A Regional Investigation of Employee Job Satisfaction in Selected Public Sector Banks in Gujarat

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Abstract

This descriptive study examines employee job satisfaction in selected public sector banks across the state of Gujarat. Using a convenient sampling method, the researcher targeted three major banks—SBI, BOB, and PNB—based on their market capitalization. Data was collected from eight municipal corporations. A total of 480 responses were initially gathered using a scale questionnaire. After data cleaning, the final sample size was reduced to 473. Data were analyzed using descriptive statistics and one-way ANOVA through Microsoft Excel and SPSS 20. The study found that compared to employees at Bank of Baroda and State Bank of India, Punjab National Bank employees expressed much lower levels of job satisfaction; SBI employees expressed the highest levels of satisfaction. There were notable variations as per city, with Junagadh recording the lowest level of satisfaction and Rajkot, Vadodara, Bhavnagar, and Gandhinagar the highest.

Keywords: Job Satisfaction, State Bank of India, Bank of Baroda, Punjab National Bank.

1. INTRODUCTION

In the current competitive and services-oriented scenario, job satisfaction is essential for the long-term health and effectiveness of banks (Locke, 1976; Spector, 1997). It is especially crucial for public sector banks (PSBs), which are judged not only by profitability but also by their efforts towards social and economic development (Rao & Jain, 2010). The Indian scheduled commercial banking industry is heterogeneous, but PSBs always lead the way in offering financial services to unpenetrated, rural, and low-income segments (Reserve Bank of India, 2020). Despite their critical function, PSBs tend to experience internal problems of low morale among employees, excessive stress, and reduced motivation (Kumar & Rani, 2011; Bhatnagar, 2014). These problems not only affect personal welfare but also affect overall organizational performance (Herzberg, 1959; Judge et al., 2001). Mitigating these problems is crucial for upholding the workforce. This research is designed to explore the level of job satisfaction in public sector banks based on the type of bank and the selected cities of Gujarat, and also try to analyze how these results can assist policymakers as well as bank management in formulating approaches for enhancing employee satisfaction, minimizing stress, and maximizing productivity within the sector.

2. REVIEW OF LITERATURE

(Alshahrani, 2022) investigates how job satisfaction affects training transfer, focusing on the mediating roles of supervisor support and transfer motivation. A cross-sectional survey design was used in the study to gather information from 215 banking workers in Saudi Arabia. The results demonstrate that job satisfaction has a favorable impact on training transfer, with transfer motivation acting as a key mediating factor.

(Joseph and Sebastian, 2021) investigated the relationship between employee engagement and job satisfaction among bank employees in Kerala. A total of 196 employees is included, and correlation and regression analyses were conducted. Findings showed a strong positive correlation between engagement and job satisfaction. The bank employees who felt involved and valued reported a high level of morale and commitment. The study also pointed out the significance of

participative management and recognition. The engaged employees were more productive and loyal to their organizations. The authors recommended fostering an inclusive and motivating work culture in banks.

(Kasbuntoro et al., 2020) attempted to examine the connection between job satisfaction and work-life balance among Indonesian banking firm employees. A survey method was used to get the data, and there are 450 people in the sample. ANOVA and regression analysis were used by SPSS to assess all of the gathered data. The findings showed that job satisfaction and work-life balance significantly benefit banking company personnel.

(Singh and Nayak, 2020) found the relationship between work attributes and job satisfaction among 410 bank employees in India. The researcher evaluated that task relevance and work autonomy were strong positive indicators of satisfaction by applying multiple regression analysis. The result showed that Feedback and skills also had a moderate effect. Because of more freedom, private bank employees expressed greater pleasure. The results reveal that improved job design can raise employee happiness in the banking industry.

(Kumar and Awasthi, 2016) evaluated the impact of organizational support and leadership on the 312 bank employees job satisfaction in India. By conducting a regression analysis, the authors examine how leadership strongly enhances job satisfaction. Organizational support also had a significant effect in increasing morale. The study emphasised that supportive leaders and positive organizational practices result in increased employee satisfaction. The result also highlights the importance of good leadership and a positive work environment for banking.

3. OBJECTIVE

To examine the level of job satisfaction among the selected public sector banks in Gujarat.

4. HYPOTHESIS

H_{01}: There is no significant difference in the job satisfaction of bank employees across different banks.

H_{02}: There is no significant difference in the job satisfaction of bank employees across the Cities of Gujarat.

5. RESEARCH METHODOLOGY

This study is descriptive. The researcher employed a non-probability convenient sampling method, collecting data from employees across eight municipal corporation cities in Gujarat. The focus of the research was on three selected public sector banks: State Bank of India, Bank of Baroda, and Punjab National Bank. A total of 20 samples were collected from each of these three banks in each city, resulting in 60 samples per city, except in Junagadh, where the final number of valid responses was 53. Thus, the final sample size of the study is 473. Data were collected using a structured questionnaire, and the classification of data was also done through convenient sampling. The researchers applied the ANOVA test for statistical analysis to examine the relationship between job satisfaction and both the bank and the city.

4. DATA ANALYSIS

Table 1: Frequency distribution of the demographic profile of bank employees

Demographic Profile	Particulars	Frequency	Percentage
Age	Up to 30 Years	83	17.5
	31-40 Years	236	49.9
	41-50 Years	132	27.9
	Above 50 Years	22	4.7
	Total	473	100.0
Gender	Male	307	64.9
	Female	166	35.1
	Total	473	100.0
Marital Status	Married	425	89.9
	Unmarried	48	10.1

	Total	473	100.0
Education Qualification	UG	136	28.8
	PG	222	46.9
	Professional Course	106	22.4
	Diploma	9	1.9
	Total	473	100.0
Monthly Income	Rs.20,001 to Rs.30,000	4	.8
	Rs.30,001 to Rs.40,000	47	9.9
	Rs.40,001 to Rs.50,000	215	45.5
	Above Rs.50,000	207	43.8
	Total	473	100.0
Name Of Bank	Bank of Baroda	160	33.8
	Punjab National Bank	160	33.8
	State Bank of India	153	32.3
	Total	473	100.0
Name Of City	Ahmedabad	60	12.7
	Bhavnagar	60	12.7
	Gandhinagar	60	12.7
	Jamnagar	60	12.7
	Junagadh	53	11.2
	Rajkot	60	12.7
	Surat	60	12.7
	Vadodara	60	12.7
	Total	473	100.0
Experience	Less than 1 Year	39	8.2
	1 - 5 Years	93	19.7
	5 - 10 Years	128	27.1
	Above 10 Years	213	45.0
	Total	473	100.0

Frequency distribution of respondent profiles shows that half of the employees (49.9%) are from the age group of 31 to 40 years, followed by those who are between 41 and 50 years (27.9%), those who are below 30 (17.5%), and only those who are above 50 years of age (4.7%). The majority of respondents (89.9%) are married, and others are unmarried. On the gender basis, 64.9% of respondents are male, and the rest of the employees are female. The vast majority of the respondents have a higher PG level education (46.9%), 22.4% have a professional qualification, 28% are undergraduate, and only 1.9% have a diploma. Monthly income shows the majority of employees (45.5%) earn between Rs. 40,001 and Rs. 50,000, followed by 43.8% who make over Rs. 50,000, while a very small percentage of employees earn less than Rs. 40,000. A highly experienced employee is shown by 72.1% having more than 5 years of experience, 19.7% having 1 to 5 years of experience, and nearly half, 45%, having more than 50 years of experience. Gujarat's eight cities evenly distribute the employees of all three public sector banks.

Null Hypothesis (H₀): There is no significant difference in the job satisfaction of bank employees across different banks.

Table 2: Results of the One-way ANOVA Test on Bank Employees' Job Satisfaction Across Banks

Descriptive Statistics of the Overall Job Satisfaction of Bank Employees			
Name of Bank	**N**	**Mean**	**Std. Deviation**
Bank of Baroda	160	66.98	11.66
Punjab National Bank	160	63.09	12.29

| State Bank of India | 153 | 68.03 | 7.27 |
| Total | 473 | 66.00 | 10.87 |

The table above shows the overall job satisfaction score of bank employees. SBI Bank reported the highest mean (68.03), followed by BOB (66.98) and PNB (63.09). With this, PNB exhibits the highest diversity (SD = 12.29), followed by BOB (SD = 11.67), and SBI displays the least variation in Responses (SD = 7.27). The average of 66.00 for all Banks shows that employee opinions of job satisfaction are generally satisfactory but vary.

Table 3: Levene's Test

Test of Homogeneity of Variances			
Levene Statistic	**df1**	**df2**	**Sig.**
12.763	2	470	.00001

Homogeneity of variance of Levene's test result is 12.763 with (df1 = 2, df2 = 470) degrees of freedom, and a significance value (p =.00001). the result is statistically significant, indicating that the assumption of equal variances across the three bank groups is violated. Therefore, variances in job satisfaction scores are not homogeneous among the banks.

Table 4: One-way ANOVA Test of Job Satisfaction as per Name of Bank

One-Way ANOVA Test					
Particular	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	2137.430	2	1068.715	9.362	.00001
Within Groups	53654.570	470	114.159		
Total	55792.000	472			

Table 5: Welch ANOVA Test of Job Satisfaction as per Name of Bank

Robust Tests of Equality of Means				
Particular	**Statistic[a]**	**df1**	**df2**	**Sig.**
Welch	9.476	2	298.102	.00001
a. Asymptotically F distributed.				

The result of one-way ANOVA showed a statistically significant difference between groups of banks, F (2, 470) = 9.362, p = .00001, indicating that variation among mean scores. However, as Levene's Test for homogeneity of variances was significant (p = .00001), implying uneven variances, a Welch ANOVA was also run as a robust alternative. The Welch test confirmed substantial differences, Welch's F (2, 298.102) = 9.476, p = .00001, supporting the conclusion that job satisfaction varies significantly among employees of the three banks.

Table 6: Games-Howell test of Post hoc between Job Satisfaction and Name of Bank

(I) Name of Bank		**Mean Difference (I-J)**	**Std. Error**	**Sig.**
Bank of Baroda	Punjab National Bank	3.88750*	1.34	.011
	State Bank of India	-1.05114	1.09	.602
Punjab National Bank	Bank of Baroda	-3.88750*	1.34	.011
	State Bank of India	-4.93864*	1.14	.00001
State Bank of India	Bank of Baroda	1.05114	1.09	.602
	Punjab National Bank	4.93864*	1.14	.00001
*. The mean difference is significant at the 0.05 level.				

Employees of PNB reported considerably lower job satisfaction scores than those of SBI (Mean Difference = -4.94, p =.00001) and BOB (Mean Difference = -3.89, p =.011), according to post hoc comparisons. Nevertheless, there was no

statistically significant difference between SBI and BOB (Mean Difference = -1.05, p =.602). According to these findings, employees at PNB are noticeably less satisfied than those at the SBI and BOB banks.

Descriptive Statistics of the Overall Job Satisfaction of Employees Across the Cities.			
Name of cities	N	Mean	Std. Deviation
Ahmedabad	60	62.10	10.21
Bhavnagar	60	70.83	4.38
Gandhinagar	60	69.43	2.84
Jamnagar	60	68.07	3.23
Junagadh	53	47.25	16.59
Rajkot	60	72.00	3.39
Surat	60	65.18	2.35
Vadodara	60	70.95	10.50
Total	473	66.00	10.87

Null Hypothesis (H₀): There is no significant difference in the job satisfaction of bank employees across the Cities of Gujarat.

Table 7: Results of the One-way ANOVA Test on Bank Employees' Job Satisfaction Across Cities.

The descriptive statistics of job satisfaction of selected public sector banks employees varied across the eight cities of Gujarat. The highest mean score observed for Rajkot (72.00), and closely followed by Vadodara (70.95), Bhavnager (70.83) and Gadhinagar (69.43), showed higher satisfaction in these cities. Junaghad reported the lowest mean score (47.25) with highest variability (SD = 16.59), Relatively modest scores were reported by Ahmedabad (62.10), and Surat (65.18). All cities combined had an average job satisfaction score of 66.00 (SD = 10.87).

Table 8: Levene's Test

Test of Homogeneity of Variances			
Levene Statistic	df1	df2	Sig.
37.272	7	465	.00001

Homogeneity of variance of Levene's test result is 37.272 with (df1 = 7, df2 = 465) degrees of freedom, and a significance value (p =.00001). the result is statistically significant, and the assumption of equal variances is broken because the result is statistically significant, and the p-value is less than 0.05. Because of this, job satisfaction scores vary greatly between cities, and a reliable ANOVA technique like Welch ANOVA ought to be applied.

Table 9: One-way ANOVA Test of Job Satisfaction as per Cities.

One-Way ANOVA Test					
Perticulars	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	25590.155	7	3655.736	56.285	.00001
Within Groups	30201.845	465	64.950		
Total	55792.000	472			

Table 10: Welch ANOVA Test of Job Satisfaction as per Cities.

Robust Tests of Equality of Means				
Particulars	Statisticᵃ	df1	df2	Sig.
Welch	44.447	7	195.180	.00001

a. Asymptotically F distributed.

To identify variations in job satisfaction ratings among the public sector bank employees in selected eight cities, a one-way ANOVA test was conducted. The results show that there is a statistically significant variation in job satisfaction levels by city (F (7, 465) = 56.285, p =.00001). However, as Levene's Test for homogeneity of variances was significant (p = .00001), implying uneven variances, a Welch ANOVA was also run as a robust alternative. The Welch test confirmed substantial differences, Welch's F (7, 195.180) = 44.447, p =.00001), supporting the conclusion that job satisfaction varies significantly among employees of the selected cities.

Table 11: Games-Howell test of Post hoc between Job Satisfaction and Cities of Gujarat.

(I) Name of City		Mean Difference (I-J)	Std. Error	Sig.
Ahmedabad	Bhavnagar	-8.73333*	1.43	.00001
	Gandhinagar	-7.33333*	1.37	.00001
	Jamnagar	-5.96667*	1.38	.001
	Junagadh	14.85472*	2.63	.00001
	Rajkot	-9.90000*	1.39	.00001
	Surat	-3.08333	1.35	.320
	Vadodara	-8.85000*	1.89	.00001
Bhavnagar	Ahmedabad	8.73333*	1.43	.00001
	Gandhinagar	1.40000	0.67	.436
	Jamnagar	2.76667*	0.70	.003
	Junagadh	23.58805*	2.35	.00001
	Rajkot	-1.16667	0.71	.730
	Surat	5.65000*	0.64	.00001
	Vadodara	-.11667	1.47	1.000
Gandhinagar	Ahmedabad	7.33333*	1.37	.00001
	Bhavnagar	-1.40000	0.67	.436
	Jamnagar	1.36667	0.56	.222
	Junagadh	22.18805*	2.31	.00001
	Rajkot	-2.56667*	0.57	.00001
	Surat	4.25000*	0.48	.00001
	Vadodara	-1.51667	1.40	.959
Jamnagar	Ahmedabad	5.96667*	1.38	.001
	Bhavnagar	-2.76667*	0.70	.003
	Gandhinagar	-1.36667	0.56	.222
	Junagadh	20.82138*	2.32	.00001
	Rajkot	-3.93333*	0.60	.00001
	Surat	2.88333*	0.51	.00001
	Vadodara	-2.88333	1.42	.468
Junagadh	Ahmedabad	-14.85472*	2.63	.00001
	Bhavnagar	-23.58805*	2.35	.00001
	Gandhinagar	-22.18805*	2.31	.00001
	Jamnagar	-20.82138*	2.32	.00001
	Rajkot	-24.75472*	2.32	.00001

	Surat	-17.93805*	2.30	.00001
	Vadodara	-23.70472*	2.65	.00001
Rajkot	Ahmedabad	9.90000*	1.39	.00001
	Bhavnagar	1.16667	0.71	.730
	Gandhinagar	2.56667*	0.57	.00001
	Jamnagar	3.93333*	0.60	.00001
	Junagadh	24.75472*	2.32	.00001
	Surat	6.81667*	0.53	.00001
	Vadodara	1.05000	1.42	.996
Surat	Ahmedabad	3.08333	1.35	.320
	Bhavnagar	-5.65000*	0.64	.00001
	Gandhinagar	-4.25000*	0.48	.00001
	Jamnagar	-2.88333*	0.51	.00001
	Junagadh	17.93805*	2.30	.00001
	Rajkot	-6.81667*	0.53	.00001
	Vadodara	-5.76667*	1.39	.002
Vadodara	Ahmedabad	8.85000*	1.89	.00001
	Bhavnagar	.11667	1.47	1.000
	Gandhinagar	1.51667	1.40	.959
	Jamnagar	2.88333	1.42	.468
	Junagadh	23.70472*	2.65	.00001
	Rajkot	-1.05000	1.42	.996
	Surat	5.76667*	1.39	.002
*. The mean difference is significant at the 0.05 level.				

Post hoc comparisons revealed significant differences in job satisfaction levels between several cities. Interestingly, Junagadh consistently reported significantly lower work satisfaction than all other cities ($p < .00001$), with mean differences ranging from -14.85 to -24.75. Conversely, cities with higher satisfaction ratings were generally Vadodara, Gandhinagar, Rajkot, Bhavnagar, and Jamnagar. Except for Surat, which received a marginally higher score than high-satisfaction cities like Rajkot and Bhavnagar, Ahmedabad received significantly lower scores than other cities. There were no discernible differences in the relative levels of satisfaction between cities like Rajkot and Vadodara or Bhavnagar and Gandhinagar. All things considered, these findings show that job satisfaction among bank employees varies significantly by city, with Junagadh displaying especially low ratings.

5. FINDINGS

- Employees at Punjab National Bank expressed the least amount of job satisfaction, while those at State Bank of India expressed the most.
- Bank of Baroda employees had moderate satisfaction, significantly higher than Punjab National Bank but not different from State Bank of India.
- A statistically significant difference in job satisfaction across the three banks was established by the ANOVA and Welch tests ($p < .00001$).
- The cities with the highest job satisfaction ratings were Rajkot, Vadodara, Bhavnagar, and Gandhinagar.
- Junagadh had the lowest job satisfaction and the most unreliable responses out of all the cities surveyed.
- Employee satisfaction at Punjab National Bank was considerably lower than that of their peers at the other two banks, according to post hoc comparisons.
- There was no significant difference in job satisfaction between employees of State Bank of India and the Bank of Baroda.

- Junagadh had substantially lower job satisfaction than all other cities, according to post hoc research.
- Although Ahmedabad's ratings were comparable to Surat's, it also had lower job satisfaction than the majority of cities.
- Significant differences in satisfaction levels between cities were also shown by the ANOVA and Welch tests (p <.00001).
- There were no statistically significant differences in the satisfaction scores of Rajkot, Vadodara, Bhavnagar, and Gandhinagar.

CONCLUSION

According to the study, the degree of job satisfaction among employees of three public sector banks in eight Gujarati cities varied considerably. State Bank of India employees were the most satisfied, while those at Punjab National Bank were the least. The ANOVA and Welch tests confirmed that these differences were statistically significant. Post hoc analysis showed that work satisfaction at Punjab National Bank was significantly lower than that at Bank of Baroda and State Bank of India, with no appreciable difference between the latter two. The most satisfied cities were Gandhinagar, Vadodara, Bhavnagar, and Rajkot. Junagadh had the most diverse responses and the lowest level of satisfaction. Significant differences existed between cities in terms of job satisfaction as well. Ahmedabad's satisfaction ratings were lower than those of most cities, with the exception of Surat. The satisfaction levels in Vadodara, Rajkot, Gandhinagar, and Bhavnagar were similar. These findings suggest that employee job satisfaction is significantly influenced by both the bank and the city.

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