

Effects of Biographic Factors on Overall Job Satisfaction of Bank Employees

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Abstract

The objective of this study is to investigate the impact of different biographic characteristics such as gender, age, occupational level, education etc. on the overall job satisfaction of employees who are working in banks. In the era of globalization and free market economy, a workforce is the prime and sustainable source of competitive advantage. So, for retaining a qualified workforce, ensuring their maximum satisfaction is strategically important. As job satisfaction varies from person to person based on their various personal and professional backgrounds, it is imperative to investigate that how these different biographic characteristics affect the employee job satisfaction. This understanding will help us to predict the job expectation of different biographical groups of employees and ensure maximum satisfaction of those groups. This will also help the HR managers to deal with the employees of different age and gender groups while conducting the HRM functions. To achieve the ends, 82 employees were surveyed from the ten branches of seven reputed private banks. By analyzing the data, it has been found that how the satisfaction of the employees of different age, gender and educational background varies from one another and which factors influence the groups most.

Index terms— biographic variables, job satisfaction, employees performance employees retention, organizational commitment

1 I. Introduction

Every organization has four fundamental elements man, money, machine (technology) and materials (Green & Heywood, 2008). Of all these elements Man or Human resource is the vital and most essential elements. It is the central resource of an organization and all other factors of production revolve around the same. The success of an organization depends on the quality of human power, it possesses. In the service industry, human resource is more crucial because employees are directly related to the performance of the organization. So maintaining a motivated and satisfied workforce is crucial in the modern service-based economy. Bangladesh is also shifting from industry based economy to service-based economy. According to the Economic Review-2016 by Ministry of Finance of Bangladesh Government, the contribution of the service sector to GDP of Bangladesh in 2015-2016 fiscal year is 53.39 % whereas the contribution of the agriculture sector is 15.33% and the contribution of the industrial sector 31.28%. It clearly indicates that it is high time we thought to flourish the service sector. For the growth of the service sector, ensuring good HRM (Human Resource Management) practice in the firms is a must. Through good governance and HRM practice, if we can ensure the satisfaction of the employees, the service sector will surely grow well. For this reason, job satisfaction has become a buzzword in the modern business and research area.

Every organization has two types of customers internal customer and external customer (Green & Heywood 2008). Employees are the internal customers of an organization. For the success of the organization, the satisfaction of these both types of customers is important. But only internal customers can ensure the satisfaction

3 III. LITERATURE REVIEW

of the external customers as they produce the products and provide the services to the external customers. When employees are satisfied, automatically the organization will grow. This study focuses on the impact of different biographic characteristics of employees such as gender, age, etc. on their overall job satisfaction.

In the last few decades, human life has been changed dramatically with the help of modern science and technology. From the way of thinking and communication to their food habit and dress sense, almost everything has been changed. In the modern society, the needs and requirements of the people are increasing very rapidly. So their expectations from their job are also changing. They become dissatisfied when their needs are not fulfilled. Dissatisfied employees are likely to contribute little to organizational goal attainment. There have been numerous researches on various aspects of job satisfaction throughout the world (Spector, 1997).

Different management and organizational behavior theories like Maslow's Need Hierarchy Theory, Herzberg's Motivation-Hygiene Theory and Vroom's Expectancy Model have been extended to describe the factors responsible for the job satisfaction of the employees such as age, occupational level, size of the organization, organizational climate, educational background, etc. Today both men and women are equally participating in the outside work. Men and women, although they are working in every sphere of work, have some differences in their biographic characteristic (e.g., pregnancy, physical structure and energy exertion, menstruation or period, etc.) Moreover, age, the length of service and educational level may have a great impact on the overall satisfaction for both men and women. In the socio-economic condition of Bangladesh, how these biographic characteristics influence the job satisfaction of employees has not been examined, especially in service industry where men and women are participating almost equally and more specifically in the banking sector. This paper aims at discovering the impact of these biographic characteristics in the job satisfaction of the employees. For time and resource limitations, this paper will focus only the impact of the biological issues on the job satisfaction of employees of banking sector, a growing part of service industry in Bangladesh.

2 II. Objectives of the Study

It has been noticed that most of the research papers on job satisfaction have focused on the externality of a job such as work environment, office arrangement, financial benefits, etc. and ignored the internality such as like the age, gender etc. As per our review, no research has been conducted in Bangladesh on job satisfaction of employees in the Banking sector on the ground of these biographic factors. So the aim of this paper is-? To study the impact of different biographic factors such as gender, age, occupational level, education on the overall job satisfaction. ? To find out the other factors affecting the job satisfaction level of the employees and the impact of those factors on overall job satisfaction.

3 III. Literature Review

Job satisfaction may be viewed both as the result of many individual and work environment physiognomies and as a predecessor to many outcomes. According to Locke (1976) job satisfaction means a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Porter, Steers, Mowday and Boulian (1974) stated job satisfaction as a more rapidly formed and a transitory work attitude associated with specific and tangible aspects of the work environment. argues that an employee having a greater degree of job satisfaction is less absent and more productive and he/she also displays higher organizational commitment. It has been also shown that in most of the cases, the satisfied employee is also happy in his/her personal life. Both from the managerial and technical perspective, employers can be considered as mainstay of organization development. If organizations can ensure good working conditions and boost employees' job satisfaction, organizations can surely utilize the employees' full potential.

There are a number of different dynamics which can impact employee satisfaction. It may include the physical design of the workplace, air circulation and temperature, noise and lighting, the autonomy of employees to personalize their workspaces etc. Several researchers have shown that satisfaction associated with one or more environmental factors does not essentially yield equal satisfaction with the total environment as well as not all the elements of satisfaction is equally important. Researchers widely vary on the issue of job satisfaction and its determinants but we can classify them into two major classifications (Naumann, 1993) -content theories (Herzberg, 1968;Maslow, 1987;Alderfer, 1972) and process theories (Adams, 1965;Vroom, 1964;Locke, 1976;. It is argued that job satisfaction mainly linked with different intrinsic and extrinsic factors. Intrinsic factors are those which are internal and abstract such as opportunities for advancement and growth, recognition, responsibility, achievement, etc. on the other hand extrinsic factors are those which are external and more visible such as supervision, pay, policies, working conditions, interpersonal relations, security, etc. ??Szyman, 1996).

For organizational success, job satisfaction is a must. Employee satisfaction has a key impact on many economic and social phenomena. The primary purpose of a business organization is to be profitable, and so it must persistently ensures employee satisfaction in order to stay profitable. According to Marcson (1960) argument and findings, if any organization wants to be productive, it must assign its employees to the jobs in which they are good at and create a challenging but cooperative environment. According to Herzberg's (1968) two-factor theory, there are two types of factors existing in any job.

4 ? Motivational factors ? Hygiene factors

The presence of hygiene factors will not necessarily bring job satisfaction but their absence will bring dissatisfaction.

Pritchard, Dunnette, and Jorgenson (1972) point to that feeling of underpayment lead to low performance and low productivity. Job Characteristic Model (JCM) of detects five cores job dimensions-skill variety, task identity, task significance, autonomy, and feedback. Here skill variety means the requires skills needed to perform any specific job; task identity means how any job is distinguished from others; task significance means how important any job is for the organization and how people perceive the job; autonomy means the freedom of decision making of the job holder while performing the job. These three dimensions by turn impact three key psychological states: experiencing the meaningfulness of the work, experiencing responsibility for the work, and knowledge of results and these psychological states then affect job satisfaction.

Job satisfaction has been studied both as a consequence of much individual and work environment characteristic and as an antecedent to many outcomes. According to Locke (1976), job satisfaction is pleasurable or positive emotional state that results from the appraisal of one's job or job experiences. Heneman, Greenberger & Strasser (1988) suggest that there is a strong linkage between salary and performance and it has been found that salary plays an important role in bringing job satisfaction; it influences one's psychological state of being involved in meaningful work for which one is appropriately paid. Bolton (1991) stated that job satisfaction of employees may even be largely affected by many factors of the physical environment such as lighting, furniture, noise, temperature and other arrangement. Witt & Nye (1992) stated that if the promotion decisions are made in a fair manner, employees experience satisfaction with their jobs. Brown & McIntosh (1998) have found that there is a correlation between salary and job satisfaction in low levels, but in the higher level, non-monetary reward bring higher degree of satisfaction. found that employees who have higher job satisfaction, usually show less absenteeism, more productivity, and more organizational commitment.

On the other hand, Wagner and Hollenbeck (1998) describe job satisfaction as a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values. According to Blanch Flower & Oswald (1999) have identified the following items -job insecurity, work intensity, greater stress, long working hours, etc. as the major source of dissatisfaction. Clark (1999) shows that upward changes in workers' pay overtime positively influence their satisfaction and well-being. Borzaga & Depedri (2005) show that employees, working in social service sector such in NGOs or non-profitable organization, demonstrate high level of satisfaction although their wages increase up to a threshold, not above that threshold. These two contrast scenario clearly indicates that job satisfaction is not always positively correlated with higher salary and other financial amenities. Siebern Thomas's (2005) in his cross-sectional analysis on the European Community Household Panel confirms that there is strong positive correlation between wage and job satisfaction. Diaz-Serrano & Cabral Vieira (2005) argues that low-pay worker are usually engaged with low quality jobs and they demonstrate the low level of satisfaction. ??aron (2006) shows that there is a moderate inverse relationship between job satisfaction and employee turnover. This depicts that if an employee has low satisfaction with his/her job, he/she will be more likely to be absent from work or even to resign from the job. This will increase the turnover rate of the organization. High turnover is very detrimental for organizational development. When the employees are committed, an organization can easily achieve its goal. Sahnawaz and Juyal (2006) focus on exploring the impact of job involvement and job satisfaction on organizational commitment. Samad (??007) also shows the level of influence job satisfaction aspects will have on organizational commitment. Furthermore, commitment of employees to the organization is the key factor in achieving competitive performance.

De Varo, Li, & Brookshire (2007) focus on the contextual factors that organizations provide to maintain the satisfaction of the employees. They basically suggest that the satisfaction of the employee depends on any particular context or scenario and related issues. The same employee who is satisfied with a job, may be dissatisfied with similar job due to some related contextual factors. Singh & Kohli (2006), Thakur (2007) and Jha et al. ??2008) argue that different organizational contextual factors such as pay, growth opportunities, job security, among others, affect an employee's views on job satisfaction. Green & Heywood (2008) show that performance-based reward encourage employees to optimize their ability and it provides an inner satisfaction to the employees. A job satisfaction survey was conducted by the Society for Human Resource Management (SHRM) in January 2009 with a sample of employees and a sample of HR professionals. In the survey, they have identified twenty four elements under four basic heads which curtail employee job satisfaction. These four elements are career development, relationship with management, compensation and benefits, and work environment.

The recruiting and retention of qualified and skilled employees is the foundation of any businesssmall or large. Research indicates that employees who are satisfied with their jobs are more likely to stay with their employers. Keeping a cadre of happy and motivated employees, however, is often elusive as the expectations of employees shift very often. These changing expectations stem from demographic trends, such as growing numbers of Generation Y employees and women entering the workforce. There has been a growing need of caring for children and elderly parent. Moreover, we are also noticing some significant changes in society such as increased stress levels as employees attempt to juggle work and personal responsibilities, work-family conflict, etc. As life is becoming challenging, employees become stressed. Therefore, the factors long thought to satisfy employees may be shifting, depending on attributes such as the gender and age of employees.

When organizations face fiscal constraints, the role of HR becomes crucial in helping companies balancing

10 V. DATA ANALYSIS & INTERPRETATION A) DATA ANALYSIS & INTERPRETATION

the necessity to reduce operating costs while maintaining employee motivation and satisfaction. To face this challenge, HR must focus on recruiting and selecting such employees whose biographic characteristics match with the job description so that the job itself may become the greatest factor of satisfaction for them. Once we recruit and select such employees, it would be relatively easier to motivate and retain them which will consequently, result in organizational commitment. To do so, we must examine and understand how these biographic characteristics influence the job satisfaction of the employees. As per our review, no such study has been conducted to determine this issue in Bangladesh. As effect of biographic characteristics varies from culture to culture and influences the mentality and attitude of employees, it is significant to identify how these biographic characteristics influence the employees of Bangladesh. This paper exactly aims at exploring this.

5 IV. Methodology

For the understanding of the impact of biographic factors of employees on their job satisfaction, exploratory research has been conducted because the objective of exploratory research is to gather preliminary information that will help to define and analyze a problem. Both primary and secondary sources of data have been used in the research. Primary data has been collected mainly through observation and through both formal and informal interviews of employees.

6 a) Sources of Data Collection

To make the paper more meaningful and presentable, two sources of data and information have been used-Primary source and Secondary source.

7 b) Sampling Design and Method

For the purpose of the study, ten branches of seven reputed private banks have been selected on the basis of convenience. Due to time and budget limitations, convenient sampling technique has been used to select the branches. In the second stage, simple random sampling technique has been used to select the respondents. Self-developed questionnaire was distributed among 82 respondents. The respondents were informed about the purpose of the study before filling up the questionnaire and requested to fill up the questionnaire with accurate and unbiased information. Only 60 (73.17%) out of 82 questionnaires were found suitable for final analysis and without any discrepancies. These employees of these banks were personally interviewed. c) Sampling Size 82 employees were selected from the ten branches of seven reputed private banks.

8 d) Statistical tools used for interpretation and analysis

The collected data has been analyzed by using percentage analysis. Different kinds of ratio and percentages are used in making comparison between two or more series of data, and used to describe the relation.

9 e) Questionnaire

The questions were designed to facilitate the respondents to identify the various variables contributing towards Job satisfaction. The respondents were requested to ignore their personal prejudices and use their best judgment on a 5 point Likert scale. The purpose of this exercise was to make the response a true reflection of the reality instead of an individual opinion.

The 5 point of the scale indicated in the questionnaire are-1. Strongly Disagree, 2. Disagree, 3. Indifferent, 4. Agree and 5. Strongly Agree.

10 V. Data Analysis & Interpretation a) Data Analysis & Interpretation

The data so obtained was subjected to analysis and interpretation and the findings drawn are as follows (all the percentage figures have been shown in rounding figure ??): Inference: About 18% of the respondents are highly satisfied with their salaries, 47% are satisfied, 15% are indifferent about their salary, 17% are dissatisfied whereas the balance 3% of the respondents are highly dissatisfied with their remuneration. Although majority of the employees are satisfied with their salaries, dissatisfied lot is not ignorable. This result may be a worrisome factor for the bank since inadequate salary or perception of being under-paid may lead to job dissatisfaction. The dissatisfied employees compare their salary with that of employees in MNCs. In interindustry comparison, the dissatisfied employees of banks perceive that their salary is lower as they enjoy less vacation and longer working hours. This is also a caution to the bank as well.

Inference: Interpersonal relations among the officers and clerical staff play a major role in the job satisfaction of both the categories. Cordial relations build up a favorable organizational climate and increase the employee's preference to come to workplace. In response to the above question 57.5% of the employees said that they had cordial relations with their subordinate staff, only 7.5% said that they don't, while 35% of the employees have no comments on it. So we cannot generalize few people's opinion but we can say that employees appear to be satisfied with the interpersonal relationships. Inference: Transfers involve dislocation of an individual as well as

his family. Frequent transfers surmounted an employee by a plethora of problems, which range from adjustment disorders to himself and his family members, having to cope with the loss of access to relatives and friends, admission problems of his children, etc. Such a situation leads to high rate of job dissatisfaction. According to the survey 60% of the respondents were facing the problem of frequent transfers. 18% of the respondents were not facing such a problem and 22% of the respondents have no comments on it. This is definitely a matter of concern since a large number of employees may be suffering from dislocation and adjustments disorders which will not only affect job productivity but also reduce their job satisfaction levels.

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12 VI. Findings of the Study

The collected data were analyzed based on their demographic variables such as employee age, gender and job tenure, etc. These types of analyses are useful because they highlight that all employees do not have the same preferences with job satisfaction. HR professionals who are aware of the needs of different groups by age, gender and job tenure may be able to develop programs that appeal to certain groups more than others. For example, if an organization has high turnover among the employees of 35-year-old and younger, it would be useful to know that which factors affect their satisfaction most and how the organization can offer benefit package that attracts this segment of its employees. I, II, III, IV & V depict the personal characteristics of the respondent such as age, gender, marital status, educational qualification and designation of the employees respectively.

13 Data shown in Table

From these findings it has been found that employees working in the respective area mostly belongs to the age group of 30-50 and most of them are married. 2. These tables show some interesting and important findings. The lion share (73%) of the employees who are dissatisfied with nature of the job, salary, performance appraisal, training and development etc. belong to the age group of below 30 and most of them are male and unmarried. In the personal interview, it has been revealed that most of the male employees relatively dislike the banking jobs as the job seems boring and there is little opportunity to show their creativity. In general male graduate like to do the job where there is opportunity to show their creative power and has some opportunity to travel and to have some fun and excitement. Banking jobs, in most of the cases lack these elements. But most of the male employees are satisfied with the salary provision of banks as the salary is relatively higher than other jobs. 3. Furthermore, there is a higher tendency of switching the job among this below 30 year old employees. Most of them have a fascination for BCS (Bangladesh Civil Service). This tendency is relatively low among the higher aged employees as they have already exceed the age limit for BCS and this employees (aged above 30) are more committed to their current organization. In some cases, they (above 30) look for better opportunities in other banks but their switching rate is low (according to the information of the employee data base of these banks). 4. It has been found that women are equally participating in banking sector and they constitute approximately half of the total employees and most of them are graduates. Female employees are now working at almost every level holding different designations. 5. Female employees are showing a greater degree of satisfaction than their male counter-part. Most of the female employees have found the nature of their jobs interesting as the job is less challenging in nature and require less physical exertion. Except the working hours, most of the female employees are very satisfied with their job. There are some issues of dissatisfactions among the female employees regarding the maternity leave, absence of baby care center, etc.

14 VII. Recommendations and Conclusion a) Recommendation

In this competitive world of business, human resource is one of the most important sources of competitive advantage. Among the factors of production, people or human resource is the vital and most essential factor in the process of production. It is the central resource of an organization and all other factors of production revolve around the same. The success of an organization depends on the quality of manpower it possesses. In order to achieve organizational goal, the satisfaction of the employees must be ensured and here are some recommendation that may be considered-1. Authorities must understand the biographic variables and their effects on the satisfaction of the employees and design the overall arrangement of the organization so that maximum satisfaction is ensured. Effect of these biographic variables should be taken into consideration from designing the office space to designing the compensation package for any job and while performing other HR functions. 2. There is a tendency among the employees to move to government job because of greater benefit in pension, gratuity as well as social status. So banks must try to equalize the pension and gratuity provision of banks with that of the government organizations. 3. Special attention should be given towards reducing working hours and frequent transfer of the employees. Working hour is a matter of great dilemma for most of the employees. So some special instruments may be used to reduce the working hours of the employees, for example-? Shifting System ? Internee Facilities ? Temporary Recruitment ? Part-Time Employees Etc.

4. 360 0 appraisal system should be installed where all the related parties will be included. As in most of the case the appraisal process is only superior based and in some cases subordinate based, the appraisal system cannot reflect the actual scenario Excessive security in job makes the employees reluctant and low performer

15 B) CONCLUSION

but at the same time lower job security resist the employees' loyalty resulting higher turnover. So in order to increase their satisfaction level, the management must ensure performance based moderate level of job security which will motivate the employees to greater performance. 9. Banks should establish an open and progressive climate which will ensure more autonomy for the employees and where the employees will be heard and will join in the decision-making process. Banks should also promote less of a hierarchical and formal relationship between supervisors and subordinates which will allow the employees to have a prompt communication in case any problems arise. This will also create a sense of belongingness among the supervisors and subordinates.

15 b) Conclusion

Job satisfaction includes various factors and thus it has been a very complex area of study. The variables may create different levels of satisfaction to the employees based on their biographic characteristics.

Different factors of job satisfaction such as nature of the work, working hour, remuneration etc. create satisfaction among the employees based on the biographic characteristics of those employees. As the biographic characteristics change with the passage of the time, the same variable may create different levels of satisfaction to the same employee at the various stage of his/her career. Gender may also play an important role in employee satisfaction. Both biologically and socioculturally, the need and priorities of male and female employees are different. Any factor of job which influences a male employees strongly whether positively or negatively, may not influence a female employee equally. So while conducting job analysis, recruitment and selection for any position or designing the overall organizational rules and regulations, the effect of these biographic characteristics must be taken into consideration. This study mainly focus on the relation between biographic characteristics of employees and employee's job satisfaction. This paper also tried to draw a relation of employee's job satisfaction with employee's performance and organizational commitment. Because only organizational commitment can ensure employee retention. To ensure organizational commitment, companies must promote job satisfaction. If the employees are satisfied, the customers will be automatically satisfied and only satisfied customer can draw the prosperous future of an organization.

I

Age Below 30 30-40 41-50 Above 50 Total Inference: Table II: Gender Gender No. of Employees Percentage

Any other
Total

03 5
60 100
Source:
Pri-
mary
Data

Figure 1: Table I :

VII

Highly satisfied	8	13
Satisfied	17	28
Indifferent	10	17
Dissatisfied	22	37
Highly dissatisfied	03	5
Total	60	100

Source: Primary Data

Figure 2: Table VII :

VIII

23% of the respondents are accountants, 27% are cash officer, 11% are clerks, 20% are MTO, 13% are managers and rest 5% belongs to other designations.

the employees has been exhibited. It shows that 12% of the respondents are 12 th passed, 27% of the respondent are graduate, 57% of the respondent are post graduate and 5% of the employees have passed any other exams (Islamic education). Inference: In this table, the educational background of	Inference: In this table, the satisfaction regarding the nature of the job has been shown. It shows that 13% of Satisfaction level Highly Satisfied Satisfied Indifferent Dissatisfied Highly Dissatisfied Total the employees are highly satisfied with the nature of No. of Employees Percentage 11 18 28 47 09 15 10 17 02 3 60 100 Source: Primary Data their job, 45% are satisfied with their job, 28% are indifferent, 37% are dissatisfied and 5% are highly dissatisfied with the nature of their job. When we analyze the upper two rows of the table-Highly satisfied and satisfied, we find that 52% of this cluster (13 employees) is women, 84% (21 employees) is married, 88% (22 employees) belongs to the age group of 30 to 50 years. On the contrary, when we analyze the lower two rows of the table-Dissatisfied and Highly dissatisfied, we unearth that 68% (17 employees) is unmarried, 80% (20 employees) men and 88% (22 employees) belongs to the age group of below 30 years.	Global Journal of Management and Business Research Volume XVIII Issue II Version I ()
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[Note: GInference: In this table, the designation of the respondents has been shown. It has been found that]

Figure 3: Table VIII :

IX

Working Environment			cannot manage time for their family except week end. They have to get ready for
	Highly Satisfied	24	40
	Satisfied	21	35
	Indifferent	12	20
	Dissatisfied	02	3
	Highly Dissatisfied	01	2
	Total	60	100

Source: Primary Data

Table X: Satisfaction regarding performance appraisal

	technique	
Performance Appraisal	No. of Employees	Percentage
Highly Satisfied	5	8
Satisfied	36	60
Can't say	15	25
Dissatisfied	03	5
Highly dissatisfied	01	2
Total	60	100

Source: Primary Data

Table XI: Satisfaction regarding working hours

Satisfaction	No. of Employees	Percentage
Satisfied	22	37
Dissatisfied	38	63
Total	60	100

Source: Primary Data

Figure 4: Table IX :

XII

	Effect of Train- ing	No. of Em- ploy- ees	Percentage
	Agree	17	28
	Disagree	24	40
	No comments	19	32
	Total	60	100
Source: Primary Data			

Inference: As the satisfaction level of employees for work environment is concerned, 40 of the employees are highly satisfied with their work environment, 35% are satisfied, 20% are indifferent, 3% are dissatisfied and the rest 2% of the employees are highly dissatisfied. As majority of the employees are satisfied with their work environment, it does not lead to job dissatisfaction.

	Effect of Rela- tionship	No. of Employees	Percentage
	Satisfied	35	58
	Dissatisfied	04	7
	Indifferent	21	35
	Total	60	100
Source: Primary Data			

Inference: This table show the response of the employees regarding their performance appraisal techniques. It is inferred that 8% of the employees are highly satisfied, 60% of the employees are satisfied with performance appraisal techniques, 25% are dissatisfied, 2% are highly dissatisfied and the rest 5% of the employees have nothing to say about it. On the basis of this analysis it is found that performance appraisal technique does not contribute to job dissatisfaction. But the existing appraisal system is unable to reflect the actual performance as it is mainly superior and subordinate based.

	Effect of Frequent Transfers	No. of Em- ploy- ees	Percentage
	Agree	36	60
	Disagree	11	18
	No comments	13	22
	Total	60	100
Source: Primary Data			

[Note: Inference: Working hours is the most important factor contributing towards job satisfaction or job dissatisfaction. It is inferred from the above Table that only 37% of the employees are satisfied with working hours while rest of the 63% of the employees are dissatisfied with their working hours, which is one of the main factor of job dissatisfaction. Most of the employees Inference:]

Figure 5: Table XII :

XV

Grievance Handling and Safety Provisions	No. of Em- ploy- ees	Percentage
Highly Satisfied	19	32
Satisfied	32	53
Indifferent	06	10
Dissatisfied	2	3
Highly Dissatisfied	1	2
Total	60	100

Source: Primary Data

Inference: The above Table depicts the opinions of the employees on grievance handling and safety provisions. It tells that whether they are satisfied with the provisions or not. It shows that 32% of the employees are highly satisfied with that, 53% are satisfied, 10% are indifferent and 3% each are dissatisfied and 2% highly dissatisfied respectively. It is concluded on the basis of the above table that grievance handling and safety provision is not a hurdle in job satisfaction.

Figure 6: Table XV :

	development programs for mid and higher level employees like assistant managers or manager. But the managers also said that they can hardly relate the learning with practical work. It may be because of lack of managers' ability to apply the training and development knowledge of practical practice or there are some problems in the training and development programs themselves. But they like to participate in training program as it adds both financial benefits and mental refreshment because the training programs keep them away at least for few days from their busy schedule.
Many of them suffer from a mental inferiority that	
they are depriving their family for their career.	
7. The next objective was to find out various factors	
affecting the job satisfaction level of the employees	
like working environment, performance appraisal	
techniques, grievance handling and safety	
frequent transfers etc. On the basis of the Table VII to XV, it is concluded that some of the factors causing dissatisfaction regarding the job, some are programs, training and development programs, neither causing dissatisfaction nor contributing much towards job satisfaction.	
8. Factors like working environment of the employees, performance appraisal techniques, relationship with other employees and grievance handling and safety	

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[Note: G]

Figure 8:

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