

## **Job Satisfaction: A Comparative Study between Public and Private Commercial Banks in Bangladesh**

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### **Abstract**

*The vivacity of job satisfaction and its linkage effect were the stimulus to initiate this study, in which the ultimate end was to assess and compare job satisfaction between public and private commercial banks in Bangladesh. A sample size of 300 employees from public and private commercial banks was selected to infer the population. A five-point Likert type scale structured questionnaire was developed through a pilot test to satisfy the objective with a quantitative approach. Exploratory factor analysis evinces that among 24 variables, seven factors can explain 72.5% variance in job satisfaction of this sector. The independent factors were found to be positively correlated with job satisfaction. Overall satisfaction level does not vary to a noticeable extend between public and private commercial banks but varies from factor to factor. Employees of public commercial banks are satisfied with job security and compensation but dissatisfied with the working condition, whereas private commercial banks stand precisely opposite to these factors in terms of satisfaction and dissatisfaction. Both public and private commercial banks' employees were satisfied with supervision, intrinsic feeling and work itself. Women were found to be more satisfied than male employees. The result of regression analysis evinces that Working conditions; Supervision, and Growth opportunity are the best predictors of job satisfaction of commercial banks in Bangladesh. Finally, this paper recommended that proper working conditions, adequate staffing, good behaviour from the boss, performance-based reward,*

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*reasonable work demand, crystal and equitable promotion and perception of security within private commercial banks can improve the employees' satisfaction level of commercial banks in Bangladesh.*

**JEL Classification** J28 · J62 · G21

**Keywords** Job Satisfaction · Private & Public Commercial Banks · Comparison & Job Security

## 1. Introduction

Some vital sectors directly lead to sustainable economic growth in every country. The banking sector is one of the most significant among them (Hussain, 2015). The banking sector dominates the financial sector of Bangladesh. This dominance is vulnerable on the one hand, but it is very crucial for resource mobilisation and economic growth on the other hand (Khatun, 2016). There are 57 scheduled banks in Bangladesh, out of which six state-owned commercial banks, two specialised banks, 32 conventional and eight non-conventional private commercial banks and nine foreign commercial banks are operating (Bangladesh Bank, 2017). Without an efficient and motivated workforce, this sector will not run properly. Like any other business, the success factor is human capital. The performance of the employees has a direct relationship to customer satisfaction (Dunlop, Parasuraman, 1988). Employees' performance can also affect business performance (Suter, 1995). Committed and satisfied human resources are vital assets for any organisation. The dissatisfaction of employees reduces business performance. Job satisfaction is the feeling and perception of an employee about his/her job and how he/she feels himself/herself well in the organisation (Ivancevich, Olenans, & Matterson, 1997). Job satisfaction of employees is considered one of the vital factors for organisational success, and that is why job satisfaction has received remarkable attention in organisational research (Rana, 2015). There is a positive and significant relationship between HRM practices and job satisfaction, whereas it is also noted that job satisfaction level also varies among male and female (Rana, 2015).

As most people spend a major portion of their lives at the workplace, it is imperative to have job satisfaction (Aarti, Seema, Bhawna & Jyoti, 2013). People do not work for economic factors only, and job satisfaction is also essential to serving for a longer tenure (Rahman, Gupta & Huq, 2012). Several factors motivate people to work in an organisation, like recruitment and selection, training and development, salary, benefits and rewards (Ahmed, 2015). Ahmed (2015) also revealed that supervisory role and job security have an adverse effect on job satisfaction, whereas (Anjom, Akther, & Karim, 2016) identified several

other factors contributing to employees' job satisfaction like attractive compensation package, smooth career growth, dignity, pension funds, job security, provident fund, gratuity (Uddin, Kabir, Rahman, & Akhter, 2017) identified three positive factors and two negative factors that can affect job satisfaction. Pay and promotional potential, the well-organised chain of command and general working conditions have a positive relationship with job satisfaction, whereas poor team spirit and poor job security can negatively affect the job satisfaction level of employees. This study aims to identify the current scenario of job satisfaction among employees of public and private commercial banks and compare them. This study also tried to establish relationships of different variables to job satisfaction and identify the key variables contributing to job satisfaction.

## **2 Objectives of the study**

The main objective of this research is to measure the level of job satisfaction of employees in state-owned and private commercial banks in Bangladesh. The specific objectives are;

- i) To find out the key factors affecting the job satisfaction level of public and private commercial banks in Bangladesh.
- ii) To identify the level of job satisfaction of employees in public and private commercial banks in Bangladesh.
- iii) To compare job satisfaction between public and private commercial banks in Bangladesh.
- iv) To measure the degree of relationship between job satisfaction and contributing variables.

## **3 Literature Review**

### **3.1 Emergence and concept of job satisfaction**

The concept of "job satisfaction" has not been developed overnight. The concept can be traced from 1911 when F.W Taylor strived to bring science to the workplace to make work simpler, easier, and quicker and introduce a piece rate system beside linking employees' affluence with the organisation's prosperity by enhancing employee productivity. (Ghafoor, 2012). Since scientific management treated workers as a machine, employees became highly dissatisfied. After that, finding the reasons and ways of satisfying employees was always an epicentre to the researchers. After that, the term job satisfaction came to light very vividly with the emergence of the human relation approach. Elton mayo (1924) conducted the



experiments basically to understand the effect of working conditions on productivity, but the investigation went in a new direction, emphasising employees' attitudes. The conclusion was drawn that people get satisfaction not only from money but also from psychological, social wants, feelings and desires, and this finding was influential enough to stimulate researchers to find actors of job satisfaction. Uhrbrock is the first psychologist who successfully used attitude measurement techniques in 1934 and assessed the attitudes of 4430 employees of a factory. Hoppock (1933) was able to find out 100 satisfied and 100 least satisfied teachers among 500 teachers using a questionnaire which can be traced as the first lucid contribution toward job satisfaction.

Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Vroom (1964) defined job satisfaction as "affective orientations on the part of individuals toward work roles which they are presently occupying". Spector (1997) defined Job satisfaction as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". According to Spector (1997), job satisfaction and dissatisfaction have an affinity with the state to which people have positive and negative feelings toward their work, duties, responsibilities and condition of the workplace. (p. 2). On the other hand, (Davis and Nestrom, 1985) said, "Job satisfaction represents the extent to which expectations match the real awards" Locke (1976) gives a comprehensive definition of job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job experience."

### **3.2 Prominent work on job satisfaction in the banking industry**

Islam & Islam (2014) revealed that the performance of private and foreign banks is more robust than that of public sectors. However, given (D'Souza, 2002), public sector banks have a structured compensation plan with lower pay differentials among employees, long-term tenure with high base pay, whereas private sector banks have the more significant pay differentials, pay for performance and fewer rewards for tenure. Moreover, (Jha, Gupta, & Yadav, 2008) opined that private sector banks do not provide job security what a public sector bank does, and they usually lay off their employees in case of adverse market conditions or poor performance. A study (Hossain, 2014) was conducted to reveal the job satisfaction level of bank employees in Bangladesh. With the help of a structured questionnaire, the study found that factors such as work conditions, pay, fairness and promotion influence the job satisfaction of Bank employees. Besides, it evinced that age, gender, and other demographics, which are essentially individual factors, did not dramatically influence job satisfaction in banks. Aktar,

Sachu & Ali (2012) conducted empirical research to examine how rewards lead to better performance, leading to better customer and employee's satisfaction.

With the hypothesis that there is a relationship between turnover and employee satisfaction, a study was conducted to determine the factors determining employees' job satisfaction and to show how job satisfaction and employees' turnover are related. Besides, Newaz, Ali, & Akhter (2007) stated that a healthy banking system requires a focus on the factors primarily responsible for employee turnover. On the other hand, (Rahman & Iqbal, 2013) realised that employee turnover is very costly for an organisation. Moreover, Hossain (2012) tried to explore employees' job satisfaction of private banks of Bangladesh by examining Human Resource Management practice and its impact on employee satisfaction. While, Hunjra, Chani, Aslam, Azam, & Rehman (2010) considered the impact of HR practices like job autonomy, teamwork, environment, and leadership on job satisfaction.

Moreover, assess the job satisfaction level of bank officers in Bangladesh. The study focused on the individual factors of job satisfaction and found that Private bank officers have higher satisfaction than those from public sectors. However, Khuong & Tien (2013) found a relationship between job satisfaction and employees' commitment, desire to work, stay long and prolong the service to the organisation. Sowmya & Panchanatham (2009) explored a factor analysis deploying the principle component method and found pay and promotion, organisational factors, supervisor's behaviour, job and working condition and behaviour of co-workers are the factors influencing job satisfaction of employees.

#### **4 Rationality and stipulation**

The nature of job satisfaction is an ever-changing process. As the present era is being dominated by new technology, expanding trade & commerce, intense dependency of people on banks, dynamic economy, ever-changing government policy, the factors influencing job satisfaction of the banking industry may change dramatically. Therefore, the time and well-being of the banking industry demand to assess the level of job satisfaction in public and private commercial banks and compare the result to get depth knowledge.

#### **5 Methodology**

It is quantitative research. Primary data was the epicentre of analysis. A stratified random sampling technique was adopted to collect the primary data from the Greater Mymensingh Region. A sample of 300 employees was interviewed randomly, among which 150 were from the public and resting 150 were from private commercial banks. The literature review was the largest source of



secondary data. The principle of summation score was followed to assess overall job satisfaction, and each independent variable was measured through 5 points Likert type scale. Primary data were analysed with the help of SPSS. To identify the factors influencing job satisfaction, the factor analysis-principal component method was applied. The descriptive statistics were completed by calculating each factor's mean value and standard deviation from factor analysis. The factors were ranked based on the maximum mean value. The open-ended question was analysed to reveal factors that were not covered with the questionnaire. Finally, correlation and multiple regression models were applied to know the relationship between job satisfaction and contributing factors.

## 6. Limitation of the study

Data could not be possible to collect from every branch and every bank. Time was enough but not good enough regarding this study. The study could not include experience, income level and age. Lastly, job security was excluded from factor analysis due to low communality, and it was not considered in correlation and multiple regressions.

## 7. Analysis of the findings

### 7.1 Factor analysis to find out factors influencing job satisfaction of commercial banks.

The researcher of this paper conducted factor analysis (principal component) to validate the self-constructed survey instrument, reduce the original variables, and explore latent factors. The researcher has found (See Appendix B) no variables with a correlation coefficient more than 0.9 ( $R > 0.9$ ) and determinant value  $2.502E-5$ , (0.002502) which is noticeably more significant than the required value 0.00001. So factor analysis is viable.

#### 7.1.2 Factorability Tests

The table above shows KMO and Bartlett's test of sphericity. For these data, the

*Table 1: KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	3078.135
	Df	253
	Sig.	.000

Source: Factor analysis (Appendix B)

approximate Chi-square in Bartlett's test is 3078.135 with 253 degrees of freedom, which is significant at a 95% confidence level. Bartlett's test ( $p < 0.001$ ) evinces that the observed correlation matrix is not singular and, therefore, a linear combination is present in the data set.

As the principal component method takes initial communalities as unity, the initial communalities for all variables are 1. A value closer to 1 is preferable, but a value more than 0.5 is acceptable. In the data set, no variable is seen with a communality value less than 0.5. More than 80% of the variance in "Basic Salary, Bonus &

*Table 2: Communalities*

	Initial	Extraction
Basic Salary	1.000	.831
Clear Direction & Feedback	1.000	.689
Bonus & Incentives	1.000	.817
Equitable Remuneration for work	1.000	.802
Competent Manager	1.000	.668
Helps from superior in personal issues	1.000	.710
Participation in Decision Making	1.000	.669
Due Time Promotion	1.000	.790
Digital Tools & Equipment	1.000	.833
Stress and Workload	1.000	.571
Logistic Support	1.000	.817
Open communication system	1.000	.727
Cooperation among the employees	1.000	.669
Level of staffing	1.000	.627
Perceived equity in promotion	1.000	.693
Position as per Qualification	1.000	.758
Help each other to solve a Problem	1.000	.722
Recognition for Good work	1.000	.597
Task Variety	1.000	.753
Meaningful contribution	1.000	.837
Sense of Achievement	1.000	.805
Challenging Responsibility	1.000	.672
Ability Utilization	1.000	.636

Extraction Method: Principal Component Analysis.

Incentives, Equitable Remuneration for work, Digital Tools & Equipment, Logistic Support, Meaningful contribution, and Sense of Achievement" is accounted for. 59.7% variance, the lowest in the table in "Recognition for Good work", is accounted for. The variance for other variables is more than 60% to 70%. Note that the variable 'job security has been excluded from the factor analysis because of low communalities (.498<.5) (see appendix B).

### 7.1.3 Factor extraction & total variance explanation

The table above shows the eigenvalues related to each linear factor before & after extraction and after rotation. As this data set has 23 variables, the table has shown 23 linear components within the data set because eigenvectors must be equal to variables. In this case, the first component explains 15.49% variance, component

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.563	15.491	15.491	3.563	15.491	15.491	2.915	12.674	12.674
2	3.093	13.448	28.939	3.093	13.448	28.939	2.764	12.016	24.690
3	2.627	11.421	40.360	2.627	11.421	40.360	2.490	10.828	35.517
4	2.231	9.700	50.059	2.231	9.700	50.059	2.232	9.705	45.222
5	1.882	8.184	58.243	1.882	8.184	58.243	2.222	9.663	54.885
6	1.790	7.782	66.025	1.790	7.782	66.025	2.059	8.953	63.838
7	1.508	6.557	72.582	1.508	6.557	72.582	2.011	8.744	72.582
8	.751	3.266	75.848						
9	.606	2.636	78.484						

Extraction Method: Principal Component Analysis.

2 explains 13.44% variance, and component 3 explains 11.42% variance of the data set. 7 components together explain 72.58% variance. However, the first three components alone can explain a more significant proportion of this total variance which is 40.36%.

### 7.1.4 Scree plot

The graph above has presented the slope between the five eigenvalues and 23 factors. From the plot, it is clear that seven factors have an eigen value greater than 1. From the factor 8 to 23, it seems to be a flat line. So except for the first seven factors, the rest factors account for smaller and smaller amounts of the total variance.



### 7.1.5 Component & Rotated component Matrix

The table component matrix (see Appendix B) shows before and after rotation. Before rotation, it is tough to name and interpret the component based on factor loadings. The problem's solution is the rotated component matrix (as shown below), where factor rotation alters the pattern of the factor loadings and makes the component matrix simple, easy and interpretable. The researcher has used the orthogonal-varimax technique, assuming no relationship among the extracted

Table 4: Rotated Component Matrix<sup>a</sup>

	Component						
	1	2	3	4	5	6	7
Digital Tools & Equipment	.890						
Logistic Support	.882						
Level of staffing	.755						
Stress and Workload	.748						
Helps from superior in personal issues		.827					
Clear Direction & Feedback		.802					
Competent Manager		.773					
Participation in Decision Making		.722					
Basic Salary			.902				
Bonus & Incentives			.897				
Equitable remuneration for work			.881				
Due Time Promotion				.880			
Position as per Qualification				.846			
Perceived equity in promotion				.811			
Help each other to solve a Problem					.842		
Open communication system					.835		
Cooperation among the employees					.795		
Task Variety						.860	
Challenging Responsibility						.802	
Ability Utilisation						.776	
Meaningful contribution							.904
Sense of Achievement							.882
Recognition for Good work		.465					.581

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

variables and ignoring the value of the loading less than 0.4 in the rotated table using the suppressed option.

#### **7.1.6 Naming the components**

From the Rotated Component Matrix, the following factors can be found. Working Condition, Supervision (Technical & personal, Salary & Fringe, Growth opportunity & advancement, Cooperative Employees, Work-itself and component 7 can be called "Intrinsic Feelings" which explains 8.74% variance in job satisfaction.

### **8. Comparison Tables of job satisfaction between public and private commercial banks are presented below**

The following table has presented the calculated mean of all factors of descriptive statistics for both public and private commercial banks. As we saw before satisfaction level of public commercial banks' employees is good but not enough, with an average of 3.421 and a standard deviation of .302. This table also shows the mean value of private commercial banks, which is 3.

It is transparent from the following graph that the maximum value for the public, commercial banks is greater than that of private commercial banks. The maximum value for the public, commercial banks is 4.17, which is 0.09 points greater than the value of private, 4.08 and the minimum value of public, commercial banks are 2.17 when the minimum value for private is 2.46. Employees of both institutions have the almost same level of satisfaction with the job, but public commercial banks' employees are comparatively more satisfied with the job by a mean of 0.015 (3.4211-3.4058), which is not a significant difference. So it can be inferred that public and private commercial banks employees are satisfied with their job but not to a great extent.

In this section, the researcher will consider all components from factor analysis and variable which was excluded from factor analysis for low communality to find the factors with which employees are satisfied, dissatisfied and in the position of indecision at a glance. Moreover, the responses to the open-ended question will be considered here.

### **9. Comparison of overall job satisfaction between public and private commercial Banks**

The following table has presented the calculated mean of all factors of descriptive statistics for both public and private commercial banks. As we saw before satisfaction level of public commercial banks' employees is good but not enough,

Table 5: Comparative result of satisfaction with "Salary &amp; Fringe Benefits"

Items	Public Commercial Banks		Private Commercial Banks	
	Mean	SD	Mean	SD
Basic Salary	3.60	1.036	2.96	1.029
Bonus & Incentives	3.62	1.034	2.97	.948
Equitable Remuneration for work	3.64	1.032	3.15	.979
		3.6200	.93089	3.0267 .87344

Table 6: Comparative result of satisfaction with "Supervision (Technical &amp; Personal)"

Items	Public Commercial Banks		Private Commercial Banks	
	Mean	SD	Mean	SD
Clear Direction & Feedback	3.71	.661	3.59	.942
Competent Manager	3.63	1.167	3.35	1.024
Helps from superior in personal issues	3.51	.910	3.53	.872
Participation in Decision Making	3.49	1.028	3.5850	.74401
			3.61	.866
			3.5200	.75169



Table 7: Comparative result of satisfaction with "Working Environment"

Items	Public Commercial Banks		Private Commercial Banks	
	Mean	SD	Mean	SD
Digital Tools & Equipment	2.34	.995	3.75	.723
Stress and Workload	2.39	.926	3.11	.945
Logistic Support	2.23	.972	3.89	.853
Level of staffing	2.09	.958	2.96	1.080
		2.2650	.83104	3.4300
				.60971

Table 8: Comparative result of satisfaction with Growth opportunity &amp; advancement

Items	Public Commercial Banks		Private Commercial Banks	
	Mean	SD	Mean	SD
Due Time Promotion	2.71	1.348	2.80	1.135
Perceived Equity in promotion	3.12	1.023	3.39	.897
Position as per Qualification	3.07	1.379	2.85	1.052
		2.9667	1.09282	3.0156
				.86384

Table 9: Comparative result of satisfaction with "Cooperative Employees"

Items	Public Commercial Banks		Private Commercial Banks	
	Mean	SD	Mean	SD
Open communication system	3.77	.752	3.51	.995
Cooperation among the employees	3.80	.676	3.55	.909
Help each other to solve a Problem	3.79	.816	3.80	.803
			3.6200	.76367

Table 10: Comparative result of satisfaction with "Intrinsic Feelings"

Items	Public Commercial Banks		Private Commercial Banks	
	Mean	SD	Mean	SD
Recognition for Good work	3.68	.972	3.29	.952
Meaningful contribution	3.95	.617	3.83	.680
Sense of Achievement	3.98	.618	3.84	.828
			3.6556	.66152

Table 11: Comparative result of satisfaction with "The job itself"

Items	Public Commercial Banks			Private Commercial Banks		
	Mean	SD	Mean	SD	Mean	SD
Task Variety/ Rotation	3.92	.690			3.72	.868
Challenging Responsibility	3.99	.786			3.96	.722
Ability Utilization	3.78	.732	3.8956	.60956	3.74	.855
					3.8067	.66248

Table 12: Comparative result of satisfaction with "Job Security"

Item	Public Commercial Banks		Private Commercial Banks	
	Mean	SD	Mean	SD
Job Security	4.29	0.727	2.57	1.006



with an average of 3.421 and a standard deviation of .302. This table also shows the mean value of private commercial banks, which is 3.

It is transparent from the following graph that the maximum value for the public, commercial banks is greater than that of private commercial banks. The maximum value for the public, commercial banks is 4.17, which is 0.09 points greater than the value of private, 4.08 and the minimum value of public, commercial banks are 2.71 when the minimum value for private is 2.46. Employees of both institutions have the almost same level of satisfaction with the job, but public commercial banks' employees are comparatively more satisfied with the job by a mean of 0.015 (3.4211-3.4058), which is not a significant difference. So it can be inferred that public and private commercial banks employees are satisfied with their job but not to a great extent.

#### 10. Satisfier, Non-satisfier and neutral factors of public & private commercial banks

In this section, the researcher will consider all components from factor analysis and variable which was excluded from factor analysis for low communality to

**Figure 2: Comparative result of overall satisfaction level**



find the factors with which employees are satisfied, dissatisfied and in the position of indecision at a glance. Moreover, the responses to the open-ended question will be considered here.

An open ended question (What can make you happier with your job?) was used in the questionnaire to solicit any other information related to job satisfaction. The

Table 13: Comparative result of overall satisfaction level of public &amp; private banks

Type of Bank	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Public commercial Bank						
Job satisfaction		2.71	4.17	513.17	3.4211	.30286
Valid N (listwise)	150					
private commercial Bank						
Job satisfaction		2.46	4.08	510.88	3.4058	.33128
Valid N	150					

Table 14: Relative contribution of different factors to job satisfaction

Public Commercial Banks		Private Commercial Banks			
Variables	Mean	Rank	Variables	Mean	Rank
Job Security	4.29	1	The Work Itself	3.80	1
The Work Itself	3.90	2	Intrinsic Feelings	3.65	2
Intrinsic Feelings	3.87	3	Cooperative Employees	3.62	3
Cooperative Employees	3.78	4	Supervision(Technical & Personal)	3.51	4
Salary & Fringe Benefits	3.62	5	Working Condition	3.52	5
Supervision(Technical & Personal)	3.58	6	Growth Opportunity	3.43	6
Growth Opportunity	2.96	7	Salary & Fringe Benefits	3.02	7
Working Condition	2.26	8	Job Security	2.57	8

Table 15: Result of open-ended question

Public Commercial Banks		Private Commercial Banks	
Factors		Factors	
	Number	Per cent	
			Number
			Per cent
Adequate employees	98	65.33	55
Improved work environment	123	82	82
Government provident fund	46	30.66	42
Due time promotion	105	70	125
Corruption free promotion	34	22.66	
Salary augmentation	72	48	
Source: Field survey.			



Table 16: Correlation between job satisfaction and contributing factors

Public C Banks	1	2	3	4	5	6	7	8
job satisfaction	1							
Salary & Fringe Benefits	.291**	1						
Supervision & (Technical & Personal)	.000	.449**	1					
Working Condition	.000	.960		1				
	.403**	-.053	-.115	1				
Growth Opportunity	.000	.517	.160		1			
	.491**	-.002	-.142	.094	1			
Cooperative Employees	.000	.978	.082	.255		1		
	.437**	.007	.344**	-.091	.041	1		
Intrinsic Feelings	.000	.931	.000	.266	.617		1	
	.408**	-.034	.347**	-.083	.006	.107	1	
The Work Itself	.000	.679	.000	.314	.944	.191		1
	.320**	-.172*	-.044	.118	.125	.181*	.006	1
	.000	.036	.589	.151	.129	.026	.945	

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

Correlation is significant at the : 05 level (2-tailed)\*

# 11. Test of hypothesis regarding the association between job satisfactions and contributing factors of Public Commercial Banks

- i) Null Hypothesis H0: There is no statistically significant linear correlation between jobsatisfaction and contributing factors of public commercial banks.
- ii) Alternative Hypothesis H1: There is a statistically significant linear correlation between jobsatisfaction andpublic commercial banks' contributing factors.

From the table below, we can observe the correlation between jobsatisfaction and contributing factors of public commercial banks. Table 16 presents that all contributing factors have a positive relationship with the job satisfaction with working conditions (.403), supervision - technical and personal (.449), salary and fringe benefits (.291), growth opportunity (.491), cooperative employees(.437), work-itself(.320), intrinsic feeling(.408).

The second line, which has been marked differently, presents the p-value. By observing the second line, it is clear that all contributing factors are statistically significant at 99% & 95% level of confidence (indicated by star mark) with value working condition(.001) supervision- technical & personal, (.001) salary & fringe benefits (.001), growth opportunity & advancement (.001), Cooperative employees (.001), work-itself (.001) and Intrinsic Feelings.

# 12 Test of hypothesis regarding the association between job satisfactions and contributing factors of private commercial Banks

- i) Null Hypothesis H0: There is no statistically significant linear correlation between job satisfaction and private commercial banks' contributing factors.
- ii) Alternative Hypothesis H1: There is a statistically significant correlation between jobsatisfaction and private commercial banks' contributing factors.

Table 17 presents that all contributing factors have a positive relationship with the job satisfaction with working conditions (.497), supervision- Technical & personal (.562), salary & fringe benefits (.400), growth opportunity(.557), cooperative employees(.367), work-itself(.362), intrinsic feeling(.451).

By observing the second line, it is clear that all contributing factors are statistically significant at 99% & 95% level of confidence (indicated by star mark) with value working condition (.001) supervision Technical & personal, (.001) salary & fringe benefits (.001), Growth opportunity & advancement (.001), Cooperative employees (.001), work-itself (.001) and Intrinsic Feelings (.001).

Table 17: Correlation between job satisfaction and contributing factors of private commercial banks

Private C Banks	1	2	3	4	5	6	7	8
job satisfaction	1							
Salary & Fringe Benefits	.400**	1						
	.000							
Supervision(Technical & Personal)	.562**	-.060	1					
	.000	.462						
Working Condition	.497**	.036	.167*	1				
	.000	.661	.041					
Growth Opportunity	.557**	.122	.068	.299**	1			
	.000	.137	.405	.000				
Cooperative Employees	.367**	.002	.003	.037	.188*	1		
	.000	.982	.975	.650	.021			
Intrinsic Feelings	.451**	.059	.372**	.058	.022	.009	1	
	.000	.476	.000	.483	.785	.910		
The Work Itself	.362**	.086	.170*	.008	.042	.019	.022	1
	.000	.294	.038	.924	.612	.818	.787	

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

Correlation is significant at the 0.05 level (2-tailed)\*



From the table, it is clear that all contributing factors are related to job satisfaction at a 0.05 level of significance.

**Result:** After observing the tables, the researcher can reject the null hypothesis and conclude that there is a significant and positive correlation between job-satisfaction and contributing factors of public and private commercial banks.

### 13. Multiple regressions analysis

The researcher has utilised multiple regression models to estimate the relationship between job satisfactions (dependent variable) and contributing factors (independent variables). The main intention here would be to see how one unit change in independent variable impacts job satisfaction and find the magnitude of each independent factor that is the most influential factor of job satisfaction.

**Model Fit:** In ANOVA tables, the P-value is less than 0.05, so there is a statistically significant relationship between the job satisfaction & contributing variables at the 95.0% confidence level. The total degree of freedom (N-1) for both models is 149, and with seven predictors, the regression effect has 7 degrees of freedom. The prediction model for public commercial banks,  $F(7, 142) = 1004.490$ ,  $p < .001$ , is statistically significant. Besides, the prediction model for private commercial banks,  $F(7, 142) = 717.303$ ,  $p < .001$ , is statistically significant.

The following table, as labelled model summary, is the overview of the whole regression analysis. From the R column, it is clear that there is a very high correlation among the constant and contributing factor of both models. The R square for public commercial banks is .980, and the Adjusted R is .979. So, from R square & adjusted R square of model 1, contributing factors explain around 98% variance in job satisfaction for public commercial banks and model 2 explains around 97% variance in job satisfaction for private commercial banks.

The coefficient table of both models 1 & 2 shows the result of regression analysis in detail. The following regression equations of the fitted models for public and private commercial banks have been drawn from the table.

**Public Commercial Banks:** Job-Satisfaction ( $Y_1$ ) =  $3.448 + 0.137 * (\text{Working condition}) + 0.150 * (\text{Supervision ((Technical \& Personal)}) + 0.101 * (\text{Salary \& Fringe Benefits}) + 0.144 * (\text{Growth Opportunity}) + 0.096 * (\text{Cooperative employees}) + 0.091 * \text{Work itself} + 0.100 * (\text{Intrinsic Feelings}) + e_i$

**Private Commercial Banks:** Job-Satisfaction ( $Y_2$ ) =  $3.395 + 0.117 * (\text{Working condition}) + 0.147 * (\text{Supervision ((Technical \& Personal)}) + 0.110 * (\text{Salary \& Fringe Benefits}) + 0.143 * (\text{Growth Opportunity}) + 0.110 * (\text{Cooperative employees}) + 0.095 * \text{Work itself} + 0.094 * (\text{Intrinsic Feelings}). + e_i$

Table 18: ANOVA

Type of Bank	Model		Sum of Squares	Df	Mean Square	F	Sig.
Public commercial Bank	1	Regression	13.397	7	1.914	1004.490	.000 <sup>b</sup>
		Residual	.271	142	.002		
		Total	13.667	149			
Private commercial Bank	2	Regression	15.902	7	2.272	717.303	.000 <sup>c</sup>
		Residual	.450	142	.003		
		Total	16.352	149			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), 7 contributing factors.

The primary intention of the researcher is to look into the raw (B) and t-tests that have determined standardised (Beta) coefficients and their significance levels. The constant is the raw score of both models, which is denoted as Y1 & Y2 intercept. Public commercial banks have a value of 3.448, and the intercept of private commercial banks is 3.395. The coefficient table shows that all contributing factors for public & private commercial banks are statistically significant for jobsatisfaction.

The raw regression coefficients (B) values have considered the other predictors in the model and have informed the predicted change in the jobsatisfaction for every unit increase in that contributing factor. For public commercial banks, one unit change in working condition will lead to 0.137 points augmentation in job satisfaction followed by supervision ((Technical & Personal) 0.150 points, salary & fringe benefits 0.101point, growth opportunity 0.144, cooperative employees 0.096, work itself 0.091 point and intrinsic feelings 0.100-point improvement in job-satisfaction respectively. In model 2, For private commercial banks, one unit change in working condition will lead to 0.117 points augmentation in job satisfaction followed by supervision ((Technical & Personal) 0.147 points, salary & fringe benefits 0.110 point, growth opportunity 0.143, cooperative employees 0.110, work itself 0.095 point and intrinsic feelings 0.094-point improvement in job-satisfaction respectively.

The result of standardised regression coefficients based on changes on standard deviation shows how one unit change in standard deviation of a particular independent variable brings a change in the dependent variable. For this data set, in model 1, every standard deviation increase in growth opportunity will increase job satisfaction by 0.527 standard deviation units, followed by supervision 0.485, working condition 0.405, salary & fringe benefits 0.334, intrinsic feeling 0.306, cooperative employees 0.296 and work-itself 0.290 respectively. In model 2, every standard deviation

Type of Bank	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Public commercial Bank	1	.990 <sup>a</sup>	.980	.979	.04365
private commercial Bank	2	.986 <sup>b</sup>	.972	.971	.05628

a. Predictors: (Constant), 7 contributing factors.  
b. Predictors: (Constant), 7 contributing factors.

Table 20: Coefficients<sup>a</sup>

Type of Bank	Model	Unstandardised Coefficients			Standardised Coefficients		
		B	Std. Error	Beta	T	Sig.	
Public commercial Bank	1 (Constant)	3.448	.005		744.686	.000	
	Working condition	.137	.004	.405	33.204	.000	
	Supervision (Technical & personal)	.150	.004	.485	39.501	.000	
	Salary & Fringe Benefits	.101	.004	.334	27.408	.000	
	Growth opportunity	.144	.003	.527	44.152	.000	
	Cooperative Employees	.096	.004	.296	24.319	.000	
	The Work Itself	.091	.004	.290	23.664	.000	
	Intrinsic Feeling	.100	.004	.306	25.815	.000	
	2 (Constant)	3.395	.007		498.584	.000	
	Working condition	.117	.007	.242	16.177	.000	
private commercial Bank	Supervision (Technical & personal)	.147	.005	.455	31.287	.000	
	Salary & Fringe Benefits	.110	.005	.310	21.345	.000	
	Growth opportunity	.143	.005	.380	26.648	.000	
	Cooperative Employees	.110	.004	.351	24.508	.000	
	The Work Itself	.095	.005	.294	20.746	.000	
	Intrinsic Feeling	.094	.004	.303	21.543	.000	

a. Dependent Variable: Job Satisfaction



increase in growth opportunity will increase job satisfaction by 0.208 standard deviation units, followed by supervision 0.455, working condition 0.242, salary & fringe benefits 0.310, intrinsic feeling 0.303, cooperative employees 0.351 and work-itself 0.294, respectively.

#### **14. Discussion with the analysis**

The factor analysis run by the author reveals that working condition alone explains around 13% variance in job satisfaction while working condition & supervision together explain about 25% variance in job satisfaction of commercial bank's employees. The rest factors, such as salary & fringe benefits, cooperative employees and growth opportunity and advancement in combination, explain around 30% variance but intrinsic feeling and work itself have been observed to be less influencing factors of job satisfaction. The result has an affinity with the work of Sowmya & Panchanatham, who found that pay and promotion, organisational factors, supervisor's behaviour, job and working conditions and behaviour of co-workers are essential factors of job satisfaction.

The second part of the descriptive analysis reveals that the employees of public and private commercial banks experience different degrees of satisfaction with different factors. For example, employees of public commercial banks are delighted with their job security, but employees of private commercial banks are not satisfied with job security. On the other hand, employees of public commercial banks are dissatisfied with the working condition- stress level, logistic support, digital tools & equipment and adequate staffing, especially with staffing level. Employees of private commercial banks are satisfied with the working conditions of logistic support and digital tools & equipment but neither satisfied nor dissatisfied with stress & workload, and staffing level. Moreover, employees of public commercial banks have been observed to be happy with the compensation package, but employees of private commercial banks were almost in indecision about the financial benefits. These findings have similarities with the research work of (Shrivastava and Purang, 2009; Jha et al., 2008 and Islam and Islam, 2014), who found that public and private commercial banks differ in satisfaction level because of different factors. Employees of both institutions are in indecision with the growth opportunity and advancement. According to the analysis, private commercial banks do not treat employees unequally as employees are in a neutral position about equity in promotion but are not satisfied with their promotion because of excessive time taken to be promoted. On the other hand, employees of public commercial banks are in the position of indecision about the satisfaction level with growth and advancement.

The average score of all items has determined the job satisfaction level of

employees. Job satisfaction of public commercial banks is 3.42, and private commercial banks 3.40. The researcher of this paper has measured job satisfaction with Likert 5 scale measurement where three was regarded as neutral position and 4, 5 was satisfied and highly satisfied respectively. So the result indicates that employees of commercial banks have crossed the line of indecision and are satisfied with their job but not to a remarkable amount as the mean value is far less than 4, which indicates that a considerable portion of employees are not satisfied with their overall job and there is a room for improvement. The more important point is that previous researchers found private commercial banks to be more satisfied than public commercial banks, but this research found something different. Private commercial banks' satisfaction level has fallen compared to public commercial banks but not to an extreme level (3.42-3.40). (Hunjra, Chani, Aslam, Azam, & Rehman, 2010) found in their study that males and females experience a different level of satisfaction with their job. The result of this paper has an affinity with the results of their work. Female employees of public commercial banks are more satisfied with the job (mean 3.54) than male employees, with a mean of 3.38.

Moreover, the researcher of this paper has considered employee satisfaction level with organisational factors and individual-centric factors. It seems internal factors, intrinsic feelings and the work itself, which are also related to self-perception about the job, contribute most to the employee's satisfaction of public (mean value 3.88) and private (mean value 3.73) commercial banks. Open-ended question evinced that revised working hours, average performance target and good behaviour of boss can make employees of private commercial banks more satisfied with their job beside the factors used in this paper. Besides working conditions and growth & advancement, government provident funds can make 31% employees of public commercial banks.

The last but one part of the analysis examined the association and strength of direction between job satisfaction and contributing factors. The Pearson's correlation analysis of this paper evince a positive linear relationship between the job satisfaction and contributing factors of both private and public commercial banks, and the relationship is significant at a 95% confidence level. The result of regression shows that the most important predictors of job satisfaction is supervision (Technical & personal) for both public and private commercial banks followed by growth opportunity and advancement, working condition, salary & fringe benefits and cooperative employees. On the other hand intrinsic feelings and job, itself which are related to inner & personal feelings of employees were found to have relatively less causal power to influence job satisfaction comparing to other factors but these individual-centric factors were found to be statistically



significant. These findings have an affinity with the work of (Hunjra et al.,2010), who found a positive relationship between job satisfaction and human resource management activities, which is nothing but a driver to produce the contributing factors of this paper.

### 15. Findings

- Seven components among 23 items, including Working Condition, Supervision (Technical & personal, Salary & Fringe Benefits, Growth Opportunity, Cooperative Employees, intrinsic feeling, and work-itself, can explain 72.5% variance of employee satisfaction in commercial banks in Bangladesh.
- Overall satisfaction level does not vary dramatically between public commercial banks (Mean 3.4211, standard deviation .30286) and private commercial banks (Mean 3.4058, standard deviation .33128).
- Female employees of public commercial banks are more satisfied with their job, with a mean value of 3.54 compared to male employees
- Unreasonable performance targets, rude behaviour from the boss and extended working hours were some factors with which employees of private commercial banks are less satisfied.
- Salary augmentation was found to be essential for both public and private commercial banks.
- All independent variables, including Working Condition, Supervision (Technical & personal, Salary & Fringe Benefits, Growth Opportunity, Cooperative Employees, intrinsic feeling, and work-itself have a strong positive correlation with the job satisfaction for both public & private commercial banks.

### 16. Recommendations

The commercial banks of Bangladesh, without any doubt, are the epicentre of economic activities where the bankers are the heart of the system. Without proper care of the bankers, most of the whole effort's expectation is irrational. There is vast and massive room for improvement to increase the job satisfaction of commercial banks' employees.

- The authority of both private and public commercial banks should continuously strive for improvement in management, relationships at the workplace, remuneration packages and another side on which employees have satisfaction but not to a great degree.
- Managers should practice a participatory management style and consider every possible input while taking a decision. At the same time, the authority



should treat the employees in a way that create a feeling of ownership among the employees

- The authority of public commercial banks must take the necessary steps to improve the working condition. As it was observed to be the most noticeable factor with which employees are not satisfied. Authority can arrange for adequate employees for the needed branch because low-level staffing negatively impacts stress and workload. Moreover, they should trace the way to improve logistic support and adequate tools and equipment where digitalisation of every branch is the ultimate end. Management should avoid any kind of nepotism in the promotion and make the promotion process swifter, clear as crystal and motivational.
- On the other hand, the authority of private commercial banks should knock at the reasons for perceived insecurity about the job. It was observed through this paper job security is the main culprit of lowering down the satisfaction level of employees in private commercial banks. Employees of private commercial banks are neither satisfied nor dissatisfied with their remuneration, so that it can be a source of increasing satisfaction. Other than the above, reasonable working hours to make employees balance work-family life, good behaviour from the boss, and attainable performance goals may be considered.

## Conclusion

In fine, job satisfaction is a part of behavioural science, and it can vary from institution to institution, branch to branch, person to person and even within the same person from time to time. The core destination of this study was to assess the job satisfaction of public and private commercial banks. The result of analysis on the primary data evinces that employees of both organisations experience the almost same level of satisfaction, but the level of satisfaction is below the expectation line. Employees of public commercial banks are almost highly satisfied with job security, but private commercial banks are dissatisfied with job security. It would not be wrong to say that if only adequate staffing and working environment can be improved, the satisfaction level of public commercial banks will increase dramatically, and job security can be thought of as a single magical tool for private commercial banks. If the authority takes care of the said problem, the employees of commercial banks will be satisfied, and delight results in a positive impact on banking services, customer satisfaction, commitment towards the organisation, and sustainable economic growth.

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## Appendix A

### Questionnaire

Dear sir/ Madam,

It is a survey to collect your valuable information, which will be used as primary data in a project work entitled "**Job Satisfaction: A comparative study between public and private commercial banks in Bangladesh**". The information will be used very confidentially. Therefore, I cordially request you to give your valuable feedback to complete the project successfully.

**Name of Institution: Branch: Position:**

#### Gender:

Please give a tick mark (☑) according to the gap or match between your expectation and actual situation and consider the scale of satisfaction level used for each parameter. The question has been worded, indicating dissatisfaction and agreeing will indicate satisfaction with the matter.

Measurement of satisfaction level:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

S.N	Name of the variables	Level of satisfaction				
1	My basic salary is enough to maintain my living standard.	1	2	3	4	5
2	My bonus and extra benefits are influential.	1	2	3	4	5
3	I get equitable remuneration for work.	1	2	3	4	5
4	My colleagues helped me to solve a work-related problem.	1	2	3	4	5
5	My boss is friendly and care for personal issue.	1	2	3	4	5
6	The manager considers my suggestion while making a decision.	1	2	3	4	5
7	My boss handles us competently.	1	2	3	4	5
8	We get clear direction and feedback from manager.	1	2	3	4	5
9	Workplace is aesthetic, comfortable & supportive.	1	2	3	4	5
10	Organisation provides enough digital tools and	1	2	3	4	5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
	equipment.					
11	My colleagues are cooperative and positive in their criticism.	1	2	3	4	5
12	The organisation has enough staff to get work done.	1	2	3	4	5
13	I am happy with the workload & stress at the workplace.	1	2	3	4	5
14	I can communicate easily with other employees in need.	1	2	3	4	5
15	The promotion and advancement procedure is free from biases.	1	2	3	4	5
16	Promotion occurs within time as prescribed in the promotion policy.	1	2	3	4	5
17	My current qualification and designation match perfectly.	1	2	3	4	5
18	I love my job because it allows me to keep meaningful contributions to my family, society and country.	1	2	3	4	5
19	Management recognizes my effort and contribution.	1	2	3	4	5
20	I feel satisfied with my job as it has given me a high social status and a sense of accomplishment.	1	2	3	4	5
21	I think my job is secured.	1	2	3	4	5
22	I can deploy my ability and knowledge to perform my job.	1	2	3	4	5
23	I am happy with my job as it requires performing different tasks from time to time.	1	2	3	4	5
24	My job is challenging, and I enjoy it.	1	2	3	4	5

25. Please mention any factor/ factors that can make you happier with your job.

- 1
- 2
- 3
- 4
- 5
- 6

26. Will you switch the organisation if you get a better opportunity?

1. Yes
2. No

## Appendix B

Communality table including job security  
Communalities

	Initial	Extraction
Basic Salary	1.000	.831
Clear Direction & Feedback	1.000	.686
Bonus & Incentives	1.000	.816
Equitable Remuneration for work	1.000	.802
Competent Manager	1.000	.668
Helps from superior in personal issues	1.000	.706
Participation in Decision Making	1.000	.676
Due Time Promotion	1.000	.781
Digital Tools & Equipment	1.000	.819
Stress and Workload	1.000	.541
Logistic Support	1.000	.823
Open communication system	1.000	.727
Cooperation among the employees	1.000	.668
Level of staffing	1.000	.595
Perceived equity in promotion	1.000	.690
Position as per Qualification	1.000	.759
Job Security	1.000	.498
Help each other to solve a Problem	1.000	.723
Recognition for Good work	1.000	.604
Task Variety	1.000	.755
Meaningful contribution	1.000	.825
Sense of Achievement	1.000	.790
Challenging Responsibility	1.000	.672
Ability Utilization	1.000	.636

Extraction Method: Principal Component Analysis.

Factor analysis excluding job security due to low communality

### Correlation Matrix <sup>a</sup>

a. Determinant  
= 2.502E-5



**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	3078.135
	Df	253
	Sig.	.000

**Communalities**

	Initial	Extraction
Basic Salary	1.000	.831
Clear Direction & Feedback	1.000	.689
Bonus & Incentives	1.000	.817
Equitable Remuneration for work	1.000	.802
Competent Manager	1.000	.668
Helps from superior in personal issues	1.000	.710
Participation in Decision Making	1.000	.669
Due Time Promotion	1.000	.790
Digital Tools & Equipment	1.000	.833
Stress and Workload	1.000	.571
Logistic Support	1.000	.817
Open communication system	1.000	.727
Cooperation among the employees	1.000	.669
Level of staffing	1.000	.627
Perceived equity in promotion	1.000	.693
Position as per Qualification	1.000	.758
Help each other to solve a Problem	1.000	.722
Recognition for Good work	1.000	.597
Task Variety	1.000	.753
Meaningful contribution	1.000	.837
Sense of Achievement	1.000	.805
Challenging Responsibility	1.000	.672
Ability Utilization	1.000	.636

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.563	15.491	15.491	3.563	15.491	15.491	2.915	12.674	12.674
2	3.093	13.448	28.939	3.093	13.448	28.939	2.764	12.016	24.690
3	2.627	11.421	40.360	2.627	11.421	40.360	2.490	10.828	35.517
4	2.231	9.700	50.059	2.231	9.700	50.059	2.232	9.705	45.222
5	1.882	8.184	58.243	1.882	8.184	58.243	2.222	9.663	54.885
6	1.790	7.782	66.025	1.790	7.782	66.025	2.059	8.953	63.838
7	1.508	6.557	72.582	1.508	6.557	72.582	2.011	8.744	72.582
8	.751	3.266	75.848						
9	.606	2.636	78.484						
10	.555	2.412	80.896						
11	.535	2.327	83.223						
12	.493	2.143	85.366						
13	.446	1.940	87.306						
14	.423	1.841	89.147						
15	.401	1.745	90.891						
16	.356	1.546	92.437						
17	.337	1.465	93.902						
18	.317	1.379	95.281						
19	.274	1.190	96.472						
20	.261	1.133	97.605						
21	.225	.977	98.582						
22	.206	.895	99.477						
23	.120	.523	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix <sup>a</sup>

	Component						
	1	2	3	4	5	6	7
Digital Tools & Equipment	-.666	.483					
Logistic Support	-.631	.517					
Level of staffing	-.562						
Competent Manager	.549	.468					
Recognition for Good work	.543						
Stress and Workload	-.509	.416					
Participation in Decision Making		.606					
Clear Direction & Feedback	.411	.586					
Helps from superior in personal issues	.401	.546					
Position as per Qualification			.678			-.432	
Due Time Promotion			.653			-.466	
Perceived equity in promotion			.567				
Basic Salary			.477	.421			
Cooperation among the employees				-.473			
Bonus & Incentives			.411	.463			
Equitable remuneration for work	.425		.412	.437			
Challenging Responsibility					.649		
Task Variety				-.504	.635		
Ability Utilisation				-.421	.565		
Help each other to solve a Problem					-.535		
Open communication system			.407		-.436		
Meaningful contribution							.647
Sense of Achievement							.515

Extraction Method: Principal Component Analysis.

a. 7 components extracted.



Rotated Component Matrix <sup>a</sup>

	Component						
	1	2	3	4	5	6	7
Digital Tools & Equipment	.890						
Logistic Support	.882						
Level of staffing	.755						
Stress and Workload	.748						
Helps from superior in personal issues		.827					
Clear Direction & Feedback		.802					
Competent Manager		.773					
Participation in Decision Making		.722					
Basic Salary			.902				
Bonus & Incentives			.897				
Equitable remuneration for work			.881				
Due Time Promotion				.880			
Position as per Qualification				.846			
Perceived equity in promotion				.811			
Help each other to solve a Problem					.842		
Open communication system					.835		
Cooperation among the employees					.795		
Task Variety						.860	
Challenging Responsibility						.802	
Ability Utilisation						.776	
Meaningful contribution							.904
Sense of Achievement							.882
Recognition for Good work		.465					.581

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Type of Bank = Public commercial Bank

Statistics <sup>a</sup>

	N		Mean	Std. Deviation
	Valid	Missing		
Basic Salary	150	0	3.60	1.036
Clear Direction & Feedback	150	0	3.71	.661
Bonus & Incentives	150	0	3.62	1.034
Equitable Remuneration for work	150	0	3.64	1.032
Competent Manager	150	0	3.63	1.167
Helps from superior in personal issues	150	0	3.51	.910
Participation in Decision Making	150	0	3.49	1.028
Due Time Promotion	150	0	2.71	1.348
Digital Tools & Equipment	150	0	2.34	.995
Stress and Workload	150	0	2.39	.926
Logistic Support	150	0	2.23	.972
Open communication system	150	0	3.77	.752
Cooperation among the employees	150	0	3.80	.676
Level of staffing	150	0	2.09	.958
Perceived Equity in promotion	150	0	3.12	1.023
Position as per Qualification	150	0	3.07	1.379
Job Security	150	0	4.29	.727
Help each other to solve a Problem	150	0	3.79	.816
Recognition for Good work	150	0	3.68	.972
Task Variety	150	0	3.92	.690
Meaningful contribution	150	0	3.95	.617
Sense of Achievement	150	0	3.98	.618
Challenging Responsibility	150	0	3.99	.786
Ability Utilization	150	0	3.78	.732

## Frequency Table

Basic Salary <sup>a</sup>

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	28	18.7	18.7	22.0
	Undecided	8	5.3	5.3	27.3
	Satisfied	90	60.0	60.0	87.3
	Highly Satisfied	19	12.7	12.7	100.0
Total		150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Clear Direction & Feedback <sup>a</sup>

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	9	6.0	6.0	6.0
	Undecided	34	22.7	22.7	28.7
	Satisfied	99	66.0	66.0	94.7
	Highly Satisfied	8	5.3	5.3	100.0
Total		150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Bonus & Incentives <sup>a</sup>

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	3	2.0	2.0	2.0
	Dissatisfied	30	20.0	20.0	22.0
	Undecided	11	7.3	7.3	29.3
	Satisfied	83	55.3	55.3	84.7
	Highly Satisfied	23	15.3	15.3	100.0
Total		150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Equitable remuneration for work <sup>a</sup>

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	24	16.0	16.0	19.3
	Undecided	14	9.3	9.3	28.7
	Satisfied	84	56.0	56.0	84.7
	Highly Satisfied	23	15.3	15.3	100.0
Total		150	100.0	100.0	

a. Type of Bank = Public commercial Bank



Competent Manager <sup>a</sup>

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	18	12.0	12.0	12.0
	Dissatisfied	4	2.7	2.7	14.7
	Undecided	19	12.7	12.7	27.3
	Satisfied	83	55.3	55.3	82.7
	Highly Satisfied	26	17.3	17.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Helps from superior in personal issues <sup>a</sup>

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Highly Dissatisfied	7	4.7	4.7	4.7
	Dissatisfied	13	8.7	8.7	13.3
	Undecided	35	23.3	23.3	36.7
	Satisfied	86	57.3	57.3	94.0
	Highly Satisfied	9	6.0	6.0	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Participation in Decision Making <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	8	5.3	5.3	5.3
	Dissatisfied	23	15.3	15.3	20.7
	Undecided	20	13.3	13.3	34.0
	Satisfied	86	57.3	57.3	91.3
	Highly Satisfied	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Due Time Promotion <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	24	16.0	16.0	16.0
	Dissatisfied	69	46.0	46.0	62.0
	Undecided	5	3.3	3.3	65.3
	Satisfied	30	20.0	20.0	85.3
	Highly Satisfied	22	14.7	14.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Digital Tools & Equipment <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	23	15.3	15.3	15.3
	Dissatisfied	85	56.7	56.7	72.0
	Undecided	12	8.0	8.0	80.0
	Satisfied	28	18.7	18.7	98.7
	Highly Satisfied	2	1.3	1.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Stress and Workload <sup>a</sup>

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Highly Dissatisfied	15	10.0	10.0	10.0
	Dissatisfied	92	61.3	61.3	71.3
	Undecided	12	8.0	8.0	79.3
	Satisfied	31	20.7	20.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Logistic Support <sup>a</sup>

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Highly Dissatisfied	28	18.7	18.7	18.7
	Dissatisfied	86	57.3	57.3	76.0
	Undecided	11	7.3	7.3	83.3
	Satisfied	23	15.3	15.3	98.7
	Highly Satisfied	2	1.3	1.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Open communication system <sup>a</sup>

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Highly Dissatisfied	1	.7	.7	.7
	Dissatisfied	13	8.7	8.7	9.3
	Undecided	18	12.0	12.0	21.3
	Satisfied	105	70.0	70.0	91.3
	Highly Satisfied	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Cooperation among the employees <sup>a</sup>

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Highly Dissatisfied	2	1.3	1.3	1.3
	Dissatisfied	8	5.3	5.3	6.7
	Undecided	16	10.7	10.7	17.3
	Satisfied	116	77.3	77.3	94.7
	Highly Satisfied	8	5.3	5.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Level of staffing <sup>a</sup>

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Highly Dissatisfied	38	25.3	25.3	25.3
	Dissatisfied	83	55.3	55.3	80.7
	Undecided	7	4.7	4.7	85.3
	Satisfied	21	14.0	14.0	99.3
	Highly Satisfied	1	.7	.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Perceived equity in promotion <sup>a</sup>

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Highly Dissatisfied	4	2.7	2.7	2.7
	Dissatisfied	50	33.3	33.3	36.0
	Undecided	28	18.7	18.7	54.7
	Satisfied	60	40.0	40.0	94.7
	Highly Satisfied	8	5.3	5.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank



Position as per Qualification <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	22	14.7	14.7	14.7
	Dissatisfied	38	25.3	25.3	40.0
	Undecided	31	20.7	20.7	60.7
	Satisfied	26	17.3	17.3	78.0
	Highly Satisfied	33	22.0	22.0	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Job Security <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Dissatisfied	8	5.3	5.3	5.3
	Satisfied	83	55.3	55.3	60.7
	Highly Satisfied	59	39.3	39.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Help each other to solve a Problem <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	10	6.7	6.7	10.0
	Undecided	9	6.0	6.0	16.0
	Satisfied	114	76.0	76.0	92.0
	Highly Satisfied	12	8.0	8.0	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Recognition for Good work <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	20	13.3	13.3	16.7
	Undecided	12	8.0	8.0	24.7
	Satisfied	94	62.7	62.7	87.3
	Highly Satisfied	19	12.7	12.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Task Variety <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	3	2.0	2.0	2.0
	Dissatisfied	4	2.7	2.7	4.7
	Undecided	12	8.0	8.0	12.7
	Satisfied	114	76.0	76.0	88.7
	Highly Satisfied	17	11.3	11.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Meaningful contribution <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Dissatisfied	7	4.7	4.7	4.7
	Undecided	11	7.3	7.3	12.0
	Satisfied	114	76.0	76.0	88.0
	Highly Satisfied	18	12.0	12.0	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Sense of Achievement <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Dissatisfied	6	4.0	4.0	4.0
	Undecided	12	8.0	8.0	12.0
	Satisfied	111	74.0	74.0	86.0
	Highly Satisfied	21	14.0	14.0	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Challenging Responsibility <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	4	2.7	2.7	2.7
	Dissatisfied	4	2.7	2.7	5.3
	Undecided	11	7.3	7.3	12.7
	Satisfied	102	68.0	68.0	80.7
	Highly Satisfied	29	19.3	19.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Ability Utilisation <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Percent
Valid	Dissatisfied	14	9.3	9.3	9.3
	Undecided	18	12.0	12.0	21.3
	Satisfied	105	70.0	70.0	91.3
	Highly Satisfied	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = Public commercial Bank

Type of Bank = private commercial Bank

Statistics <sup>a</sup>

	N		Mean	Std. Deviation
	Valid	Missing		
Basic Salary	150	0	2.96	1.029
Clear Direction & Feedback	150	0	3.59	.942
Bonus & Incentives	150	0	2.97	.948
Equitable remuneration for work	150	0	3.15	.979
Competent Manager	150	0	3.35	1.024
Helps from superior in personal issues	150	0	3.53	.872
Participation in Decision Making	150	0	3.61	.866
Due Time Promotion	150	0	2.80	1.135
Digital Tools & Equipment	150	0	3.75	.723
Stress and Workload	150	0	3.11	.945
Logistic Support	150	0	3.89	.853
Open communication system	150	0	3.51	.995
Cooperation among the employees	150	0	3.55	.909
Level of staffing	150	0	2.96	1.080
Perceived Equity in promotion	150	0	3.39	.897
Position as per Qualification	150	0	2.85	1.052
Job Security	150	0	2.57	1.006
Help each other to solve a Problem	150	0	3.80	.803
Recognition for Good work	150	0	3.29	.952
Task Variety	150	0	3.72	.868
Meaningful contribution	150	0	3.83	.680
Sense of Achievement	150	0	3.84	.828
Challenging Responsibility	150	0	3.96	.722
Ability Utilization	150	0	3.74	.855

a. Type of Bank = private commercial Bank



## Frequency Table

Basic Salary <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	8	5.3	5.3	5.3
	Dissatisfied	58	38.7	38.7	44.0
	Undecided	16	10.7	10.7	54.7
	Satisfied	68	45.3	45.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Clear Direction & Feedback <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	3	2.0	2.0	2.0
	Dissatisfied	25	16.7	16.7	18.7
	Undecided	16	10.7	10.7	29.3
	Satisfied	92	61.3	61.3	90.7
	Highly Satisfied	14	9.3	9.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Bonus & Incentives <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	3	2.0	2.0	2.0
	Dissatisfied	59	39.3	39.3	41.3
	Undecided	28	18.7	18.7	60.0
	Satisfied	59	39.3	39.3	99.3
	Highly Satisfied	1	.7	.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Equitable remuneration for work <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	3	2.0	2.0	2.0
	Dissatisfied	50	33.3	33.3	35.3
	Undecided	22	14.7	14.7	50.0
	Satisfied	72	48.0	48.0	98.0
	Highly Satisfied	3	2.0	2.0	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Competent Manager <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	36	24.0	24.0	27.3
	Undecided	20	13.3	13.3	40.7
	Satisfied	79	52.7	52.7	93.3
	Highly Satisfied	10	6.7	6.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Helps from superior in personal issues <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	2	1.3	1.3	1.3
	Dissatisfied	23	15.3	15.3	16.7
	Undecided	28	18.7	18.7	35.3
	Satisfied	88	58.7	58.7	94.0
	Highly Satisfied	9	6.0	6.0	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Participation in Decision Making <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	1	.7	.7	.7
	Dissatisfied	20	13.3	13.3	14.0
	Undecided	31	20.7	20.7	34.7
	Satisfied	83	55.3	55.3	90.0
	Highly Satisfied	15	10.0	10.0	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Due Time Promotion <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	13	8.7	8.7	8.7
	Dissatisfied	64	42.7	42.7	51.3
	Undecided	24	16.0	16.0	67.3
	Satisfied	38	25.3	25.3	92.7
	Highly Satisfied	11	7.3	7.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Digital Tools & Equipment <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Dissatisfied	16	10.7	10.7	10.7
	Undecided	14	9.3	9.3	20.0
	Satisfied	111	74.0	74.0	94.0
	Highly Satisfied	9	6.0	6.0	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Stress and Workload <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	1	.7	.7	.7
	Dissatisfied	54	36.0	36.0	36.7
	Undecided	24	16.0	16.0	52.7
	Satisfied	69	46.0	46.0	98.7
	Highly Satisfied	2	1.3	1.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Logistic Support <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	1	.7	.7	.7
	Dissatisfied	15	10.0	10.0	10.7
	Undecided	12	8.0	8.0	18.7
	Satisfied	93	62.0	62.0	80.7
	Highly Satisfied	29	19.3	19.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Open communication system <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	26	17.3	17.3	20.7
	Undecided	21	14.0	14.0	34.7
	Satisfied	84	56.0	56.0	90.7
	Highly Satisfied	14	9.3	9.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Cooperation among the employees <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	4	2.7	2.7	2.7
	Dissatisfied	24	16.0	16.0	18.7
	Undecided	14	9.3	9.3	28.0
	Satisfied	101	67.3	67.3	95.3
	Highly Satisfied	7	4.7	4.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Level of staffing <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	68	45.3	45.3	48.7
	Undecided	12	8.0	8.0	56.7
	Satisfied	58	38.7	38.7	95.3
	Highly Satisfied	7	4.7	4.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Perceived equity in promotion <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	19	12.7	12.7	16.0
	Undecided	46	30.7	30.7	46.7
	Satisfied	72	48.0	48.0	94.7
	Highly Satisfied	8	5.3	5.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Position as per Qualification <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	12	8.0	8.0	8.0
	Dissatisfied	57	38.0	38.0	46.0
	Undecided	24	16.0	16.0	62.0
	Satisfied	55	36.7	36.7	98.7
	Highly Satisfied	2	1.3	1.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank



Job Security <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	17	11.3	11.3	11.3
	Dissatisfied	71	47.3	47.3	58.7
	Undecided	22	14.7	14.7	73.3
	Satisfied	40	26.7	26.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Help each other to solve a Problem <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	2	1.3	1.3	1.3
	Dissatisfied	14	9.3	9.3	10.7
	Undecided	12	8.0	8.0	18.7
	Satisfied	106	70.7	70.7	89.3
	Highly Satisfied	16	10.7	10.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Recognition for Good work <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	35	23.3	23.3	26.7
	Undecided	23	15.3	15.3	42.0
	Satisfied	85	56.7	56.7	98.7
	Highly Satisfied	2	1.3	1.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Task Variety <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	3	2.0	2.0	2.0
	Dissatisfied	18	12.0	12.0	14.0
	Undecided	11	7.3	7.3	21.3
	Satisfied	104	69.3	69.3	90.7
	Highly Satisfied	14	9.3	9.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Meaningful contribution <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	2	1.3	1.3	1.3
	Dissatisfied	8	5.3	5.3	6.7
	Undecided	13	8.7	8.7	15.3
	Satisfied	117	78.0	78.0	93.3
	Highly Satisfied	10	6.7	6.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Sense of Achievement <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	5	3.3	3.3	3.3
	Dissatisfied	9	6.0	6.0	9.3
	Undecided	8	5.3	5.3	14.7
	Satisfied	111	74.0	74.0	88.7
	Highly Satisfied	17	11.3	11.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Challenging Responsibility <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	2	1.3	1.3	1.3
	Dissatisfied	7	4.7	4.7	6.0
	Undecided	9	6.0	6.0	12.0
	Satisfied	109	72.7	72.7	84.7
	Highly Satisfied	23	15.3	15.3	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

Ability Utilisation <sup>a</sup>

		Frequency	Per cent	Valid cent	Per Cumulative Per cent
Valid	Highly Dissatisfied	4	2.7	2.7	2.7
	Dissatisfied	15	10.0	10.0	12.7
	Undecided	10	6.7	6.7	19.3
	Satisfied	108	72.0	72.0	91.3
	Highly Satisfied	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

a. Type of Bank = private commercial Bank

## Job satisfaction of public and private commercial banks

Type of Bank			N	Minimum	Maximum	Mean	Std. Deviation
Public commercial Bank	Job Satisfaction		150	2.71	4.17	3.4211	.30286
	Valid N (listwise)		150				
private commercial Bank	Job Satisfaction		150	2.46	4.08	3.4058	.33128
	Valid N (listwise)		150				

## Gender and job satisfaction

			N	Minimum	Maximum	Mean	Std. Deviation
Male	Public commercial Bank	Job Satisfaction	119	2.71	4.13	3.3890	.27879
		Valid N (listwise)	119				
	private commercial Bank	Job Satisfaction	118	2.46	4.08	3.4022	.34279
		Valid N (listwise)	118				
Female	Public commercial Bank	Job Satisfaction	31	2.88	4.17	3.5444	.36067
		Valid N (listwise)	31				
	private commercial Bank	Job Satisfaction	32	2.71	4.04	3.4193	.28944
		Valid N (listwise)	32				

## Organisation and individual-centric factors and job satisfaction

Type of Bank			N	Sum	Mean	Std. Deviation	Variance
Public bank	commercial	Organizational factors	150	486.70	3.2447	.38428	.148
		Individual centric factors	150	582.50	3.8833	.43382	.188
private Bank	commercial	Organizational factors	150	498.37	3.3224	.40087	.161
		Individual centric factors	150	559.67	3.7311	.47329	.224

Correlations<sup>a</sup>

	Job Satisfac tion	Salary & Fringe Benefits1	Supervision( Technical & Personal)	Working Condi tion	Growth Opport unity	Coopera tive Employees Feelings	Intrin sic	The Work Itself
Job Satisfaction	Pearson Correlation	.291**	.449**	.403**	.491**	.437**	.408**	.320**
	Sig. (2- tailed)	.000	.000	.000	.000	.000	.000	.000
	N	150	150	150	150	150	150	150
Salary & Fringe Benefits1	Pearson Correlation	.291**	.004	-.053	-.002	.007	-.034	-.172*
	Sig. (2- tailed)	.000	.960	.517	.978	.931	.679	.036
	N	150	150	150	150	150	150	150
Supervision(Techni cal & Personal)	Pearson Correlation	.449**	1	-.115	-.142	.344**	.347**	-.044
	Sig. (2- tailed)	.000		.160	.082	.000	.000	.589
	N	150	150	150	150	150	150	150
Working Condition	Pearson Correlation	.403**	-.115	1	.094	-.091	-.083	.118
	Sig. (2- tailed)	.000	.517		.255	.266	.314	.151
	N	150	150	150	150	150	150	150
Growth Opportunity	Pearson Correlation	.491**	-.002	.094	1	.041	.006	.125
	Sig. (2- tailed)	.000	.978	.255		.617	.944	.129



Cooperative Employees	N	150	150	150	150	150	150	150	150	150	150	150	150
	Pearson Correlation	.437**	.007	.344**	-.091	.041	1	.107	.181*				
	Sig. (2-tailed)	.000	.931	.000	.266	.617		.191	.026				
Intrinsic Feelings	N	150	150	150	150	150	150	150	150	150	150	150	150
	Pearson Correlation	.408**	-.034	.347**	-.083	.006	.107	1	.006				
	Sig. (2-tailed)	.000	.679	.000	.314	.944	.191		.945				
The Work Itself	N	150	150	150	150	150	150	150	150	150	150	150	150
	Pearson Correlation	.320**	-.172*	-.044	.118	.125	.181*	.006	1				
	Sig. (2-tailed)	.000	.036	.589	.151	.129	.026	.945					
	N	150	150	150	150	150	150	150	150	150	150	150	150

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

\* . Correlation is significant at the 0.05 level (2-tailed).

a. Type of Bank = Public commercial Bank

Correlations <sup>a</sup>

	Job Satisfaction	Salary & Fringe Benefits I	Supervision(Technical & Personal)	Working Condition	Growth Opportunity	Cooperative Employees	Intrinsic Feelings	The Work Itself
Job Satisfaction	Pearson Correlation Sig. (2-tailed) N	.400** .000 150	.562** .000 150	.497** .000 150	.557** .000 150	.367** .000 150	.451** .000 150	.362** .000 150
Salary & Fringe Benefits I	Pearson Correlation Sig. (2-tailed) N	1 .000 150	-.060 .462 150	.036 .661 150	.122 .137 150	.002 .982 150	.059 .476 150	.086 .294 150
Supervision(Technical & Personal)	Pearson Correlation Sig. (2-tailed) N	.400** .000 150	1 .000 150	.167* .041 150	.068 .405 150	.003 .975 150	.372** .000 150	.170* .038 150
Working Condition	Pearson Correlation Sig. (2-tailed) N	.497** .000 150	.167* .041 150	1 .000 150	.299** .000 150	.037 .650 150	.058 .483 150	.008 .924 150
Growth Opportunity	Pearson Correlation Sig. (2-tailed) N	.557** .000 150	.068 .405 150	.299** .000 150	1 .000 150	.188* .021 150	.022 .785 150	.042 .612 150

Cooperative Employees	Pearson Correlation	.367**	.002	.003	.037	.188*	1	.009	.019
	Sig. (2-tailed)	.000	.982	.975	.650	.021		.910	.818
	N	150	150	150	150	150	150	150	150
Intrinsic Feelings	Pearson Correlation	.451**	.059	.372**	.058	.022	.009	1	.022
	Sig. (2-tailed)	.000	.476	.000	.483	.785	.910		.787
	N	150	150	150	150	150	150	150	150
The Work Itself	Pearson Correlation	.362**	.086	.170*	.008	.042	.019	.022	1
	Sig. (2-tailed)	.000	.294	.038	.924	.612	.818	.787	
	N	150	150	150	150	150	150	150	150

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

\* . Correlation is significant at the 0.05 level (2-tailed).

a. Type of Bank = private commercial Bank

**Regression**

Type of Bank = Public commercial Bank

Variables Entered/Removed<sup>a,b</sup>

Model	Variables Entered	Variables Removed	Method
1	Intrinsic Feeling, Growth opportunity, The Work Itself, Cooperative Employees, Working condition, Salary & Fringe Benefits, Supervision (Technical & personal) <sup>c</sup>		Enter

a. Type of Bank = Public commercial Bank  
b. Dependent Variable: Job Satisfaction  
c. All requested variables entered.

**Model Summary<sup>a</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990 <sup>b</sup>	.980	.979	.04365

a. Type of Bank = Public commercial Bank  
b. Predictors: (Constant), Intrinsic Feeling, Growth opportunity, The Work Itself, Cooperative Employees, Working condition, Salary & Fringe Benefits, Supervision (Technical & personal)

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.397	7	1.914	1004.490	.000 <sup>c</sup>
	Residual	.271	142	.002		
	Total	13.667	149			

a. Type of Bank = Public commercial Bank

b. Dependent Variable: Job Satisfaction

c. Predictors: (Constant), Intrinsic Feeling, Growth opportunity, The Work Itself, Cooperative Employees, Working condition, Salary &amp; Fringe Benefits, Supervision (Technical &amp; personal)



Coefficients <sup>a,b</sup>

Model	Unstandardised Coefficients		Standardised Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	3.448	.005		744.686	.000	3.439	3.457
Working condition	.137	.004	.405	33.204	.000	.129	.145
Supervision (Technical & personal)	.150	.004	.485	39.501	.000	.142	.157
Salary & Fringe Benefits	.101	.004	.334	27.408	.000	.094	.108
Growth opportunity	.144	.003	.527	44.152	.000	.138	.151
Cooperative Employees	.096	.004	.296	24.319	.000	.088	.104
The Work Itself	.091	.004	.290	23.664	.000	.083	.098
Intrinsic Feeling	.100	.004	.306	25.815	.000	.093	.108

a. Type of Bank = Public commercial Bank

b. Dependent Variable: Job Satisfaction

Type of Bank = private commercial Bank

Variables Entered/Removed <sup>a,b</sup>

Model	Variables Entered	Variables Removed	Method
1	Intrinsic Feeling, Cooperative Employees, Salary & Fringe Benefits, Growth opportunity, The Work Itself, Supervision (Technical & personal), Working condition <sup>c</sup>		Enter

a. Type of Bank = private commercial Bank

b. Dependent Variable: Job Satisfaction      c. All requested variables entered.

Model Summary <sup>a</sup>

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.986 <sup>b</sup>	.972	.971	.05628

a. Type of Bank = private commercial Bank

b. Predictors: (Constant), Intrinsic Feeling, Cooperative Employees, Salary &amp; Fringe Benefits, Growth opportunity, The Work Itself, Supervision (Technical &amp; personal), Working condition

ANOVA <sup>a,b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.902	7	2.272	717.303	.000 <sup>c</sup>
	Residual	.450	142	.003		
	Total	16.352	149			

a. Type of Bank = private commercial Bank

b. Dependent Variable: Job Satisfaction

c. Predictors: (Constant), Intrinsic Feeling, Cooperative Employees, Salary &amp; Fringe Benefits, Growth opportunity, The Work Itself, Supervision (Technical &amp; personal), Working condition

Coefficients <sup>a,b</sup>

Model	Unstandardised Coefficients		Standardised Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	3.395	.007		498.584	.000	3.381	3.408
Working condition	.117	.007	.242	16.177	.000	.103	.131
Supervision (Technical & personal)	.147	.005	.455	31.287	.000	.138	.157
Salary & Fringe Benefits	.110	.005	.310	21.345	.000	.100	.120
Growth opportunity	.143	.005	.380	26.648	.000	.132	.153
Cooperative Employees	.110	.004	.351	24.508	.000	.101	.118
The Work Itself	.095	.005	.294	20.746	.000	.086	.104
Intrinsic Feeling	.094	.004	.303	21.543	.000	.086	.103

a. Type of Bank = private commercial Bank

b. Dependent Variable: Job Satisfaction

