

## Level of Job Satisfaction among Employees of Banking Industries at Lahore 2016

Afshan Ali<sup>1</sup>, Irfan Hussain Khan<sup>2\*</sup>, M Akram Ch<sup>3</sup>, Asmara Sehar Akram Ch<sup>4</sup>

<sup>1</sup>University of Sargodha Lahore Campus; <sup>2</sup>Government College University Faisalabad;

<sup>3</sup>Director Sargoda university Lahore Campus; <sup>4</sup>Sargoda University Lahore Campus

\*Email: irfansial007@hotmail.com

### Abstract

The purpose of this research study was to describe and examine the personal and organizational determinants of job satisfaction, to discover the relationship between job satisfaction and its determinants and to investigate which determinant has the strongest impact on employees' job satisfaction. The sample of this study consisted of employees in banking sector of Lahore. The data was collected and administered by means of a self-structured questionnaire comprising of 27 questions related to various determinants of job satisfaction. A quantitative, non-probability convenience sampling design was used to assess job satisfaction and 350 questionnaires were distributed to employees of various banks in Lahore and 307 filled questionnaires were returned and included in the analysis. The collected data was analyzed using SPSS 16. Descriptive and correlation statistics were used to analyze the data. The study showed that personal determinants like gender, age, personality, marital status and organizational determinants like salary, promotion opportunities, recognition & rewards, relationship with supervisor & co-workers, fringe benefits, working conditions, work itself and tenure have a significant positive relationship with job satisfaction except qualification of employees which has insignificant relationship with it. Results also indicated that salary has the strongest impact on job satisfaction level and relationship with co-workers has weakest impact on it. Opportunities for promotion and recognition & rewards emerged as major sources of dissatisfaction.

**Keywords:** Job satisfaction, personal determinants, organizational determinants, banking sector.

### Introduction

Job satisfaction is basically the set of feelings, thoughts and attitude of a person towards different aspects of the job. It is the fascination and enthusiasm that an employee derives from the job. Now-a-days job satisfaction is a very important matter in the field of business. Job satisfaction of employees also enhances the customer satisfaction and keeps the business running when the competition is growing more and more. From the last few decades there has been extensive and remarkable growth in the banking sector. Day by day the competition in banking sector is increasing due to the entry of new banks.

In the literature of organizational behaviour the issue of job satisfaction is extensively discussed. Organizations realize that employee job satisfaction is the essential element to keep their business running, as competition is getting more intense. In today's era of continuous change and revolution of technology it is very difficult for the organizations to keep their employees satisfied and motivated. To endure in this competitive market the banks have to ensure the employee job satisfaction.

Due to change of technology, new rules and our social values, organizations have to face challenges. All the components affect the employee s behaviours, attitudes and working situation. But the HR connoisseurs have to focus on that issue that effect on the employee satisfaction at their

work situation (Shah et al, 2010). Day by day variations and globalization in the world caused changes in the construction of classical public administration (Turkyilmazetal , 2011). Most of processes used in the isolated section of such as organizational forms (i.e. teamwork), restructuring, reformations and denationalizationsactevaluation forms the essential of performance managing coordination (Bernardinetal., 1998). The determinants of employee job satisfaction in banking sector are age, gender, qualification, marital status, personality, salary, promotion opportunities, recognition & rewards, relationship with supervisor & co-workers, fringe benefits, working conditions, work itself and tenure. This is a mix of demographic and organizational determinants. Both are of vital importance. Human resource management policy makers must know about the perceptions and the feelings of the employees because this will enable them to recognize employee behaviour about job satisfaction and it will also help them to devise the policies that will increase the job satisfaction of employees.

Independence Day in 1947, immense changes have taken place in Pakistan's banking sector as this highly regulated industry has progressed a lot since its inception. Primarily there was the shortage of resources and trained personnel which was leading to inferior quality services & products. The central bank of Pakistan which is the State Bank of Pakistan was established in July 1948. SBP as the central bank stimulated the private sector to establish financial institutions and banks. Currently, Pakistan's banking sector is playing an important role in the economy. Till June 2016 there were 4 public banks, 25 local private banks & 7 foreign banks & 4 specialized banks in Pakistan. Among the above mentioned banks there are 6 Islamic banks. Almost 80% of Pakistan's banking sector comprises of private banks.

Privatization of banks is also a very common gesture in last few decades. When the nationalized banks do not perform up to the mark then the government privatize them because privatization leads to professionalism and better quality of services. Innovation is the major factor behind the progress and prosperity of Pakistan's banking sector. In Pakistan the technology in banking is also improving day by day. Online banking is very popular now as ATMs, branchless banking, internet banking and mobile phone banking has reduced the transaction costs and it has made the banking much more convenient for the bankers as well as the customers. Debit Cards, Credit Cards and Smart Cards are also very popular.

Banking sector is a very large and important sector working in Pakistan now-a-days. The satisfaction level holds a great importance because this has a significant impact on the efficient and effective performance of the employees. There is a long list of determinants that have a strong impact on the employees' job satisfaction e.g. gender, age, qualification, personality, salary, promotion opportunities, recognition & rewards, relationship with supervisor & co-workers, fringe benefits, working conditions, work itself and tenure etc.

If the employees are satisfied with all of these determinants then they will definitely work hard and the bank would excel but if the employees are not satisfied with them then they will be demoralized and it would be detrimental for the bank. Those banks that care about their employees by providing all the benefits they want, succeed and prosper. For the better performance of a bank, a very attractive and handsome pay package, fringe benefits, promotion opportunities, recognition and rewards must be provided to the employees because this leads to great satisfaction.

#### ***Objectives of the Study***

This research was carried out to attain the following objectives:

- To identify the relationship between demographic determinants (age, gender, qualification, marital status, personality) and job satisfaction.

- To identify the relationship between organizational determinants (salary, promotion opportunities, recognition & rewards, relationship with supervisor & co-workers, fringe benefits, working conditions, work itself and tenure) and job satisfaction.
  - To identify that whether there is a positive or negative relationship between the determinants of job satisfaction and the level of job satisfaction.
  - To find out the determinant which has the strongest impact on employee job satisfaction?
  - To describe the extent to which the bank employees in Lahore are satisfied with their jobs in the light of the determinants of job satisfaction.
  - To keenly study the determinants and job satisfaction level of employees and to give suggestions how to improve and enhance the level of job satisfaction of employees.
- The study of the relationship between demographic and organizational determinants and the level of job satisfaction in banking sector of Lahore is noteworthy on the following grounds:

## **Literature Review**

### ***Job Satisfaction***

Job satisfaction is defined as gratifying poignant situation or condition after an employee is praised for the accomplishment on the job (Locke, 1969). Job satisfaction is basically the positive feelings, thoughts and attitude of a person towards different aspects of the job (Rogers et al., 1994). It can be stated as an optimistic emotive and sentimental condition derived from the contentment and happiness an employee gets from the job (Spector, 1997). Generally, job satisfaction is the attitude of the employee towards various aspects of the job but there are some variations to this general thinking (Wanous & Lawler, 1972). It is the feedback that results when an employee compares the actual output with the expected output (Smith, 1992).

Porter et al. (1975) , (Andrisani,1978 & McCormick & Tiffin, 1974).stated that job satisfaction can be considered as a feeling about the job by comparing the outcomes an employee receives with the inputs he has given. It can also be stated as the employees overall evaluation of the job or of various tasks associated with the job.

Researchers have explained job satisfaction in various ways in their studies. Some researchers have conceptualized it as global construct and fitness of the firm & human resource (Hackman, 1975; Bagozzi, 1980), (Porter & Lawler, 1975; Sohi, 1996) & (Fitzgerald et al., 1994; Crosman & Zaki, 2003).

Job satisfaction is directly related to organizational commitment and inversely related to turnover intentions (Brown & Peterson, 1994), (Robbins, Judge & Sanghi, 2008), (Robbins, Judge & Sanghi, 2008).

A very important attribute that an organization expects from its employees is job satisfaction (Oshagbemi, 2003). For understanding employee's attitudes and behaviour, job satisfaction is considered to be a very interesting construct (Boles et al., 2003; Boles et al., 2007). To measure the job satisfaction accurately there are number of characteristics that should be evaluated or kept in mind to know about the attitudes and beliefs of the employees about the job (Churchill et al., 1974). These characteristics have different level of importance for every individual. An employee can be very highly satisfied with one aspect of the job and dissatisfied with the other aspect (Taber & Alliger, 1995; Johnson & Johnson, 2000).

### ***Determinants of Job Satisfaction***

In literature various determinants of job satisfaction are discussed. Numerous researchers, practitioners and academicians have agreed upon various determinants of job satisfaction as nature

of work, team work environment, organizational commitment, job autonomy and behaviour of leadership but they exactly don't know the extent of effect of these determinants in different environments. Dawson, (1987) mentioned social relations, fair promotion system and job itself as important determinants. When we discuss about the determinants of job satisfaction in light of literature we come to that the determinants of job satisfaction can be classified in two categories namely, i) Personal determinants & ii) Organizational determinants.

#### ***Personal Determinants***

In literature, the terms the term “demographic” & “personal” are used interchangeably. Personal determinants or variables are related to the demographics of an employee e.g. age, gender, marital status, personality and education. All of these factors have a huge influence on job satisfaction of the employees. Personal determinants of job satisfaction are responsible for enhancing the motivation of employees and they have significant effect on overall job satisfaction.

**Job satisfaction and gender.** In literature, several studies specify the relationship of job satisfaction and gender (Bilgic, 1998; Coh & Koh, 1991; Oshagbemi, 2000). Gender is very important forecaster of job satisfaction (Bilgic, 1998). Each gender has different response towards different facets of job. The researchers have discussed the role of gender in determining job satisfaction to a great extent but the arguments have a great controversy as some of the findings state that men employees are more satisfied with their jobs and some state that women employees are more satisfied with their jobs (Forgionne & Peters, 1982; Weaver, 1974; Clark, 1997; Shaprio & Stern, 1975).

**Job satisfaction and age.** Literature review shows that there is association between age and job satisfaction. Near et al. (1978) reported that there are 18 variables predicting the job satisfaction and age is the strongest predictor. Hickson and Oshagbemi (1999) reported a strong correlation between age and job satisfaction. However, this association is linear or curvilinear is still unsettled. Every researcher has a different explanation for this relationship.

There is a significant positive connotation between age and job satisfaction (Kong et al., 1993). Job satisfaction has direct, positive and linear relation with age (Rhodes, 1983; Aldag and Brief, 1975; Staines and Quinn, 1979; Lee and Wilber, 1985; Hulin and Smith, 1965; Savery, 1996; Ronen, 1978; Ang et al., 1993).

**Job satisfaction and personality.** Personality is a set of behaviour and feelings that are the result of environmental and genetic factors (Ivancevisch and Matteson, 1999). Personality of an employee is the amalgamation of psychological and personal aspects of an employee including demography, locus of control, neuroticism, self-efficacy and self-actualization etc. (Joyce et al, 1986; Sawada et al, 2004; Jules & Christopher, 2009).

**Job satisfaction and qualification.** Various researchers stated a positive relationship between job satisfaction and education (Quinn & Mandilovitch, 1975; Glenn & Weaver, 1982; Larwood, 1984; Saal & Knight, 1988; Martin & Sheehan, 1989; Al-Ajmi, 2001; Opkara, 2004). Findings of some studies revealed a negative relationship between education and job satisfaction (Al-Utaibi, 1992; Clark & Oswald, 1996). Whereas some researchers stated that the relationship between education and job satisfaction is insignificant (Crossman and Abou-Zaki, 2003; Scott et al., 2005). Kh Metle (2003) stated that this relationship does not show a consistent pattern. Converse and Rodgers (1976) founded that this relationship is insignificant.

**Job satisfaction and marital status.** Other researchers reported that married employees are more satisfied with their jobs as compared to widowed or divorced employees (Leung et al., 2000; Dawal et al., 2008). Married workers are more cooperative, dedicated, devoted and committed than single workers (Dawal et al., 2008). Jamal and Baba (1992) also showed a significant relation

between marital status and job satisfaction. Researchers generated inconclusive results regarding the relationship of job satisfaction and marital status (Robbins et al., 2003).

#### ***Organizational Determinants***

Job satisfaction is not only influenced by the demographics but it is also influenced by the organizational determinants. Organizational factors play a major role in increasing or decreasing the satisfaction level of the employees. Organizational factors are basically the characteristics linked with job satisfaction of employees and they contribute a lot in job satisfaction. If the employees will be satisfied with the organizational determinants then it would have a great effect on their performance.

**Job satisfaction and salary.** Studies have found that correlation exists between salary and satisfaction when employee realizes equity and fairness of their salary with respect to other employees (Ting, 1997; Ellickson and Logsdon, 2001; Rollinson, 2008). Spector (1997) said that the relation between salary and job satisfaction is astonishingly small in some cases. High satisfaction is not guaranteed by high pay because some factors like unfairness and lack of autonomy can lead to job dissatisfaction (Spector, 1985). High salary does not resolve the problems of low job satisfaction and it is not always practical to increase salary (Leavitt, 1996).

**Job satisfaction and promotion.** Promotion is moving up on the organizational ladder which is generally referred to as organisational hierarchy and leads to rise in status, responsibility and better salary (Vroom, 1964).

**Job satisfaction and recognition and rewards.** Recognition and rewards have positive psychological effects on the job satisfaction of employees (Abdulla, 2009). Al Fadley (1996) conducted a research on police in Cairo and concluded that financial rewards is the major determinant factor causing job dissatisfaction and lack of these rewards increases negative feelings about the job.

**Job satisfaction and relationship with supervisor.** Supervisor is basically a manager who is accountable for supervising the employees (Heery & Noon, 2001). Satisfaction with supervision or relationship with supervisor plays an important role in job satisfaction. Wech (2002) argued that sometimes it happens that the communication and trust level with the supervisor is not good then the employee feel stress and is dissatisfied.

**Job satisfaction and relationship with co-workers.** In literature, relationship with co-workers is found to be very important determinant of job satisfaction of employees (Ellickson and Logsdon, 2001). Work group and relationship with co-workers has a significant impact on job satisfaction of employees in US (Ting, 1997).

**Job satisfaction and fringe benefits.** Benefits given to an employee in accumulation with salary are known as fringe benefits for example accommodation, health insurance, retirement benefits, vehicle and travel tickets (Aswathappa, 2005). Benefits such as dental benefits, vacation benefits and medical benefits also have a great impact on job satisfaction (Spector, 1997). Adam's equity theory (1963) states that fringe benefits and salary are the result of employee's job and employees compare their benefits with other employees.

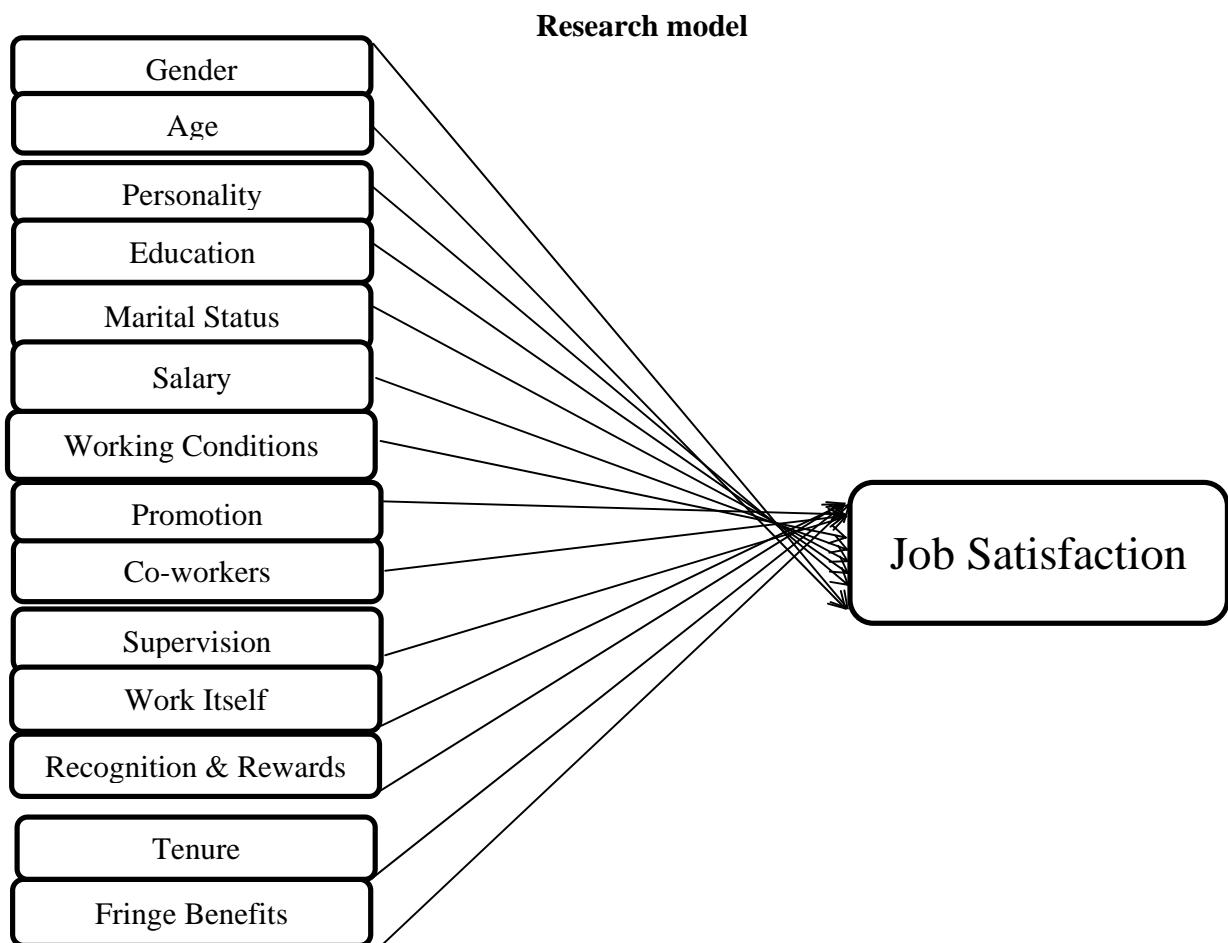
**Job satisfaction and work-itself.** Job satisfaction of employees is directly related to the work itself and job components (Locke, 1995). A study on Indian managers by Khaleque and Choudhary (1984) found that in determining job satisfaction nature of work is the most important factor. A research conducted on employees of MIS by Vitell and Davis (1990) showed a significant relationship between work itself and job satisfaction.



**Job satisfaction and working conditions.** Working conditions have a strong impact on job satisfaction because employees want a relaxed working environment and this leads a positive feeling of job satisfaction (Wubuli, 2009).

**Job satisfaction and tenure.** Employees who have a long tenure are more satisfied with job as compared to employees having a short tenure (Staw, 1995; Jinnett & Alexander, 1999). Increase in tenure enhances job satisfaction because employee's personal needs match with the job and during long tenure employee adjust himself in the organization which increases job satisfaction (Clark et al., 1996; Mottaz, 1988).

### Theoretical framework



### Hypotheses

- H1: There is a significant relationship between personality and job satisfaction.
- H2: There is a significant relationship between salary and job satisfaction.
- H3: There is a significant relationship between working condition and job satisfaction.
- H4: There is a significant relationship between promotion and job satisfactions.
- H5: There is a significant relationship between co-workers and job satisfaction.
- H6: There is a significant relationship between supervision and job satisfactions.
- H7: There is a significant relationship between work itself and job satisfaction.

H8: There is a significant relationship between recognition & reward and job satisfactions.

H9: There is a significant relationship between tenure and job satisfaction.

H10: There is a significant relationship between fringe benefits and job satisfactions.

H11: There is a significant relationship between gender and job satisfactions.

H12: There is a significant relationship between age and job satisfaction.

H13: There is a non significant relationship between qualification and job satisfactions.

H14: There is a significant relationship between marital status and job satisfaction.

## Methodology

### Research Design

**Population and sampling.** The population of my study comprises of employees in banking sector of Lahore. As it was not possible to collect the data from all the bank employees in Lahore so, non-probability convenience sampling is used for this study. 350 structured questionnaires were distributed among the bank employees and 307 filled questionnaires were returned. 61 questionnaires were from Public Banks, 206 were from Private Banks and 40 questionnaires were from Islamic Banks.

**Data collection method.** The data collection method used in this study was primary data collection method. A questionnaire was developed for this purpose and in that questionnaire the questions regarding all the variables of the study were included. Questionnaire was developed by me that's why its pilot study was conducted to check its reliability.

**Description of instrument.** The questionnaire contained 27 questions about demographic and organizational determinants. Likert scale ranking (5-Point likert scale) was used in the questionnaire. In this scale 1=Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

### Data analysis

Data was entered, edited and analyze by using software SPSS version 16 and Microsoft excel by applying the following techniques; CroonBach's alpha, correlation and Regression.

### Reliability statistics

**Table 1: Reliability statistics**

Variables	No. of items	Values
Salary	3	.852
Personality	2	.724
Promotion Opportunities	3	.869
Recognition & Rewards	3	.820
Relationship with Supervisor	3	.783
Relationship with Co-workers	2	.847
Fringe Benefits	2	.645
Work Itself	2	.637
Working Conditions	2	.764
Tenure	2	.709
Overall Job Satisfaction	3	.850

**Overall Cronbach Alpha for 27 items = 0.881**

Reliability is basically the credibility of the data collected by the researcher. The reliability demonstrates that the data collected is in accordance with the procedures; it is accurate and has the ability of replication. Table 1 shows the reliability of each variable of the research study. In this study Cronbach Alpha is used to test a construct's reliability.

The reliability of a variable can lie in between 0 to 1. 0 indicates that there is no reliability or variables are unrelated and 1 indicates that there is very high reliability or the variables overlap each other. A rule of thumb is  $\alpha \geq .70$  (Hair et al., 2003) but even a value of .60 is also acceptable (Dunn et al., 1994).

Overall Cronbach Alpha reliability coefficient for 27 items is .881 and this value is highly acceptable & satisfactory. As the reliability value gets closer to 1 it becomes highly acceptable. The Cronbach alpha value for 3 items of salary is .852, personality is having 2 items and its Cronbach alpha value is .724, Cronbach alpha value for promotion opportunities is .869 and it has 3 items, The Cronbach alpha value for 3 items of recognition & rewards is .820, 3 items of relationship with supervisor has the Cronbach alpha value of .783, The Cronbach alpha value for 2 items of relationship with co-workers is .847, Cronbach alpha value for Fringe Benefits is .645 and it has 2 items, Cronbach alpha value for 2 items of work itself is .637, working conditions is having 2 items and its Cronbach alpha value is .764, 2 items of tenure has the Cronbach alpha value of .709 and the Cronbach alpha value for 3 items of Overall Job Satisfaction is .850.

The Cronbach alpha values for most of the variables of this research study are highly acceptable because their values lie in between .70 to .90 but the Cronbach alpha values for fringe benefits and work itself are less as compared to other variables, they are .645 and .637 respectively but this is also acceptable. After the discussion of the determinants and reliability here is the discussion about the objectives of this study:

#### *Descriptive statistics*

**Table 2: Descriptive statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Salary	307	1.00	5.00	3.1726	.99721
Personality	307	1.00	5.00	4.0065	.74423
Promotion	307	1.00	5.00	2.7470	1.02016
Recognition & Rewards	307	1.00	5.00	2.9218	.97706
Relationship with Supervisor	307	1.00	5.00	3.4126	.88882
Relationship with Co-workers	307	1.00	5.00	3.6498	.87747
Fringe benefits	307	1.00	5.00	3.1678	.85675
Work itself	307	1.00	5.00	3.5993	.85122
Workplace	307	1.00	5.00	3.1889	.99022
Tenure	307	1.00	5.00	3.3257	.89191
Overall Job Satisfaction	307	1.00	5.00	3.7600	.82224
Valid N (list wise)	307				

The descriptive analysis is to find the impact of organizational variables on job satisfaction. The population of the survey has responded 1 to 5 (minimum is 1 and maximum is 5). The



respondents have given their responses, some of them agree, some disagree and some are neither agree nor disagree regarding various questions asked from them in the questionnaire. The findings provide us the following information:

With respect to salary the Mean is 3.1726 with .99721 S.D. The Mean for Personality is 4.0065 and S.D=.74423. For Promotion the Mean value is 2.7470 and S.D=1.02016. Recognition has the Mean of 2.9218 and its S.D is .97706. Relationship with supervisor shows the Mean of 3.4126 and S.D=.88882. Work itself shows the Mean of 3.5993 and it's S.D=.85122. The response level Mean for tenure is 3.3257 with S.D= .89191. However the overall job satisfaction has the Mean of 3.7600 and S.D=.82224 etc.

### ***Hypothesis Testing***

#### *Correlation analysis*

**Table 3: Correlation statistics**

	<b>Job Satisfaction</b>	
Salary	Pearson Correlation Sig. (2-tailed)	.589** .000
Personality	Pearson Correlation Sig. (2-tailed)	.407** .000
Promotion	Pearson Correlation Sig. (2-tailed)	.450** .000
Recognition & rewards	Pearson Correlation Sig. (2-tailed)	.559** .000
Supervisor	Pearson Correlation Sig. (2-tailed)	.565** .000
Co-workers	Pearson Correlation Sig. (2-tailed)	.270** .000
Fringe Benefits	Pearson Correlation Sig. (2-tailed)	.582** .000
Work Itself	Pearson Correlation Sig. (2-tailed)	.571** .000
Working Conditions	Pearson Correlation Sig. (2-tailed)	.396** .000
Tenure	Pearson Correlation Sig. (2-tailed)	.504** .000

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

Pearson correlation statistical analysis was used to test the hypothesis 1, after analysis the value of Pearson correlation was .589 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between salary and job satisfaction. After analysis the hypothesis 2, the value of Pearson correlation was .407 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between personality and job satisfaction. The hypothesis 3, after analysis the value of Pearson correlation was .450 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between salary and job satisfaction. The hypothesis 4, after analysis the value of Pearson correlation was .559 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between recognition & rewards and job satisfaction. The hypothesis 5, after analysis the value of Pearson correlation was .565 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between relationship

with supervisor and job satisfaction. The hypothesis 6, after analysis the value of Pearson correlation was .270 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between relationship with co-workers and job satisfaction. The hypothesis 7, after analysis the value of Pearson correlation was .582 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between fringe benefits and job satisfaction. The hypothesis 8, after analysis the value of Pearson correlation was .571 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between salary and job satisfaction. The hypothesis 9, after analysis the value of Pearson correlation was .396 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between working conditions and job satisfaction. The hypothesis 10, after analysis the value of Pearson correlation was .504 and p value is .000. Here,  $p < 0.01$  which shows that there is a significant positive relationship between salary and job satisfaction.

**Table 4: Pearson's Indices of Correlation**

Pearson $r$	Indication
Between 0.00 and 0.19	Negligible
Between 0.20 and 0.39	Low Correlation
Between 0.40 and 0.59	Moderate Correlation
Between 0.60 and 0.79	Moderately High Correlation
Between 0.80 and 1.00	High Correlation

Table 4 shows the Pearson correlation coefficients and it reveals significant positive correlations between the dependent variable and each of the independent variable. Table 3 is showing the Pearson's Indices of Correlation. The strongest correlation is between job satisfaction and salary where ( $r(307) = .589, p < 0.01$ ) and according to Pearson's indices of correlation it is moderate correlation, after that comes job satisfaction with fringe benefits and it is also moderate correlation where ( $r(307) = .582, p < 0.01$ ), then job satisfaction with work itself ( $r(307) = .571, p < 0.01$ ), correlation between job satisfaction and relationship with supervisor is ( $r(307) = .565, p < 0.01$ ), after that comes satisfaction with recognition & rewards ( $r(307) = .559, p < 0.01$ ), then comes satisfaction with tenure ( $r(307) = .504, p < 0.01$ ) and satisfaction with promotion ( $r(307) = .450, p < 0.01$ ), The weakest or low correlations are between job satisfaction and personality ( $r(307) = .407, p < 0.01$ ), job satisfaction with working conditions ( $r(307) = .396, p < 0.01$ ) and job satisfaction with co-workers ( $r(307) = .270, p < 0.01$ ).

#### *Independent sample T-test for gender*

**Table 5: INDEPENDENT SAMPLE TESTS**

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference
Overall Job Satisfaction	Equal variances assumed	2.559	.111	2.241	305	.026	.23189
	Equal variances not assumed			2.136	143.422	.034	.23189

**Table 6: GROUP STATISTICS**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Overall Job Satisfaction	Male	220	3.8258	.78961	.05324
	Female	87	3.5939	.88254	.09462

Ho: Gender does not significantly influence employee job satisfaction in banking sector.

H11: Gender significantly influences employee job satisfaction in banking sector.

Table 6 shows the results of overall job satisfaction and gender. Levene's statistic (2.559) for equality of variances is not significant ( $p=0.111$ ). So, equal variances are assumed. The t-statistic for equality of means is 2.241 and highly significant as p-value is 0.026 (2-tailed). There is a significant difference in the perception of Male and Female employees with regard to overall job satisfaction. The results show that male customers have higher level of perceptions towards overall job satisfaction with lesser variation as compared to female employees. The null hypothesis is rejected.

#### ANOVA

##### Age

**Table 7: ANOVA (Age)**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	9.710	3	3.237	4.974	.002
Within Groups	197.169	303	.651		
Total	206.879	306			

Ho: Age does not significantly influences employee job satisfaction in banking sector.

H12: Age significantly influences employee job satisfaction in banking sector.

Above table demonstrates the results of ANOVA for age. The ANOVA statistics F-value is 4.974 and its p-value is 0.02 which is less than 0.05.  $P\text{-value} < 0.05$  states that the Ho is rejected. It means that there is a significant difference between age and overall job satisfaction of employee and age has a significant positive relationship with employee job satisfaction in banking sector.

##### Marital Status

**Table 8: ANOVA (Marital status)**

Overall Job Satisfaction	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.183	2	2.091	3.136	.045
Within Groups	202.696	304	.667		
Total	206.879	306			

Ho: Marital status does not significantly influences employee job satisfaction in banking sector.

H13: Marital status significantly influences employee job satisfaction in banking sector.

Table 8 illustrates the ANOVA results for marital status. The ANOVA statistics F-value is 3.136 and its p-value is 0.045 which is less than 0.05.  $P\text{-value} < 0.05$  states that the  $H_0$  is rejected. It means that there is a significant difference between marital status and overall job satisfaction of employee and Marital status has a significant positive relationship with employee job satisfaction in banking sector.

### *Qualification*

**Table 9: ANOVA (Qualification)**

Overall Job Satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.091	2	1.545	2.305	.101
Within Groups	203.788	304	.670		
Total	206.879	306			

$H_0$ : Qualification does not significantly influences employee job satisfaction in banking sector.

$H_{14}$ : Qualification significantly influences employee job satisfaction in banking sector.

Table 9 demonstrates the results for qualification. The ANOVA statistics F-value is 2.305 and its p-value is 0.101 which is greater than 0.05.  $P\text{-value} > 0.05$  states that the  $H_0$  is accepted. It means that there is no significant difference between marital status and overall job satisfaction of employee and Qualification does not have a significant positive relationship with employee job satisfaction in banking sector.

### **Conclusion**

The main focus of this research was to determine the relationship of various determinants of job satisfaction like age, gender, qualification, marital status, personality, salary, promotion opportunities, recognition & rewards, relationship with supervisor & co-workers, fringe benefits, working conditions, work itself and tenure with job satisfaction of employees and the central objective of this study was to determine that which determinant has the strongest impact on employees' job satisfaction in banking sector of Lahore.

Literature review was done to make the theoretical grounds for the study. The basis of this research study was to know that from which determinant the employees of banks in Lahore are more satisfied. Another motto of this study was to make the management of banks aware that from which factors the employees are not satisfied and there is need to improve those factors otherwise this would be detrimental for the banks. To strategically improve and maintain the job satisfaction levels of employees' is necessary to enhance their morale.

In this study the determinants of job satisfaction were divided into two categories namely demographic determinants and organizational determinants. Demographic determinants include age, gender, qualification, marital status and personality. Whereas organizational determinants include salary, promotion opportunities, recognition & rewards, relationship with supervisor & co-workers, fringe benefits, working conditions, work itself and tenure. All the determinants of this research study were having the significant positive relationship with job satisfaction except the qualification of employees which has an insignificant relationship with it.

The results of the study show that the employees of age 30-40 years are more satisfied with their jobs as compared to employees of other age groups because they are more energetic and enthusiastic towards making their careers. Male employees in this study are more satisfied with their jobs as compared to the female employees due to various reasons which are explained in the literature review. Qualification do not have a significant impact on job satisfaction of employees and married employees as more satisfied when it comes to job satisfaction in banking sector of Lahore.

The analysis of data collected from the bank employees concludes that salary has the strongest impact on job satisfaction. Besides all the other determinants salary is the most important factor in deciding the satisfaction level of employees' job. It is obvious that whenever an employee joins a job the most important concern is regarding the salary as it is the ultimate reward an employee gets from the job. If an employee is not satisfied with the salary then nobody can force him to work well. Fringe benefits and work itself comes after salary and both of these are also very important because if work is not interesting then how can an employee be satisfied with it. Satisfaction with the working conditions and relationship with co-workers was having the minimum correlation with job satisfaction.

Employees in the banking sector of Lahore were least satisfied with the promotion opportunities and recognition & rewards. Most of the employees complained that they are not on the right positions, they deserve more but there are inadequate promotion opportunities and in this way there morale decreases. Recognition & rewards also contributes a lot in increasing job satisfaction but banking sector of Lahore is not paying attention towards it. If this continues it would not be good for the health of banking sector.

The study also recommends that management has to improve the salary, fringe benefits, promotion opportunities and recognition & rewards to keep the employees motivated. The study has also laid emphasis on good relationship between supervisors and the co-workers because these relations are really very helpful in keeping the employees satisfied with the job. Most of the employees were satisfied with the working conditions as everybody knows that now-a-days the interior of the banks is very lush and comfortable.

Overall the results of this study are satisfactory and are according to the literature but only satisfaction is not needed. To achieve the best results the bank management has to work on it because they can only take this from satisfactory to excellent. New policies and strategies has to be formulated to make the employee satisfaction levels up to the mark and perfect.

### **Recommendations of the Study**

Following are some recommendations of the study:

- Bank management should keenly observe the job satisfaction levels of employees and should formulate strategies to shift the satisfaction levels from satisfactory to highly satisfied.
- The limited opportunities of promotion and lack of recognition & rewards are the main reason of dissatisfaction of employees in banking sector of Lahore; the management should improve both of them to enhance job satisfaction level of employees.
- Management also needs to increase the salary of employees because it is the driving force behind excellent work so the salary must be according to the position of an employee.

### **Contribution of the Study**

The contribution of this study is hereunder:

- This study identifies the determinants of job satisfaction that employees think are the reason of their job dissatisfaction.

- This research study also recognizes the determinants of job satisfaction from which the employees are highly satisfied.
- Results of this study explain the correlation of the determinants of job satisfaction with overall job satisfaction.
- Results of this study are helpful in providing guidelines to the bank management regarding how to improve the job satisfaction level of employees by improving various determinants.

### **Limitations of the Study**

The limitations of this research study are as follow:

- In this study only some variables of job satisfaction are discussed whereas there is a long list of other variables that can also be included.
- Biased and inaccurate data collected can ruin the results of the study.
- Data is only collected through the questionnaires, no interviews or focus group discussion is conducted.
- It is impossible to collect data from all the employees in banking sector of Lahore because non-probability convenience sampling is used in this study.
- Data collected is only limited to the bank employees of Lahore.
- This study is limited only to determine the job satisfaction of employees in the banking sector.
- Lack of cooperation, unwillingness and indifferent attitude of respondents from the selected sample.
- To gather data at a single point of time cross sectional method is applied.

### **Recommendations for further study**

Following are some recommendations for further study:

- A large sample based on stratified random sampling must be used instead of non-probability convenience sampling.
- A large sample size should be used because sample size of 307 is too small to generalize it over the whole population of banking sector of Lahore.
- A combination of some more variables must be used in order to see a diverse view of the determinants of job satisfaction.
- This study is conducted only on the banks of Lahore however a research study can be conducted having the comparison of different cities of Pakistan or comparison of public and private sector banks of Pakistan.
- This research study must also be conducted on other sectors of the economy like textile, telecommunication and pharmaceutical etc.

### **References**

- Abdulla, J.S. (2009). *Determinants of job satisfaction among Dubai police employees* (Unpublished Doctoral Dissertation). Glamorgan University, UK.
- Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422-436.



- Al-Ajmi, R. (2001). The effect of personal characteristics on job satisfaction: a study among male managers in the Kuwait oil industry. *International Journal of Commerce & Management*, 11, 91-101.
- Aldag, R.J., & Brief, A.P. (1975). Age and reactions to task characteristics. *Industrial Gerontology*, 2, 223-9.
- Al-Fadley, M. (1996). *Factors determining the level of job satisfaction in police work: A case study of the police force in Cairo* (Unpublished Doctoral Dissertation). University of Exeter, UK.
- Allen, G.R. (1967). *Testing Herzberg's Motivation? Maintenance Theory in Commercial Banks*. (Doctoral dissertation). Arizona State University, USA.
- Al-Otaibi, A. (1992). The relationship between personal variables and job satisfaction, a comparative study between national and foreign workers in the public sector in Kuwait. *Journal of Public Management*, 76, 91-120 .
- Andrisani, P. (1978). Job satisfaction among working women. *Signs*, 3, 588-607.
- Andrisani, P. (1978). Levels and trends in job satisfaction, 1966-1972. In Andrisani, P. (Ed.), *Work Attitudes and Labor Market Experience*. New York: Praeger.
- Ang, K.B., Goh, C.T., & Koh, H.C. (1993). The impact of age on the job satisfaction of accountants. *Personnel Review*, 22, 31-9.
- Arnold, H.J., & Feldman, D.C. (Eds.). (1996). *Organizational behavior*, New York: McGraw-Hill.
- Aswathappa, K (2005), *Human Resource and Personnel Management: Text and Cases* (5<sup>th</sup> ed.). Tata McGraw-Hill.
- Bagozzi, R.P. (1980). Performance and satisfaction in the industrial sales force: an examination of their antecedents and simultaneity. *Journal of Marketing*, 44, 65-77.
- Bilgic, R. (1998). The relationship between job satisfaction and personal characteristics of Turkish workers. *The Journal of Psychology*, 132, 549-57.
- Boles, J.S., Wood, J.A. & Johnson, J. (2003). Interrelationships of role conflict, role ambiguity and work family conflict with different facets of job satisfaction and the moderating effects of gender. *Journal of Personal Selling & Sales Management*, 23(2), 99-113.
- Brown, S.P. & Peterson, R.A. (1994). The effect of effort on sales performance and job satisfaction. *Journal of Marketing*, 58(2), 70-80.
- Chambers, J.M. (1999). The job satisfaction of managerial and executive women: Revisiting the assumptions. *Journal of Education for Business*, 75(2), 69-75.
- Clark, A., & Oswald, A. (1996). Satisfaction and comparison income. *Journal of Public Economics*, 61, 359-381.
- Clark, A.E., & Oswald, A.J. (1996). Satisfaction and comparison income. *Journal of Public Economics*, 61, 359-81.
- Crosman, A., & Zaki, A.B. (2003). Job satisfaction & employee performance of Lebanese banking staff. *Journal of Managerial Psychology*, 18(4), 368-376. Doi: 10.1108/02683940310473118
- Dawal, Z., Taha, Z., & Ismail, Z. (2008). Effect of job organization on job satisfaction among shop floor employees in automotive industries in Malaysia. *International Journal of Industrial Ergonomics*, 39, 1-6.
- Dawson P (1987). Computer Technology and the Job of the First-line Supervisor New Technology. *Work Employment*, 2(1), 47-59.
- Ellickson, M., & Logsdon, K. (2001). Determinants of job satisfaction of municipal government employees. *State Local Government Review*, 33 (3), 173-84.

- Fitzgerald, L., Johnston, R., Brignall, S., Silvestro, R & Voss, C. (1994). *Performance Measurement in Service Businesses*. Paper presented at The Chartered Institute of Management Accountants, Cambridge.
- Fogarty, T. (1994). Public accounting experience: the influence of demographic and organizational attributes. *Managerial Auditing Journal*, 9(7), 12-20.
- Glenn, N., & Weaver, C. (1982). Enjoyment of work by full-time workers in the United States, 1955 and 1980. *Public Opinion Quarterly*, 46(4), 459-470.
- Heery, E., & Noon, M. (2001), *A dictionary of human resource management*, New York: Oxford University Press.
- Hickson, C., & Oshagbemi, T. (1999). The effect of age on the satisfaction of academics with teaching and research. *International Journal of Social Economics*, 26(4), 537-44.
- Hulin, C.L., & Smith, P.C. (1965). A linear model of job satisfaction. *Journal of Applied Psychology*, 49, 209-16.
- Ivancevich, J.M. & Mateson, M.T. (1999). *Organisational Behavior and Management*. (5th ed.). Boston: McGraw Hill.
- Jinnett, K., & Alexander, J.A. (1999). The influence of organizational context on quitting intention. *Research on Aging*, 21(2), 176-205.
- Johnson, G.J. & Johnson, W.R. (2000). Perceived over qualification and dimensions of job satisfaction: a longitudinal analysis. *Journal of Psychology*, 134(5), 537-55.
- Joyce, W.F. (1986). Matrix Organization: a Social Experiment, *Academy of Management Journal*, 29(3), 536-561.
- Jules, C., & Christopher, B. (2009). The effects of organization communication on job satisfaction and organizational commitment in land ambulance service and the mediating role of communication satisfaction. *Career development international*, 14(1).
- Kh Metle, M. (2003). The impact of education on attitudes of female government employees. *The Journal of Management Development*, 22(7/8), 603-626.
- Khaleque, A., & Choudhary, N. (1984). Job facets and overall job satisfaction of industrial managers. *Indian Journal of Industrial Relations*, 20, 55-64.
- Kumar, S., Singh, D.P.N., & Verma, S.K. (1981). Expectations and job satisfaction of officers and supervisors in a public sector undertaking. *Indian journal of industrial relations*, 16(3), 431-449.
- Larwood, L. (1984). *Organizational behavior and management*. Boston: Kent Publishing Company.
- Leavitt, W.M. (1996). High pay and low morale-can high pay, excellent benefits, job security, and low job satisfaction coexist in a public agency?" *Public Personnel Management*, 25(3), 333-341.
- Leung, T.S.O., & Spector, E. (2000). Faculty stressors, job satisfaction, and psychological distress among university teachers in Hong Kong: the role of locus of control. *International Journal of Stress Management*, 7, 121-38.
- Locke, E.A. (1995). Commentary: The micro-analysis of job satisfaction: Comments on Taber and Alliger. *Journal of Organizational Behavior*, 16(2), 123-126.
- Martin, J.K., & Sheehan, C.L. (1989). Education and job satisfaction: the influence of gender, wage, earning status, and job values. *Work and Occupation: An International Sociological Journal*, 16, 184-189.
- McCormick, E.J. & Tiffin, J. (1974). *Industrial Psychology*. Englewood Cliffs, New Jersey: Prentice-Hall.

- Mottaz, C.J. (1988). Work satisfaction among hospital nurses. *Hospital and Health Services Administration*, 33(1), 57-74.
- Near, J.P., Rice, R.W., & Hunt, R.G. (1978). Work and extra work correlates of life and job satisfaction. *Academy of Management Journal*, 21, 248-64.
- O'Brien, G.E., & Dowling, P. (1981). Age and job satisfaction. *Australian Psychologist*, 16(1), 49-61.
- Okpara, J.O. (2004). Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing country. *Information Technology & People*, 17(3), 327-38.
- Oshagbemi, T. (2003). Personal correlates of job satisfaction: empirical evidence from UK universities. *International Journal of Social Economics*, 30(12), 1210-1232. doi: 10.1108/03068290310500634
- Pearson, D.A. & Seiler, R.E. (1983). Environmental satisfiers in academe. *Higher Education*, 12, 35-47.
- Robbins, S. P., Odendaal, A., & Roodt, G. (2003), *Organizational behaviour: Global and Southern African perspectives*. Cape Town: Pearson Education.
- Rollinson, D. (2008), *Organizational behaviour and analysis: An integrated approach*, 4<sup>th</sup> Edition). Essex: Prentice Hall.
- Roman, S., & Munuera, L.J. (2005). Determinants and consequence of ethical behaviour: an empirical study of salespeople. *European Journal of Marketing*, 39(5/6), 473-495. doi:10.1108/03090560510590674
- Saal, F.E., & Knight, P.A. (1988). *Industrial/Organizational Psychology: Science & Practice*. Belmont: Wadsworth.
- Sawada, T., Hadano, H., Yano, N., & Sakai, J. (2004). Dispositional effects on job satisfaction and psychological well-being of nurses: the role of core self-evaluations. *Journal of Japanese Society of Nursing Research*, 27(4).
- Smith, D.B., & Plant, W.T. (1982). Sex differences in the job satisfaction of university Professors. *Journal of Applied Psychology*, 67(2), 249-51.
- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Cause and Consequences*. London: Sage Publications.
- Staines, G.L., & Quinn, R.P. (1979). American workers evaluate the quality of their jobs. *Monthly Labour Review*, 102, 3-12.
- Staw, B.M. (1995). *Psychological dimensions of organizational behavior* (2nd ed.). New Jersey: Prentice Hall.
- Ting, Y. (1997). Determinants of job satisfaction of federal government employees. *Public Personnel Management*, 26 (3), 313-34
- Vitell, S.J., & Davis, D.L. (1990). The relationship between ethics and job satisfaction. *Journal of Business Ethics*, 9(6), 489-495.
- Wech, B.A. (2002). Trust context: effect on organizational citizenship behavior, supervisory fairness, and job satisfaction beyond the influence of leader-member exchange. *Business and Society*, 41 (3), 353-60.
- Williams, M.L. (1995). Antecedents of employee benefit level satisfaction: a test of a model. *Journal of Management*, 21, 1097-128.
- Wubuli, A. (2009). *Study on the factors affecting job satisfaction amongst employees of fast food restaurants* (Unpublished Master's Thesis). University of Malaysia, Malaysia.
- .Zeithaml, V.A., & Bitner, M.J. (2000). *Services Marketing: Integrating Customer Focus across the Firm*. (2<sup>nd</sup> ed.). New York: McGraw-Hill.