factors that always contribute directly and indirectly to the employee's mind before taking the actual decision regarding the job satisfaction, which are specially linked to the Working hours, Leave facility, Transfer policy, job security, Grievance redressal system, compensation and job related facilities, administrative practices, career advancement opportunity and co-worker relationship.

OBJECTIVES OF THE PROBLEM:

- To find out the administrative practices prevailing in the State Bank of India.
- To give suggestions to the bank employees for effective administrative practices

SCOPE OF THE STUDY:

Banking sector plays an important role in everybody's life. The success of banking sector lies in the hands of their employees. Thus, managers need to take necessary steps to improve the level of job satisfaction. This study aims to measure the level of job satisfaction of the employees of the State Bank of India in Tiruchirappalli District. It covers different cadres of employees working in the State Bank of India such as officers, clerical staff and sub staff.

REVIEW OF LITERATURE:

S.M.D.Y Jayarathna, W.A.S Weerakkody (2014), found that, there is an impact on administrative practices on job performance, but it is not important. The author concluded that employee's job performance have been impacted by administrative practices, and the job performance can be improved by developing the administrative practices .

Darby R. (2000) argues that employees who have supportive supervisors experience have less job dissatisfaction than employees without supportive supervisors.

Firth L, Mellor D, Moore K. and Loquet C. (2004), found that employees who perceive themselves to be in a supportive relationship with their supervisor have higher satisfaction and organisational commitment than those who do not perceive themselves to be in supportive relationships with their supervisor.

Borah, S. (2001) Identified that pay structure facilities provided by the company, transfer, promotion policy, leave facility, and working conditions were the most important factors influencing job satisfaction.

McNeese-Smith D. and Nazarey M. (2001) found that close relationships with one's co-worker's increase job satisfaction and organisational commitment, particularly in a situation where co-workers are regarded as friends, as a support system, or as family.

Feinstein Andrew Hale (2001) indicated that tenure had a significant effect on several components that score for satisfaction. Store location had a significant effect on the level of satisfaction with policies and the level of education significantly affected satisfaction with recognition

Vander G, Emans M. and Vande E. (2001) pointed that group level task interdependence enhances the feeling of belongingness and co-ordination among employees and as a result the degree of job satisfaction increases.

Vallejo R.D, Vallejo J.A. and Parra S.O.(2001) found a greater level of satisfaction among bank employees in relation to salary adjustments.

Raabe B. and Beehr T. (2003) argues that co worker relationships have an important influence on employee's organisational commitment that result in employee job satisfaction.

Clark A. (2005) found that the opposite vibrant of job satisfaction with regard to the economic conditions as represented by working time, is also evident.

METHODOLOGY AND TOOLS FOR DATA COLLECTION:

The methodology for the study is analytical and descriptive. The data type was primary and the data were primarily collected by administering questionnaire and by interviewing. A five point Likert scale was used to measure the level of satisfaction of the employees of State bank of India. The responses of respondents were categorized into five groups and were given weight from minimum 1 to maximum 5. The data collected through questionnaire were subject to computations in the form of table which made the calculations and analysis easy.

Primary data were collected through administering the questionnaires personally to employees of State Bank of India. Secondary data have been collected by way of personal meeting with employees of State bank of India and also from various reports collected from them. Information were also collected from websites, bank journals and magazines.

Sampling Design:

The Sampling Technique used was Stratified (Proportionate) random sampling. The sample size considered for the study is 300 employees from the State Bank of India in Tiruchirappalli District. The Study was conducted on three different levels of employees like Officers, Clerical and Sub Staff.

Conceptual Framework:

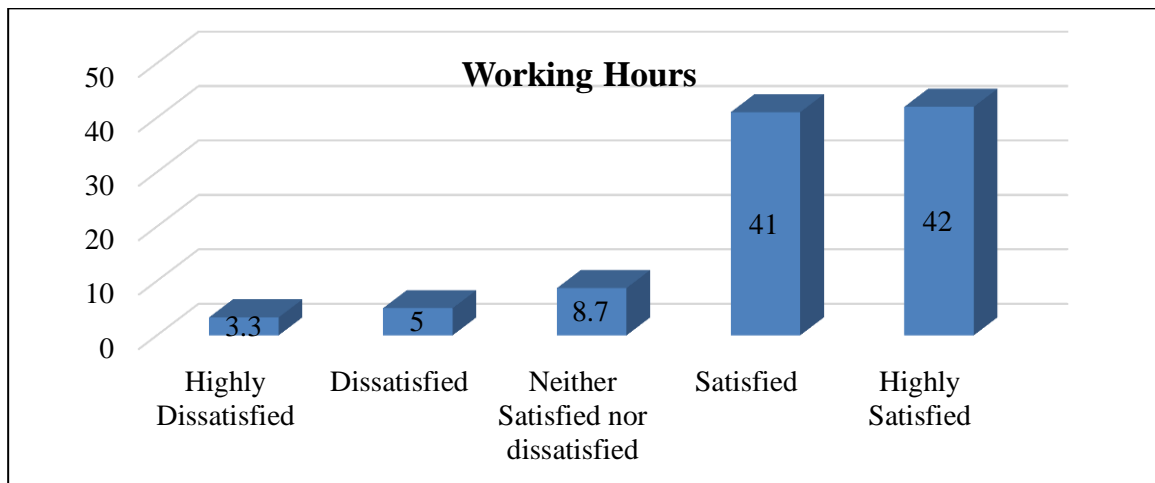
The study includes 10 aspects as administrative practices of bank employees such as Working Hours, Leave facilities, Transfer policy, job security, Banks Policy, freedom in decision making, Management's support and encouragement, Grievance redressal system, recruitment policy and promotion policy of the bank.

ANALYSIS AND INTERPRETATION OF DATA:

Distribution of the respondents by their satisfaction with Working Hours

Satisfaction Level	Working Hours (%)
Highly Dissatisfied	3.3
Dissatisfied	5.0
Neither Satisfied nor dissatisfied	8.7
Satisfied	41.0
Highly Satisfied	42.0
	100.0

Source: Primary Data

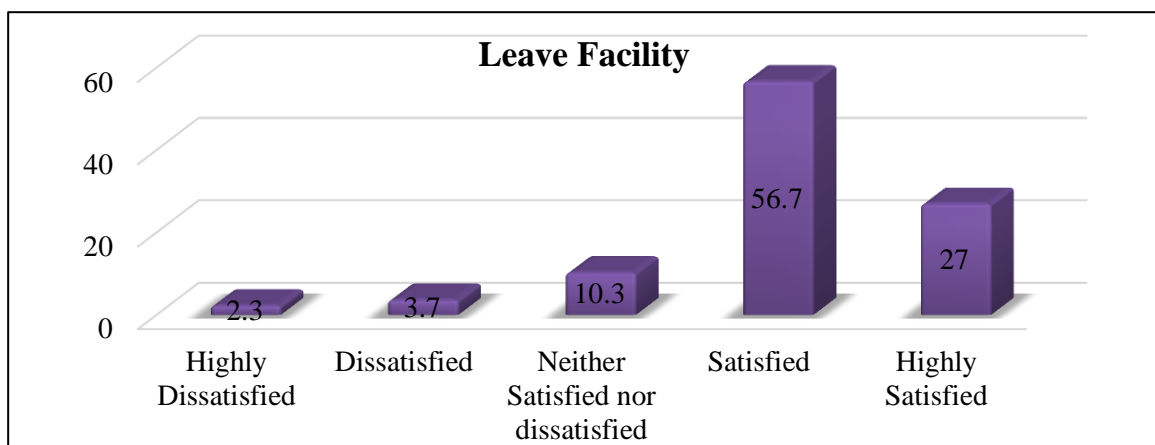


It is inferred from the above table that 42% of respondents are highly satisfied, 41% of respondents are satisfied, 8.7% of respondents are neither satisfied nor dissatisfied and 5% of respondents are dissatisfied and 3.3% of respondents are highly dissatisfied with regard to the working hours of the bank.

Distribution of the respondents by their satisfaction with Leave facility

Satisfaction Level	Leave facility (%)
Highly Dissatisfied	2.3
Dissatisfied	3.7
Neither Satisfied nor dissatisfied	10.3
Satisfied	56.7
Highly Satisfied	27.0
	100.0

Source: Primary Data

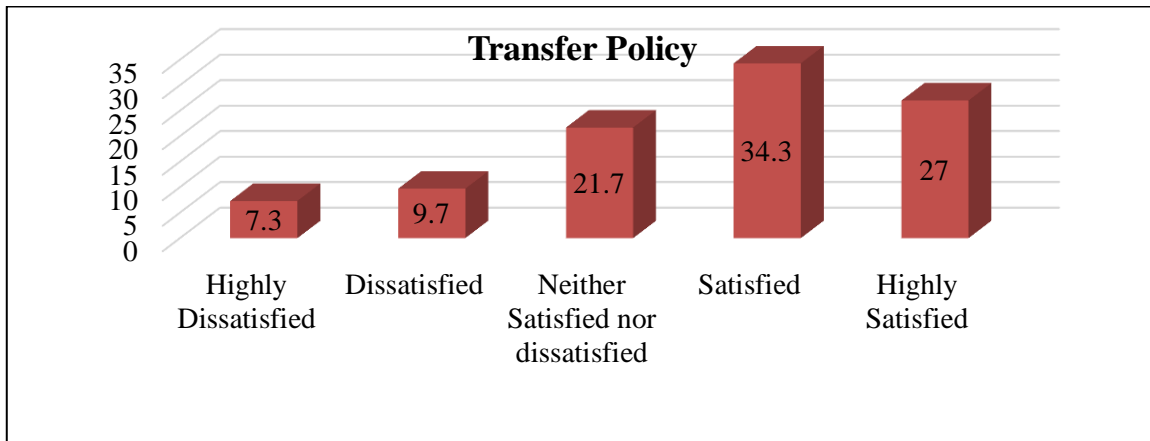


It is found from the above table that 27% of respondents are highly satisfied, 56.7% of respondents are satisfied, 10.3% of respondents are neither satisfied nor dissatisfied and 3.7% of respondents are dissatisfied and 2.3% of respondents are highly dissatisfied with regard to the leave facilities of the bank.

Distribution of the respondents by their satisfaction with Transfer Policy

Satisfaction Level	Transfer Policy (%)
Highly Dissatisfied	7.3
Dissatisfied	9.7
Neither Satisfied nor dissatisfied	21.7
Satisfied	34.3
Highly Satisfied	27.0
	100.0

Source: Primary Data

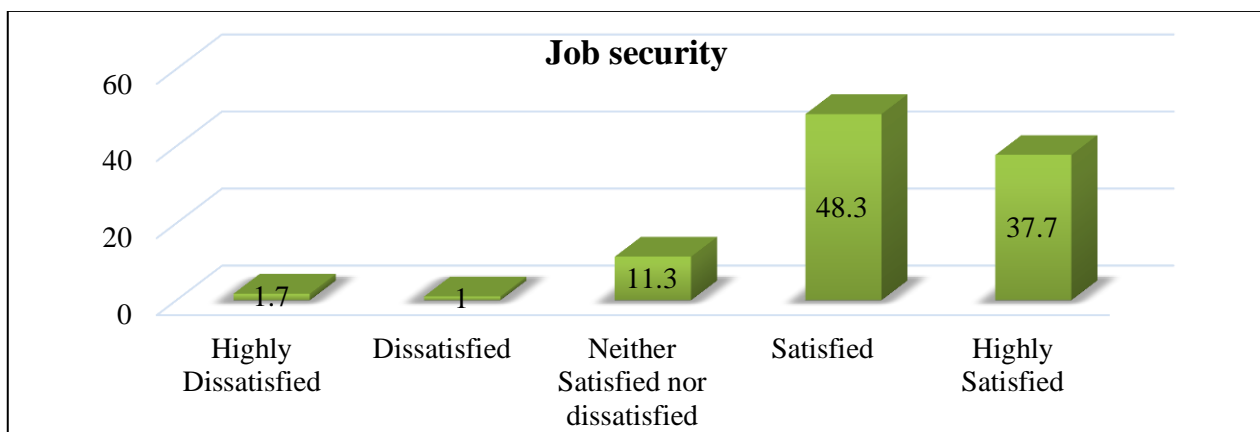


The above table shows that 27% of respondents are highly satisfied, 34.3% of respondents are satisfied, 21.7% of respondents are neither satisfied nor dissatisfied and 9.7% of respondents are dissatisfied and 7.3% of respondents are highly dissatisfied with regard to the Transfer policy of the bank.

Distribution of the respondents by their satisfaction with Job Security Provided by the bank

Satisfaction Level	Job Security (%)
Highly Dissatisfied	1.7
Dissatisfied	1.0
Neither Satisfied nor dissatisfied	11.3
Satisfied	48.3
Highly Satisfied	37.7
	100.0

Source: Primary Data

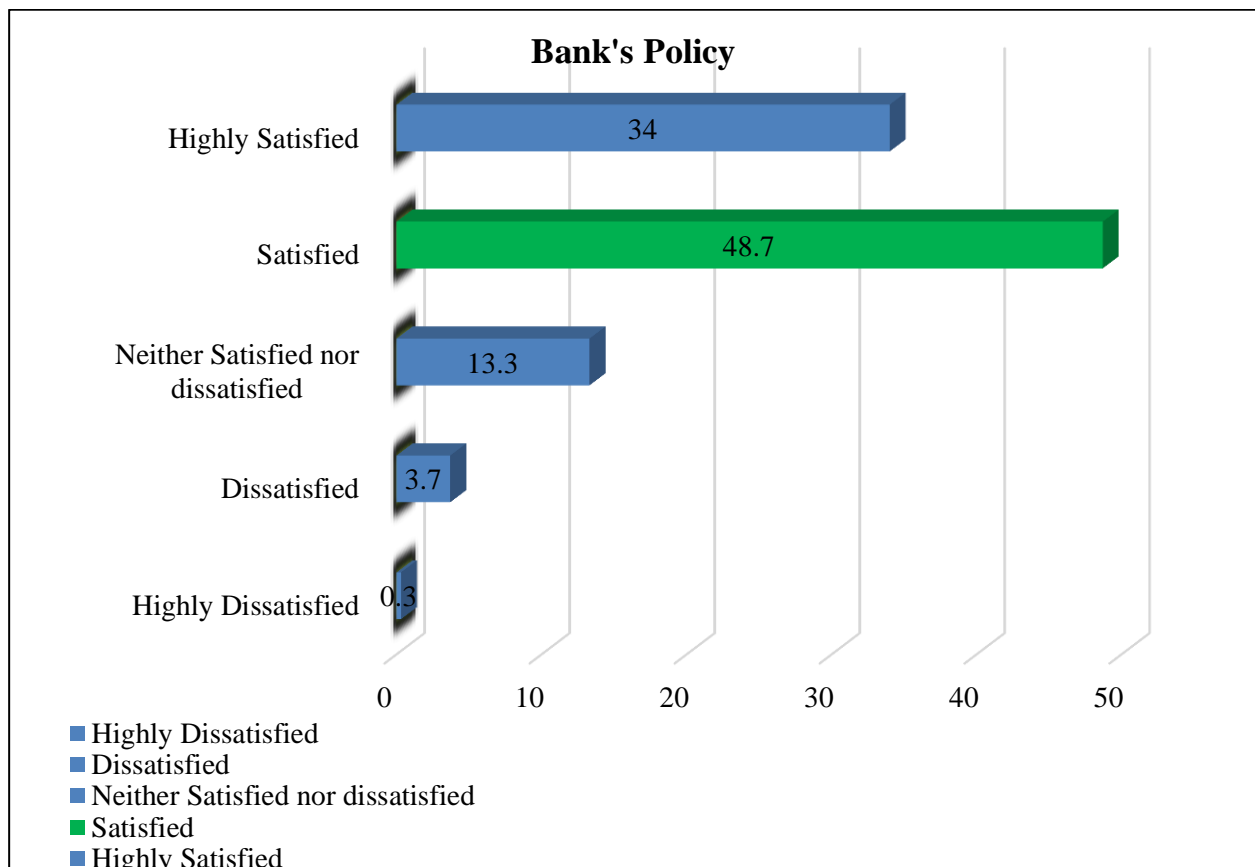


It is inferred from the above table that 37.7% of respondents are highly satisfied, 48.3% of respondents are satisfied, 11.3% of respondents are neither satisfied nor dissatisfied and 1% of respondents are dissatisfied and 1.7% of respondents are highly dissatisfied with regard to the job security provided by the bank.

Distribution of the respondents by their satisfaction with Bank’s policy.

Satisfaction Level	Bank’s policy (%)
Highly Dissatisfied	.3
Dissatisfied	3.7
Neither Satisfied nor dissatisfied	13.3
Satisfied	48.7
Highly Satisfied	34.0
	100.0

Source: Primary Data

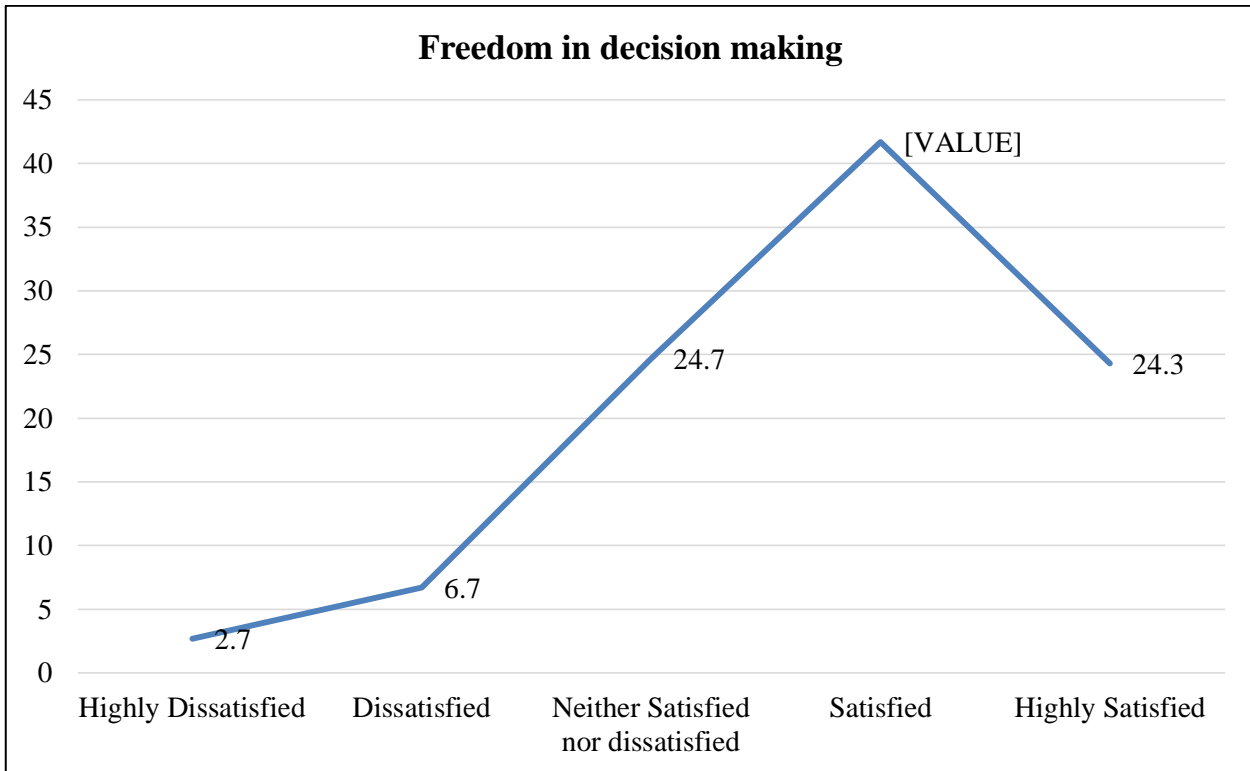


The above table shows that 34% of respondents are highly satisfied, 48.7% of respondents are satisfied, 13.3% of respondents are neither satisfied nor dissatisfied and 3.7% of respondents are dissatisfied and 0.3% of respondents are highly dissatisfied with regard to the administration’s attitudes towards defining the bank’s policy.

Distribution of the respondents by their satisfaction with Employees freedom in decision making process

Satisfaction Level	Freedom in decision making (%)
Highly Dissatisfied	2.7
Dissatisfied	6.7
Neither Satisfied nor dissatisfied	24.7
Satisfied	41.7
Highly Satisfied	24.3
	100.0

Source: Primary Data



The above table portrays that 24.3% of respondents are highly satisfied, 41.7% of respondents are satisfied, 24.7% of respondents are neither satisfied nor dissatisfied and 6.7% of respondents are dissatisfied and 2.7% of respondents are highly dissatisfied with regard to the employee’s freedom in decision making process of the bank.

Distribution of the respondents by their satisfaction with management’s support and encouragement towards its employees.

Satisfaction Level	Management is supportive and encouraging (%)
Highly Dissatisfied	1.3
Dissatisfied	5.0
Neither Satisfied nor dissatisfied	19.0
Satisfied	47.3
Highly Satisfied	27.3
	100.0

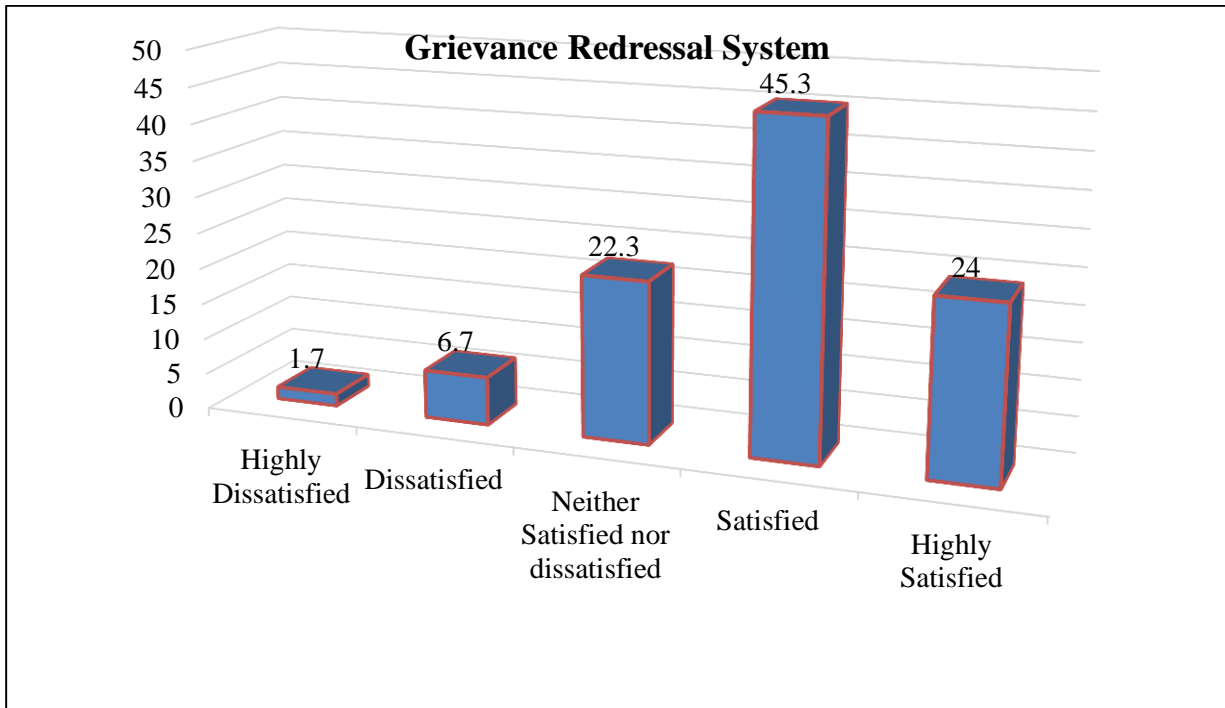
Source: Primary Data

It is inferred from the above table that 27.3% of respondents are highly satisfied, 47.3% of respondents are satisfied, 19% of respondents are neither satisfied nor dissatisfied and 5% of respondents are dissatisfied and 1.3% of respondents are highly dissatisfied with regard to the management’s support and encouragement towards its employees.

Distribution of the respondents by their satisfaction with quick redressal of employee’s grievances by the bank.

Satisfaction Level	Grievance Redressal System(%)
Highly Dissatisfied	1.7
Dissatisfied	6.7
Neither Satisfied nor dissatisfied	22.3
Satisfied	45.3
Highly Satisfied	24.0
	100.0

Source: Primary Data



It is inferred from the above table that 24% of respondents are highly satisfied, 45.3% of respondents are satisfied, 22.3% of respondents are neither satisfied nor dissatisfied and 6.7% of respondents are dissatisfied and 1.7% of respondents are highly dissatisfied with regard to the quick redressal of employee’s grievances by the bank.

Distribution of the respondents by their satisfaction with Recruitment policy of the bank

Satisfaction Level	Recruitment policy (%)
Highly Dissatisfied	2.0
Dissatisfied	2.3
Neither Satisfied nor dissatisfied	15.7
Satisfied	47.3
Highly Satisfied	32.7
	100.0

Source: Primary Data

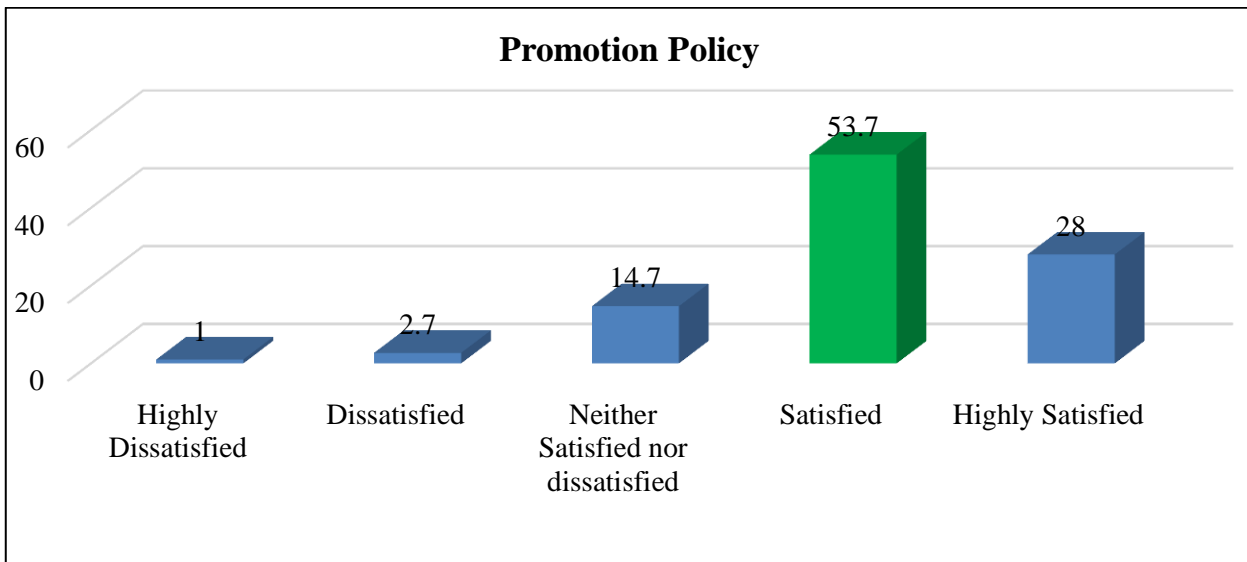


It is found from the above table that 32.7% of respondents are highly satisfied, 47.3% of respondents are satisfied, 15.7% of respondents are neither satisfied nor dissatisfied and 2.3% of respondents are dissatisfied and 2% of respondents are highly dissatisfied with regard to the Recruitment policy of the bank.

Distribution of the respondents by their satisfaction with promotion policy of the bank.

Satisfaction Level	promotion policy (%)
Highly Dissatisfied	1.0
Dissatisfied	2.7
Neither Satisfied nor dissatisfied	14.7
Satisfied	53.7
Highly Satisfied	28.0
	100.0

Source: Primary Data



It is inferred from the above table that 28% of respondents are highly satisfied, 53.7% of respondents are satisfied, 14.7% of respondents are neither satisfied nor dissatisfied and 2.7% of respondents are dissatisfied and 1% of respondents are highly dissatisfied with regard to the promotion policy of the bank.

FINDINGS:

- The top management of State Bank of India is more concerned about the development of employees. They ensure that employees enjoy work, learn and gain competencies. The line management supports their subordinates to overcome their weaknesses and help them learn their job.
- Every Human Resource Development mechanisms such as performance appraisal, career planning, performance rewards, feedback and counseling, training, employee welfare and job rotation is transparent and suitable with the changing needs of employees in State Bank of India.
- 42% of respondents are highly satisfied with regard to the working hours of the bank.
- 56.7% of respondents are satisfied with regard to the leave facilities of the bank.
- 34.3% of respondents are satisfied with regard to the Transfer policy of the bank.
- 48.3% of respondents are satisfied with regard to the job security provided by the bank.
- 48.7% of respondents are satisfied with regard to the administration’s attitudes towards defining the bank’s policy.
- 41.7% of respondents are satisfied with regard to the employee’s freedom in decision making process of the bank.
- 47.3% of respondents are satisfied with regard to the management’s support and encouragement towards its employees.
- 45.3% of respondents are satisfied with regard to the quick redressal of employee’s grievances by the bank.
- 47.3% of respondents are satisfied with regard to the Recruitment policy of the bank.
- 53.7% of respondents are satisfied with regard to the promotion policy of the bank.

RECOMMENDATIONS:

- The Management should appreciate when an employee has achieved a target/goal, or has completed a job successfully.
- The top management should pay attention on making decisions. There should be a way of proper evaluation of making decisions and also the implementing the decisions, whether decision has been implemented properly.

CONCLUSION:

The study included 10 aspects as administrative practices such as Working Hours, Leave facilities, Transfer policy, job security, Banks Policy, freedom in decision making, Management's support and encouragement, Grievance redressal system, recruitment policy and promotion policy of the bank. It is concluded that majority 56.7% of respondents are satisfied with regard to the leave facilities of the bank.

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