

An Empirical Study to Determine Bank Managers' Job Satisfaction in Kolkata

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Abstract

This paper is based on an empirical study to examine branch managers' perception of their own types of job satisfaction in different public and private sector banks in Kolkata. A random sample of 302 bank managers/ AGMS in various public/ private sector banks in Kolkata is studied. The study has used two instruments through a demographical sheet and Minnesota Job satisfaction scale. The study has found that leaders' gender and age are not predicting factors in determining branch managers/AGMs' job satisfaction (intrinsic/extrinsic), but the number of work experience and the types of the banks (public/private) actually predict their job satisfaction.

Keywords

Intrinsic and Extrinsic Job Satisfaction, Demographical Variables, Nature of the Bank

1. Introduction

The Indian banking sector is broadly classified into scheduled banks and non-scheduled banks. The scheduled banks are those which are included under the 2nd Schedule of the Reserve Bank of India Act, 1934. According to India Brand Equity Foundation (November, 2015), as per the Reserve Bank of India (RBI), India's banking sector is sufficiently capitalized and well-regulated. Credit, market and liquidity risk studies suggest that Indian banks are generally resilient and have withstood the global downturn well. Public sector banks are controlled and managed by the Government of India and have been serving the nation for more than centuries and are well known for their affordable and quality services. These banks in India alone account for about 75 percent of the total advances in the Indian banking industry and have shown remarkable growth over the last five/ four decades. The concept of private banking was introduced about 15 years ago. These are the banks that do not have any government stakes. Private Banks have gained quite a strong foothold in the Indian banking industry over the last few years especially because of optimum use of

technology. These Banks are accountable for a share of 18.2 percent of the Indian banking industry.

1.1. The role of a Branch Manager

Bank branch managers are responsible for all the other employees within that branch and for the overall reconciliation and security of accounts touched during the day by the bank. A branch manager must make sure that during the day, the branch is adequately staffed and meeting customers' needs. He/ she is responsible for passing information from higher-ups to personnel within the branch, and is also responsible for anything reported upwards to other parts of the bank. This would include deposit information, sales and lending goals, service scoring and feedback, errors and discrepancies in deposit or account reconciliations, and success in marketing or selling various products. For all of these various metrics, the bank branch manager is graded and evaluated to determine the effectiveness of the branch and provides a window to evaluate just how smoothly the branch operates underneath his or her management.

1.2. Concept of Job Satisfaction

Job Satisfaction is the level of contentment a person feels regarding his or her job.

1.3. Dimensions of Job Satisfaction

Job satisfaction is a complex and multifaceted concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of individual, social, cultural, organizational and environmental factors. It seems that there is no one general comprehensive theory which explains job satisfaction. There is some doubt whether job satisfaction consists of a single dimension or a number of separate dimensions. Some employees may be satisfied with certain aspects of their work and dissatisfied with other aspects. Individual factors include personality, education, qualifications, intelligence and abilities, age, marital status, orientation to work. Social factors include relationships with co-workers, group working and norms, opportunities for interaction, informal

organization. Cultural factors include underlying attitudes, beliefs and values.

1.4. Intrinsic Vs Extrinsic Job Satisfaction

Intrinsic factors are an individual's desire to perform a specific task because its results are in accordance with his/her belief system or fulfills a desire. Intrinsic factors include activity, independence, variety, advancement, recognition, moral values, social service, authority, ability utilization, creativity, responsibility, and achievement. Extrinsic factors are an individual's desires to perform a task are controlled by an external factor which is rewarding for the individual performing the task. Extrinsic factors include company policies, social status, compensation, supervision-technical, supervision-human relations, working conditions, co-workers, and security. Job satisfaction is also influenced by job expectations.

1.5. Nature of the Bank

The commercial banks of India can be further classified as: public sector bank, private sector banks, foreign banks and regional banks.

The public sector banks are owned and operated by the government, who has a major share in them. The major focus of these banks is to serve the people rather earn profits.

The private sector banks are owned and operated by private institutes. They are free to operate and are controlled by market forces and its greater share is held by private players and not the government.

1.6. Relationship between Job Satisfaction with Bank Manager's / AGM's Performance

Successful banks know that a branch manager's/ AGM's job performance affects his or her job satisfaction which follows the research in the area (Lawler and Porter 1967). Although the idea that a branch manager's job performance affects his or her job satisfaction is quite consistent with several psychological theories such as intrinsic motivation theory (Deci and Ryan 1985) and (Iaffaldano and Muchinsky 1985). Vroom (1964) puts this idea into the Expectancy Theory which actually yields the better results than the previous theory, but the findings are still not conclusive (Judge et al 2001 p. 378). Thus, job satisfaction of a branch manager/ AGM and his/ her job performance affect each other.

The content theories of motivation (especially Herzberg's two-factor theory) assume a direct relationship between motivation, job satisfaction and work performance. However, expectancy models (for

example, that of Porter and Lawler) suggest a more complex view of motivation, and that job satisfaction does not necessarily lead to improved work performance.

Numerous studies have hypothesized that job performance should affect job satisfaction only to the extent that people are compensated based on their performance because pay is assumed to be valued by employees and high performance should be satisfying (or low performance dissatisfying) to the extent that pay is linked to performance.

Locke (1970) hypothesizes that value attainment will moderate the performance-satisfaction relationship, such that performance is satisfying to the extent that it leads to important work values. Thus, a strong pay-performance contingency will make those who value pay satisfied because performance leads to valued rewards. Locke's (1970) hypothesis exposes another limitation of the pay-for-performance contingency hypothesis. Pay is only one of many job rewards, and research indicates a weak correlation between pay and job satisfaction (Spector, 1997). Employees report that they value intrinsic rewards such as the nature of the work itself more than pay (Jurgensen, 1978).

1.7. Relationship between Demographical Variables with Job Satisfaction

The relationship between gender and job satisfaction has been examined frequently. Several research indicates that employees' gender have effect on job satisfaction. Result of those studies suggest that either women are more satisfied with their jobs than men (Sloane and Williams, 1996; Clark, 1997;) or men to be more satisfied with their jobs than women (Shapiro and Stern, 1975; Weaver, 1974). Conversely, other studies have shown that there is no significant relationship between employees' gender and job satisfaction (Barbash, 1976; D'Arcy et al., 1984; Murray and Atkinson, 1981; Oshagbemi, 2000). Donohue and Heywood (2004) also are not successful in proving gender-based differences in job satisfaction among young American and British employees. Job satisfaction can affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions.

2. Literature Review

2.1. Literature pertaining to the Relationship between Demographical Variables & Job Satisfaction

Kavanaugh, Duffy and Lilly (2006) aim to examine the association between job satisfaction and demographic variables, such as years in profession of healthcare professionals in a patient rehabilitation hospital setting. A total of 128 employees are surveyed using a 47-item opinion survey to assess demographic variables and overall job satisfaction, as well as nine facets of job satisfaction. The findings indicate that years in profession (professional experience) is associated with job satisfaction in a defined pattern.

Singh and Sanjeev (2013) identify that the success of a corporation depends very much on customer satisfaction. A high level of customer service leads to customer retention, thus offering growth and profit opportunities to the organization. There is a strong relationship between customer satisfaction and job satisfaction. The analysis also reveals that women are comparatively more satisfied (74% were satisfied) with their job in contrast to their male counterparts (only 44% were satisfied) and therefore, satisfaction increases with increase in the tenure of a person and maximum job satisfaction occur in the tenure range of 4 years to 6 years but then dips for people with tenure of 7 to 10 years but then again rises for employees with tenure of more than 10 years.

Duong (2014) examines that the job satisfaction of university faculty in developed countries to explore the relationship between job satisfaction and demographic characteristics of university academic members in Vietnamese higher education. The study shows that most academics are only a moderate level of job satisfaction and female faculty members are less satisfied than male counterparts. There is significant difference in job satisfaction level based on country of graduation; no evidence is adduced to support a gender, age, marital status, rank, academic qualification, length of employment, and discipline influence on job satisfaction of academic members.

Jianqiao, Jun and Ghazanfar (2011) explore the role of demographic factors in relationship between High Performance Work System and job satisfaction of 674 academic faculties across 23 public sector universities of Pakistan. Kruskal-Wallis Test reveals that perception of High Performance Work System and Job satisfaction among academic faculty varies with rank, nature of job and age while gender has no significant difference in response. The results show positive and significant correlation between High Performance Work System and Job satisfaction. The demographic variables, rank and nature of tenure found to moderate the relationship between perception of the existence of High Performance Work System and Job Satisfaction while moderating effect of gender and age were not confirmed.

Fugar (2007) determines the relationship between demographic characteristics of clergy and

their overall level of job satisfaction. The demographic factors investigated are gender, age, education, length of service, salary and district size. Based on 96 usable responses, it is found that with the exception of education which did not correlate with job satisfaction, the selected demographic factors have small positive or negative correlation with job satisfaction but in all cases, the relationship is not statistically significant.

2.2. Literature pertaining to the Relationship between Job Satisfaction & Nature of the Bank

Varshney and Malpani (2014) indicate that every employee wants to get higher level of satisfaction from his job & identify the levels of job satisfaction among employees of public sector bank and the factors contributing to job satisfaction such as educational qualifications, nature of work, pay, job security, promotional opportunities and family & work life balance. The employee's satisfaction improve the productivity and profit so it is important for both employees and employer also. The commercial banks have embarked on different management strategies as resorts to promote employees job satisfaction.

Bora (2014) indicates that the Job satisfaction is a subjective indicator that indicates how contented an individual feels while performing his/her duties. It is the amount of pleasure or contentment associated with a job. Studies have revealed job-satisfaction to be of great significance for effective functioning of any organization. In fact there is much difference in the working conditions, salaries paid and incentives being given by the Public Sector and Private Sector banks to their employees, hence the comparative study was undertaken to identify that whether there is difference in the level of job satisfaction of employees in a Public Sector bank and a Private Sector.

Arora and Pandey (2012) indicate that in modern society the needs and requirements of the people are ever increasing and ever changing and their needs are not fulfilled they become dissatisfied. Employees with higher job satisfaction will be more committed and their contribution to the organization also will be high. A satisfied workforce is an asset to any organizations. In this competitive scenario, business are considering workforce as the source of competitive advantage which creates both tangible and intangible benefits for the organization and as such they are concerned with employees' satisfaction and well-being. The present research is undertaken to study job satisfaction of employees in banking sector in Uttarakhand. An effective human resource management practices namely training and development and compensation have been well

thought-out in this study and their influence on employee job satisfaction in public and private banks among 100 bank employees (50 from each sector) of Uttarakhand. Two banks from public sector (SBI and PNB) and two banks from private sector (ICICI and HDFC) have been taken into consideration. Data has been analyzed and it is found that both the practices have a positive effect on employee job satisfaction. It further examined that job satisfaction availed by the private banks employees is higher than the public bank employees in Uttarakhand.

Jain, Sharma and Jain (2012) indicate that efficient human resource management and maintaining higher job satisfaction level in banks determine not only the performance of the bank but also affect the growth and performance of the entire economy. So, for the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Only if they are satisfied, they will work with commitment and project a positive image of the organization. The present project makes an effort to study the job satisfaction level among employees of selected private and public sector banks in Haryana.

Mallika and Ramesh (2010) indicate that satisfied employees have a favorable evaluation of their job, based on their observations and emotional experiences.

Saleh (1981) states that job satisfaction is feeling which is a function of the perceived relationship between all that one wants from his job/life and all that one perceives as offering or entailing. In this study an attempt has been made to regression and correlation analysis on job satisfaction and variables among the public and private bank employees in Cuddalore District, Tamil Nadu, India.

Rahman, Saha and Gurung (2006) investigate the level of job satisfaction of bank employees in Dhaka City identifying the important job satisfaction factors that are associated with the overall satisfaction of bank employees. Based on a survey, the paper attempts to gain insights into the satisfaction levels from the perspective of the bank employees. Factors including payment, healthy relationship with colleagues, sense of personal accomplishment, adequate information available to do job, ability to implement new ideas and overall job satisfaction are found important for improving job satisfaction of bank employees in Dhaka City. These factors are significantly related to the overall satisfaction of the employees. The higher level of these factors is involved, the higher overall satisfaction is likely to be. The factors that are influential have been identified following overall job satisfaction through some statistical techniques.

3. Rationale of the Study

The controversies in the literature may be due to the methodological hazards common to these above studies which are enumerated as follows –

In light of the theoretical literature and empirical studies related to branch managers'/AGMs' job satisfaction, there are controversies regarding the impact of demographical variables upon the job satisfaction (intrinsic vs. extrinsic) of the bank branch managers. Few studies consider theory driven hypotheses or use standardized instrumentation. In Kolkata, there is hardly any research done to identify the impact of demographical variables on the degree of job satisfaction of branch managers/ Assistant General Managers of different public and private sector banks in Kolkata. These limitations create the need to develop an empirical study to get a more conclusive finding to clarify several contradictions.

4. Objectives of the Study

The objective of the study is to determine the impact of demographical variables and the nature of the bank where the branch managers'/ AGMs are working in Kolkata upon their job satisfaction level. The main objectives can be divided in the following research questions-

How significant is the relationship between the job satisfaction (Intrinsic, Extrinsic) of branch managers/ AGMs who participated in this study with the demographic profile in terms of gender, age, and years of experience attained by the branch managers/AGMs in Kolkata?

How the various job satisfaction (Intrinsic, Extrinsic) of branch managers/ AGMs are related to the nature of the bank (whether it is public sector bank or private sector bank) where they are working in Kolkata?

5. Hypothesis

Based on the review of literature, the following hypotheses are formulated.

H1: There will be an association between job satisfaction (Intrinsic, Extrinsic) of branch managers/AGMs with their gender, age and work experience in both public and private sector banks in Kolkata.

H2: The job satisfaction (Intrinsic, Extrinsic) of branch managers/AGMs of public sector banks will be different from private sector banks.

6. Methodology

6.1. Research Population

In this study, “Bank managers/ Assistant General Managers” working in both public and private sector banks in Kolkata is a well-defined group of individuals which can be considered as a population.

6.2. Sample

The study used a sample consisted of 302 branch managers/ Assistant General Managers (AGMs) in 215 public and 83 private sector banks in Kolkata (North, West, South, and East). Among them 255 branch managers/ AGMs are male and 47 branch managers/ AGMs are females. The study has applied probability sampling method (simple random sampling technique). In this sampling technique, each unit in the universe has equal chance of being chosen for the study. The researcher had no criteria in selecting the participants from the population. The details of data collected from 215 public sector and 83 private sector banks located in Kolkata are mentioned below:

Table 1. Public sector banks.

State Bank of India	State Bank of Patiala	State Bank of Mysore
Andhra Bank	Bank of Baroda	Bank of India
Vijaya Bank	Indian Overseas Bank	Oriental Bank of Commerce
Central Bank of India	Dena Bank	Industrial Bank
Punjab National Bank	Syndicate Bank	United Bank of India
State Bank of Travancore	Allahabad Bank	Bank of Maharashtra
Canara Bank	Indian Bank	Corporation Bank
Punjab & Sind Bank	Union Bank of India	Uco Bank

Table 2. Private sector banks.

Axis Bank	ING Vysya Bank	Dhanlakshmi Bank
HDFC Bank	Federal Bank	Yes Bank
Citi Bank	Kotak Mahindra Bank Ltd.	Karnataka Bank
South Indian Bank	ICICI Bank	Industrial Bank
HSBC Bank	IDBI Bank	

6.3. Demographic Characteristics of Sample

Gender, Age and work experience of the respondents have been shown by the following graphical representation.

Gender –Wise Distribution: among the sample (N=302), there are 255 (84.43%) males and 47(15.56%) females.

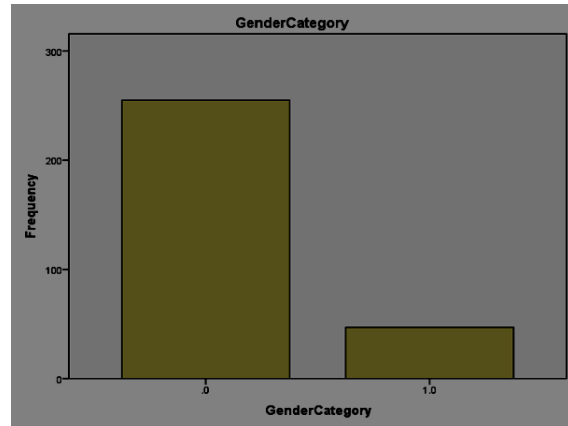


Figure 1. Gender-wise distribution.

Age –Wise Distribution: the range of age is 18 years to above 55 years which is categorized into 4 parts:

- Age Category 1 [(18-30) years]: n=18
- Age Category 2 [(30-40) years]: n=81
- Age Category 3 [(40-55) years]: n=141
- Age Category 4 (Above 55 years): n=62

It means that among the sample, 5.96% are included in age category 1, 26.82% are included in age category 2, 46.68% are included in age category 3 & 20.52 % are included in age category 4.

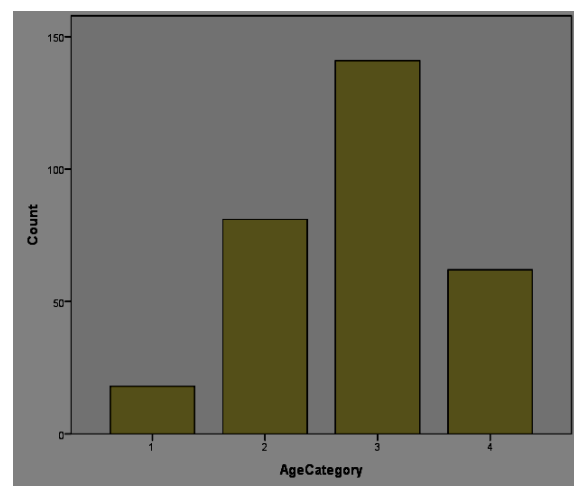


Figure 2. Age-wise distribution.

Work Experience Category Wise Distribution: Work experience of Branch managers/AGMs are classified into 4 categories:

- Experience Category 1 [(0-10) years]: n=179
- Experience Category 2 [(10-20) years]: n=88
- Experience Category 3 [(20-30) years]: n=25
- Experience Category 4 [(30-40) years]: n=10

Hence, among the sample, 59.27 %, 29.13 %, 8.27 % and 3.31 % are included in experience category 1, 2, 3, 4 respectively.

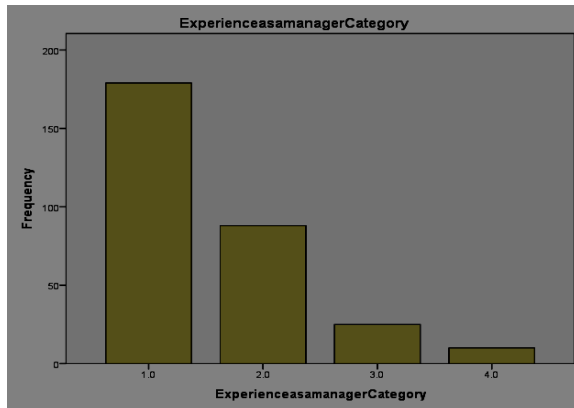


Figure 3. Work experience wise distribution.

6.4. Tests / Measures

In this study, two questionnaires were used to collect the data from the branch managers/AGM from 215 public and 83 private sector banks in Kolkata.

Questionnaire 1: The first questionnaire is the demographical sheet which includes information regarding the respondents' gender, age and years of experience.

Questionnaire 2: Minnesota Satisfaction Questionnaire (Short Form): The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure an employee's satisfaction with their particular job by asking questions to them using a 5 point rating scale.

MSQ is a series of summation questions designed to measure how satisfied a respondent is with their employment situation. By adding the respondent's answers together, the research arrives at an overall measure of job satisfaction. The MSQ measures intrinsic and extrinsic measures of job satisfaction. There are scales scored in the questionnaire: intrinsic, extrinsic, and general satisfaction. Scale scores are determined by summing the weights for responses chosen for items in each scale.

7. Test Administration

The data collection was undertaken by administering 2 questionnaires on 302 respondents representing bank managers / AGMs of different public and private sector banks in Kolkata.

8. Data Analysis

It was done applying non-parametric statistics (Chi-Square analysis) for categorical scores by using SPSS Package 21.

9. Results

9.1. Testing of Hypothesis

Table 3. Relationship Between Job Satisfactions with Gender.

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)
Pearson Chi-Square	.185 ^a	1	.667	
Continuity Correction ^b	.000	1	1.000	
Likelihood Ratio	.339	1	.560	
Fisher's Exact Test				1.000
N of Valid Cases	302			
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .16.				
b. Computed only for a 2x2 table				

We can see that Chi-square (1) = 0.185 and the p-value (0.667) is greater than 0.05, thus it can be concluded that there is no relationship between job satisfaction and gender.

Table 4. Relationship between Job Satisfactions with Age.

Chi-Square Tests	Value	df
Pearson Chi-Square	3.884 ^a	3
Likelihood Ratio	3.179	3
N of Valid Cases	302	
a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .06.		

We can see that Chi-square (1) = 3.884 and the p-value (0.274) is greater than 0.05, thus it can be concluded that there is no relationship between job satisfaction and age.

Table 5. Relationship between Job Satisfactions with Work Experience.

Chi-Square Tests		
	Value	df
Pearson Chi-Square	11.117 ^a	3
Likelihood Ratio	5.020	3
N of Valid Cases	302	
a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .03.		

We can see that Chi-square (3) = 11.117 and the p-value (0.011) is smaller than 0.05, thus it can be concluded that job satisfaction is related to work experience.

Table 6. Relationship between Branch Manager's Job Satisfactions with the Nature of the Bank.

Chi-Square Tests		
	Value	df
Pearson Chi-Square	331.445 ^a	6
Likelihood Ratio	197.282	6
N of Valid Cases	331	
a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .01.		

We can see that Chi-square (6) = 331.445 and the p-value (0.000) is smaller than 0.05, thus it can be concluded that there is a relationship between job satisfaction with nature of the bank (Public, Private). Hence, H3 is accepted.

10. Discussion & Conclusion

10.1. Evaluation of Hypothesis

H1: There will be an association between job satisfaction (Intrinsic, Extrinsic) of branch managers/AGMs with their gender, age, work experience in both public & private sector banks in Kolkata.

So far as the role of Demographic variables are concerned, since the chi-square values are much higher than 0.05, in case of gender and age, it is concluded that branch managers'/AGMs' job

satisfaction (Intrinsic, Extrinsic) is independent of their age, gender (See Table 4, 5, and 6) in Kolkata. But in case of the impact of work experience, since chi-square value is lower than 0.05, then it can be interpreted that job satisfaction (Intrinsic, extrinsic) depends upon the work experience of the branch managers'/AGMs' in Kolkata. Hence, H1 is rejected for gender and age but accepted for work experience. That means experienced people are more satisfied than the less experienced people.

H2: The job satisfaction (Intrinsic, Extrinsic) of branch managers/AGMs will be dependent upon the nature of the bank (public, private) where they are working in Kolkata. Since the p-value is higher than 0.05, it is concluded that job satisfaction (Intrinsic, Extrinsic) is independent upon the nature of the bank (Public, Private) where they are working in Kolkata (See Table 6). Hence H2 is accepted.

Though branch managers' / AGMs' job satisfaction has no relationship with their gender and age, but it is related to their work experience. Branch managers/ AGMs' job satisfaction (intrinsic/extrinsic) is dependent upon the nature of the bank (Public/ Private) where they are working in Kolkata.

The study actually indicates that at top level of management, there is no difference between male and female to exercise their duties, responsibilities and the level of job satisfaction in the bank. Actually, gender and age have no role to play at the executive level to determine their job satisfaction but the number of years in the particular work can determine their job satisfaction. Again, the type of bank (public or private) can also determine their level of job satisfaction.

Overall job satisfaction is actually a combination of intrinsic and extrinsic job satisfaction. Intrinsic factors are matters related to the self-actualization of the worker, that is, the need for a sense of self-accomplishment on the job. Satisfaction is derived from the composite set of intrinsic factors in the job such as the responsibility, self defectiveness, skill development, and observed accomplishment associated with doing the work (also see Kalleberg, 1977). Conversely, extrinsic factors are factors such as company policies, supervision, external rewards such as reflected in satisfaction with pay, and workload, which define the external context and reward system within which the worker labors. Researchers in earlier studies on the framework offered by Herzberg and colleagues found that both intrinsic and extrinsic job factors predicted levels of job satisfaction, although intrinsic factors had a stronger association with satisfaction level than extrinsic factors (Ewen, Smith, Hulin, & Locke, 1967; Wernimont, 1966). Intrinsic job satisfaction is related to the employees in the sense that how they consider the work they do that make up the job. Job satisfaction can also be seen within the broader

context of the range of issues which affect an individual's experience of work, or their quality of work life (QWL).

Branch managers' age and number of years of experience are also considered as the most important factor for the levels of job satisfaction and thus the sample of in age-sensitive human resource practices.

The study shows that all the branch managers / AGMs except one are intrinsically satisfied with their job. This means that the bank branch managers/ AGMs are intrinsically satisfied because of the nature of the work they are performing either in public sector bank or in private sector bank. At the managerial level, they get satisfaction from the nature of job what they are doing. Thus, at higher level of management, all of them except one are intrinsically satisfied with their job which is independent of gender and age, but be dependent upon the number of years of experience in their occupation.

Job satisfaction depends on lot of the external variables and motivational variables. There are several studies that show that friendly and supportive colleagues enhance the rate of job satisfaction in working environment (Khaleque and Choudhury, 1984; Johns, 1996; Viswesvaran et al., 1998; Kreitner and Kinicki, 2004; Luthans, 2006). This area of satisfaction is measured by how well employees get along with each other and how well they look up to their fellow employees. Markiewicz et al. (2000) figured out that the close friendships quality was related to both job satisfaction and career success among employees.

Berta (2005) finds a similar result after conducting a survey among 1250 Food Brand employees. Riordan and Griffeth (1995) found that a positive relationship among co-workers improves the rate of job satisfaction. Their research shows that friendship network among coworkers influence the outcomes of workplace. It increases job satisfaction, job involvement and organizational commitment, while reduces the intention to turnover.

11. Implications for Practice

Some work is inherently motivational, requiring creativity, imagination, and high levels of energy. A branch manager's (leader's) work involves communicating, negotiating, and interacting with other people in order to gain their cooperation to get the job done quickly and brings out the best energies of the individual. It is exciting and challenging and is usually highly rewarding as well.

12. Limitations

This study considers only 47 female branch managers/AGMs and 255 male branch managers/

AGMs in various public & private sector banks in Kolkata. The work actually considers the feedback of self- perception of female leaders, but the number is not very satisfactory to conclude the impact of gender upon the job satisfaction in the banking sector. Thus, future studies should be recommended to consider more female leaders so that the number becomes adequate to reflect the gender impact upon job satisfaction of branch managers/ AGMs in Kolkata.

The sample size is small considering only 302 respondents. The research is based upon the adjacent areas of Kolkata which may be appeared over in a large area. Job satisfaction is an internal feelings which depends on lot of independent variables and moderating variables which needs more intensive research. This research has not studied these parameters to understand the phenomenon in a meaningful way.

Besides, there is another important limitation to the study that deserves attention. The relationship examined in the study is based on self-perceptions of branch managers/AGMs which have inherent limitations. This approach is prone to common method variance (Doty & Glick, 1998) in spite of being representative of organization and sample.

Finally, the present research is cross-sectional in nature that means the data was collected for one time period. This study takes a one-shot of the bank managers'/AGMs' nature of job satisfaction. Instead, a longitudinal approach that permits following up of these leaders for a number of years would yield more meaningful information in order to assess the predictive validity for future.

13. Suggestions for Future Work

To recapitulate, it can be said that job satisfaction of a person are multidimensional phenomenon and its determinant cannot be uni dimensional and depending on one factor only. For this, more comprehensive research is needed. The results are preliminary and need replication in different kinds of samples. Further research need to address the above issues and the limitations of the study which can be handled over the next decade.

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