REVIEW OF LITERATURE

The purpose of literature review is to gain insight on theoretical background of the research problem. It helps the researcher to gain strong theoretical basis of the problem under study. Thus, literature review helps one to find the path of problem solving.

Singh, Mira et al. (1994) opined that occupational level was found to be an influential factor in job involvement of employees. The results also revealed that work motivation of employees was also influenced by occupational level. Although managers were found to be highly motivated in comparison to supervisors and workers. The other finding was that job involvement and work motivation, both were positively and significantly correlated in the organization.

Bhargava, S. and Kelkar, A. (2000) found that there is a significant positive correlation of age with salary experience and promotion. Centralization was positively correlated with job satisfaction & empowerment. Job satisfaction and empowerment were found to be positively correlated. Adaptability was positively related to corporate culture, work related values, satisfaction and empowerment. Formalization positively correlated with adaptability but centralization was negatively correlated with corporate culture as well as adaptability that also correlated with work values. Regression analysis showed the result that corporate culture of the organization has potentially in predicting job satisfaction of members and their empowerment.

Bhatt, Rajesh J (2004) revealed that job satisfaction is the result of effect of so many factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation. one gets satisfaction in any of the activities depending upon how he/she perceives the situation and what is expected in exchange of effort. There may be difference between two employees, working at a different place and on different cadres. It all depends upon viewing of the situation and the effect of the rest of the factors which are crucial at any point of time.

Worrell, G. Travis (2004) revealed that 90.6% of the survey participants were either satisfied or very satisfied with their jobs. Within the 0 scales of the MSQ, overall dissatisfaction was only observed on the school system policies and practices scale. Finally, In comparison to the 1982
and 1992 studies, school psychologists in the current sample are more satisfied with their job security, independence and their opportunities to be creative on the job.

**Jain, Madhy and Pratibha (2006)** revealed that engineers from the public organizations have perceived greater satisfaction on job concrete for job abstract factors and community and health factors as compared to the employees of the private organizations. Junior engineers were found more satisfied on overall job satisfaction with different dimensions namely: job concrete, economic factors and community and health factors.

**Bhatti, Khalid Komal and Qureshi, Masood Tahir (2007)** found that the variables as employee’s participation, job satisfaction, employee’s productivity and employee’s commitment have positive relationship with each other in Pakistan. The regression results indicate that there is a positive relationship amongst employee participation and job satisfaction, employee productivity and employee commitment.

**Kamal, Raj and Sengupta, Debasish (2009)** opines that with the change of satisfaction determinants, level of job satisfaction also varies. It is also observed that as a person ages, his job satisfaction shows an increasing trend. With age, spiritualism of the person increases, but his alternatives for change decreases. Younger employees have more energy, more expectations and more options and have lesser satisfaction with the job. Overall the job satisfaction of bank officers though is not very high but still satisfactory.

**Shrivastava, Arunima and Purang, Pooja (2009)** found that Private sector bank employees report greater satisfaction with the pay and benefit aspect of the job as compared to public sector bank employees. Result of the quantitative analysis also suggest that 80% of the private sector bank employees find good pay and benefits to one of the greatest satisfiers, whereas 75% public sector employees regards low pay as one of the main dissatisfier. On the other hand, public sector bank employees have expressed greater satisfaction with job security.

**Kakkos, Nikos et al. (2010)** opines that the most important driver of bank employees’ job satisfaction is the satisfaction of relatedness needs referring to the respect of superiors which is followed by growth needs. The existence needs (pay) is found to be significant determinant of employees job satisfaction unlike the existence needs (fringe benefit) that does not have any impact
at all on job satisfaction. Last, relatedness needs involving respect and/or fellowship from peers is the least influential antecedent of employee job satisfaction.

**Narang, Ritu and Dwivedi, Alka (2010)** examined that for enhanced job satisfaction on, the management, on the one hand, has to progressively develop the employees in their field of work, both by giving them challenging tasks and creating a learning environment and on the other hand avoiding their micromanagement.

**Bytyqi, Fisnik et al. (2010)** found that the organizations surveyed have a very satisfied and committed workforce, but they must be careful with employee work stress. The findings also revealed that the impact of work stress on job satisfaction and organizational commitment is limited for organizations that are in the process of privatization or corporatization. Even though employees feel stressed they are satisfied with their jobs and are committed to their organization and vice versa.

**Hussain, Railmtiaz (2011)** concluded that supervision, job security and promotional opportunities have positive relationship with job satisfaction. By increasing these factors, job satisfaction also increase. Relationship with coworkers is moderate with job satisfaction while pay has weak but positive relationship with job satisfaction.

**Sowmya, K.R. and Panchanatham, N (2011)** examined through factor analysis meticulously that the job suitability as well as the working condition and other interpersonal relationship among the workers are able to ascertain their level of satisfaction within working domain.

**Hussain, yasir et al. (2011)** conclude that most of the employees working in private sector banks are satisfied with their work, management function and job positions. The study reveals some factors that are point of high concern to employees regarding their satisfaction. These factors are job security, organizational operations, working conditions, incentives and rewards.

**Sinha, Deepti and Kumar, Somesh** revealed that novel changes in work conditions temporarily increase productivity (called the Hawthorne effect). It was found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding
provided strong evidence that people work for the purposes other than pay which paved the way for researchers to investigate other factors in job satisfaction.

**Azash, S.Md. et. al. (2011)** found that Job Satisfaction is caused by both motivation and hygiene factors. The important motivational factors perceived by public sector employees are achievement, advancement, interpersonal relations, working conditions, policy, and personal life. The perceived important motivational factors by private sector banks employees are achievement, interpersonal relations, supervision and policy.

**Shujat, Sobia et. al. (2011)** suggests that work life balance has very less impact on employee job satisfaction in private commercial banking sector of Karachi. The reason of such results may be due to uncertain conditions, high inflation and unemployment rate in Pakistan. This research can be beneficial for the banking sector to improve their policies, benefits programs and pay structures to attract, recruit and retain more capable candidates. The results shows that even in the metropolitan city like Karachi, employees are not aware of issues like job satisfaction and work life balance that is undoubtedly a basic right.

**Jain, Suman ET. Al. (2012)** concludes that lay off, threats, quick turnover, less welfare schemes and less scope for vertical growth increase job dissatisfaction. On the other hand, secure job environment, welfare policies and job stability increase the degree of job satisfaction. Efficient Human Resource Management and maintaining higher job satisfaction level in banks determine not only the performance of bank but also affect the growth and performance of the entire economy.

**Shaukat, Zeeshan Muhammad et al. (2012)** found that provision of support at work (POS) and higher leader – member exchange relations (LMX) positively predicts employee’s job satisfaction. It shows that when organization provides support to its employees or when supervisor is supportive and employees have good exchange relation with their supervisor, they reciprocate it with good relations and increased job satisfaction.

**Meena, M.L. and Dangyach, G.S. (2012)** found that important factors of need are improvements in employee productivity, health well being and growth of organization.
Islam, Nazrul Jamal et al. (2012) found that morale and job satisfaction plays a vital role in overall performance of the employees in the workplace. The study also determined that social status, supportive colleagues and feeling secure about the job were the top three best reasons for working in the banks. It was also determined that pay, decision making authority, and promotional policy were the three top priorities for improving the work environment.

Dev, Santosh (2012) clients of private sector banks are more satisfied than the clients of public sector banks in most of the dimensions except Interest rates and other Charges and Accessibility whereas the clients of public sector banks are more satisfied than the clients of private sector banks in these two dimensions. Both types of banks are expected to address these shortcomings in the given set up of their respective banks.

Sehgal, Shallu et. al. (2012) found that there is not much difference in the level of job satisfaction between public and private banks, but regarding some factors like job security, salary offered to employees, benefits given to employees and experience, the satisfaction level differs in both the banks. The analysis also shows that highly experienced employees at public Bank are more satisfied with their job as compared to the employees at private Bank.

Ghafoor, Mudasar Muhamamd (2012) found that there was not too much difference in job satisfaction on the basis of demographic characteristics. But, male academic staffs were slightly more satisfied than their counterpart.

Boder, Hind A.M. et. al. (2013) concludes that there is a strong relationship between job satisfaction and job stress. Another finding was that the number of employees suffered high level of stress was much lower than the number of employees who possessed good control over stress.

Sinha, Deepti and Kumar, Somesh (2013) found that job security is one of the most important ingredients of job satisfaction. There should be psychological bond between employees and organization. Apart from job security, management must provide job stability. There should be a challenging environment. The job structure should comprise horizontal as well as vertical
growth. The job should provide enough scope for the employees in terms of promotion and transfer.

Chahal, Aarti et al. (2013) conclude that with the change of satisfaction determinants, level of job satisfaction also varies. The study mainly investigated the relation between of job satisfaction with employees’ performance and organizational commitment. The organizations lack the relationship between workers and supervisors and also lack on certain factors such as working conditions, training & development facilities and long working hours. If these factors are given more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement.

Devi, Suman and Suneja, Ajay (2013) found that private sector bank employees are more satisfied than public sector bank employees regarding pay increments, employee empowerment and various aspects of training & development. The factors due to which both banks are satisfied are various aspects of co – workers relationship, performance appraisal, nature of job and employee participation. And he also found that public sector banks employees are more satisfied than private sector bank employees regarding Supervision.

Khuong, Mai Ngoc and Tien, Bui Diem (2013) concludes that the higher levels of satisfaction, supervisor support, fringe benefits, teamwork, working environment, and training were positively associated with the higher level of organizational loyalty. The factors of satisfaction, supervisor support, teamwork, and working environment play crucial roles and significantly affect employee’s loyalty. Based on the results of the path analysis, this study argued that in order to achieve high employee loyalty, companies in banking industry should achieve high level of employee job satisfaction, enhance supervisor support and teamwork among employees, and provide good working environment.

Oriarewo, Orziemgbe Godday, Agbim, Chukwujioke Kenneth and Owutuamor, Zechariahs Benapugha (2013) found that job satisfaction is more related to extrinsic rewards than intrinsic rewards. The result further revealed that age and gender differences moderates the relationship between job satisfaction and job rewards as older employees were more satisfied than younger
employees, while the satisfaction levels with respect to the job rewards received by the male and female employees varied. The study recommends: that the knowledge of the moderating influences of age and gender differences should be adopted in recruitment, placement, appraisal and compensation of employees; and the adoption of a combination of intrinsic and extrinsic rewards as a more effective job satisfaction strategy rather than employing them separately.

Nazish, Ayesha et al (2013) found that current work situations (position tenure, job security, management level and met expectations) career experiences (career stage, mobility pattern, career satisfaction and changed industry), job satisfaction and organizational commitment have significant direct effect on career commitment. Moreover, study found that job satisfaction and organizational commitment mediated the influences of both the current work situations and career experiences on career commitment. This research was conducted on the employees of banking sector located in one division of Punjab. So this could restrict the research to one location only. But this study is significant in order to retain the high-valued banking employees.

Khan, Anum et. al. (2013) reveals that; Organizational Climate and Occupational Stress have significant impact on the Level of Job Satisfaction (JS), Age Level doesn’t matter and have significant impact but in Gender; Males were more satisfied than Females.

Ling, Wel Ang et al (2014) contributes by increasing the knowledge in the relationship between role stress and job satisfaction among bank employees in Kota Kinabalu, Sabah. This research benefits the management of banking industry in reviewing the role stress and working condition which will affect the job satisfaction of their employees. This will in turn help the banks to increase the job satisfaction of their employees which will link to better job performance. Only a satisfied officer will perform well in the bank. It will lower the turnover and increase the organizational commitment.

Sharma, Ankita and Khanna, Manish (2014) attempts to gain insights into the satisfaction level from the perspective of the Bank employees. Factors including salary of employees, performance appraisal system, promotional strategies, employee’s relationship with management and other co-employees, training and development program, work burden and working hours are
found important for improving job satisfaction of bank employees in banks. Increase in level of these factors improves overall satisfaction of employees.

**Javed, Ali Hafiz et. al. (2014)** showed that there is a significant relationship between transactional leadership style and employees’ job satisfaction and this transactional leadership style is more adopted by the leaders as compared to transformational leadership style.

**Sattar, Saba (2014)** concludes that the independent variable promotion and leadership behaviour was largely correlated with dependent variable employee satisfaction. While work environment and job stress have less influence on employee’s job satisfaction.

**Belapurkar, Arpita (2014)** concludes that there is a strong relationship between job stress and job satisfaction. Another conclusion was that the number of employees who suffered high level of stress was much lower than the number of employees who possessed good control over stress. Another conclusion that can be drawn from the study is that this research has provided a broad and generalised outlook about the impact of job stress on job satisfaction.

**Parveen, Suhalia & Khan, Ahmad Azeem (2014)** results clearly indicate that the employees employed in Banking Sector in Uttar Pradesh are satisfied with their jobs. The factors which are considered for the study are Interpersonal Relations and Working Conditions intrinsic to the job and motivated them which were the recognition, work itself, advance opportunities and possibility of growth.

**Jain Ruchi & Kaur Surinder (2014)** found that cultural fit and HR policy framework are two prominent factors for high level of stress and dissatisfaction among bank employees. In the present research, researcher’s thought has provoked by observation that the employees of ICICI bank are not satisfied with the merger & acquisition. It is very serious matter as far as employees and the bank is concerned.

**Khan, Saeed AAmir et. al. (2015)** determine that significant differences exists between employees of Public Sector and Private Sector Banks regarding various aspects of job
satisfaction, pay and fringe benefits, supervision, training and development. But they are significant in case of the aspects, relation with co-workers, employee’s empowerment, supervision, performance appraisal and nature of job.