

# Job Satisfaction of Bank Executives *A Comparative Study of Public and Private Sector Banks*

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**Abstract-** Job satisfaction is one of the most important determinants of employee performance and organizational effectiveness, particularly in the banking sector where employees work under continuous pressure and rapidly changing business conditions. Robbins and Judge defined job satisfaction as the positive feelings employees develop toward their jobs, which significantly influence motivation, productivity, morale, and organizational commitment. In recent years, the banking industry has undergone major transformation due to globalization, digitalization, technological advancements, increased competition, and rising customer expectations. These developments have considerably altered the working environment of bank executives and created challenges related to workload, target achievement, customer relationship management, and work-life balance.

The present study examines the level of job satisfaction among executives working in public and private sector banks of east godavari. The study is based on both primary and secondary data. Primary data were collected through a structured questionnaire administered to bank executives, while secondary data were obtained from books, journals, reports, and previous research studies related to job satisfaction and employee behaviour.

The findings reveal that job satisfaction among bank executives is influenced by factors such as salary and incentives, work environment, promotion opportunities, leadership support, job security, recognition, and work-life balance. Public sector employees reported greater satisfaction regarding job security and welfare benefits, whereas private sector employees expressed higher satisfaction with career growth opportunities and performance-based rewards. However, excessive workload, long working hours, and target pressure were identified as major causes of occupational stress and dissatisfaction in both sectors. The study concludes that improving employee welfare measures, organizational support, workplace conditions, and stress management

practices can significantly enhance employee satisfaction, organizational commitment, productivity, and overall organizational effectiveness in the banking sector.

**Keywords:** *Job Satisfaction, Bank Executives, Banking Sector, Employee Motivation, Work Environment, Organizational Commitment.*

## I. INTRODUCTION

Job satisfaction is one of the most important concepts in organizational behaviour and human resource management, particularly in the banking sector where employees operate under continuous pressure and dynamic work conditions. Robbins and Judge defined job satisfaction as the positive emotional feeling employees develop toward their jobs, which significantly influences motivation, morale, productivity, and organizational commitment.

The Indian banking industry has undergone significant transformation due to globalization, liberalization, privatization, digital banking practices, technological advancements, and increasing customer expectations. These changes have created a highly competitive and demanding work environment for bank executives. Employees are expected to achieve performance targets, manage customer relationships, adapt to technological changes, and maintain service efficiency under constant pressure. Consequently, occupational stress, workload, long working hours, and work-life imbalance have become major factors affecting employee satisfaction.

Previous studies identified salary, promotion opportunities, leadership support, job security, recognition, organizational climate, and working conditions as important determinants of job

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satisfaction (Herzberg, 1968; Locke, 1976). Public sector employees generally report higher satisfaction regarding job security and welfare benefits, whereas private sector employees often value career growth opportunities and performance-based incentives. However, target pressure and workplace stress continue to negatively influence employee morale in both sectors.

The present study examines the level of job satisfaction among executives working in public and private sector banks of east Godavari and identifies the major factors influencing employee satisfaction and organizational commitment. The findings are expected to provide useful insights for improving employee welfare measures, workplace conditions, and organizational effectiveness in the banking sector.

## II. REVIEW OF LITERATURE

Job satisfaction has received considerable attention from management scholars because of its strong influence on employee behaviour and organizational performance. Locke (1976) defined job satisfaction as a positive emotional state resulting from an individual's appraisal of job experiences. Herzberg's Two-Factor Theory explained that motivational factors such as achievement, recognition, responsibility, and growth opportunities enhance satisfaction, whereas hygiene factors such as salary, supervision, and organizational policies prevent dissatisfaction (Herzberg, 1966).

Robbins and Judge observed that employees who perceive fairness in rewards, promotion opportunities, and organizational support demonstrate higher commitment and productivity. Similarly, Luthans (2011) stated that job satisfaction is closely associated with morale, absenteeism, turnover intentions, and organizational effectiveness.

In the banking sector, digitalization, financial reforms, and rising customer expectations have increased workload, target-oriented tasks, and performance pressure among bank executives. Maslow (1954) emphasized that employees seek not only financial rewards but also recognition, security, self-esteem, and self-fulfilment within the organization. Employees who receive supportive leadership, career advancement opportunities, and healthy work environments generally exhibit higher satisfaction and organizational loyalty.

Empirical studies indicate that public sector bank employees experience greater satisfaction regarding job security and organizational stability, while private sector employees benefit from better incentives, technological exposure, and career growth opportunities. However, private sector employees also face greater target pressure and occupational stress. Previous studies consistently conclude that satisfied employees contribute positively toward productivity, customer service quality, teamwork, and organizational success.

## III. RESEARCH GAP

Although several studies have examined job satisfaction in the banking sector, most studies focused independently on employee satisfaction, occupational stress, or organizational commitment. Limited research has comparatively analysed the determinants of job satisfaction among executives working in both public and private sector banks in the context of digitalization, technological transformation, and increasing performance expectations. Further, insufficient attention has been given to the combined impact of workload, work-life balance, leadership support, and career growth opportunities on employee satisfaction. Hence, the present study attempts to bridge this gap by comparatively examining the factors influencing job satisfaction among bank executives in both sectors.

## IV. STATEMENT OF THE PROBLEM

The banking sector plays a vital role in economic development by facilitating financial services, supporting investments, and promoting growth. However, rapid technological advancements, digital banking, globalization, and rising customer expectations have increased workload, competition, and performance pressure on bank executives. Employees are required to achieve targets, maintain customer satisfaction, and adapt to continuous technological changes, often leading to occupational stress and reduced job satisfaction. According to Frederick Herzberg (1966), factors such as achievement, recognition, and working conditions significantly influence employee satisfaction, while Edwin A. Locke (1976) highlighted that job satisfaction reflects employees' emotional responses

to their work experiences. Despite extensive research on banking employees, limited comparative studies have examined job satisfaction among executives in both public and private sector banks. Therefore, this study investigates the level of job satisfaction among bank executives and identifies the key factors affecting satisfaction, occupational stress, and organizational commitment.

## V. OBJECTIVES

1. To examine the level of job satisfaction among executives working in public and private sector banks.
2. To identify the major factors influencing job satisfaction among bank executives, such as salary, work environment, leadership support, promotion opportunities, and work-life balance.
3. To analyze the impact of occupational stress and workload on the job satisfaction and organizational commitment of bank executives.

## VI. RESEARCH METHODOLOGY

The present study is descriptive and analytical in nature and focuses on examining job satisfaction among executives working in public and private sector banks. Both primary and secondary data were used for the study. The descriptive research design helps in understanding the existing level of job satisfaction and identifying the factors affecting employee attitudes and workplace behaviour (Kothari, 2014).

### 6.1. Sources of Data

#### 6.1.a. Primary Data

Primary data were collected directly from bank executives through a structured questionnaire designed to measure various dimensions of job satisfaction, occupational stress, work environment, and organizational commitment.

#### 6.1.b. Secondary Data

Secondary data were collected from books, research journals, articles, annual reports, websites, magazines, and previous studies related to job satisfaction and banking sector employees.

#### 6.1.c. Sampling Design

The study was conducted among 95 executives working in selected public and private sector banks. A convenient sampling method was adopted for selecting respondents. The sample consisted of bank executives from different managerial and operational levels.

#### 6.1.d. Tools for Data Analysis

The collected data were classified, tabulated, and analysed using statistical tools such as percentage analysis, mean scores, weighted average method, and simple comparative analysis. Appropriate tables and charts were also used for interpretation of data.

#### 6.1.e. Scope of the Study

The study focuses on identifying the factors influencing job satisfaction among bank executives and comparing satisfaction levels between public and private sector bank employees. The findings of the study may help banking institutions improve employee welfare measures, workplace conditions, and organizational effectiveness.

## VII. LIMITATIONS OF THE STUDY

1. The study is limited to selected public and private sector banks only.
2. The findings are based on the responses provided by the respondents and may involve personal bias.
3. Time and resource constraints limited the size of the sample selected for the study.

## VIII. DATA ANALYSIS

### 8.1.a. Job Satisfaction and Work Environment

Table:1.0

S. No.	Statements	Public Sector	Private Sector
1	Satisfaction with present job	3.48	3.2
2	Salary and incentives	3.17	3.03

3	Recognition for performance	3.37	3.24
4	Fair promotion opportunities	3.52	3.44
5	Supervisory support	3.6	3.52
6	Working environment	3.64	3.49
7	Relationship with colleagues	3.74	3.47
8	Job security	3.92	3.28
9	Training and career development	3.16	3.32
10	Work-life balance	3.19	3.14

Source: Primary Data (Mean Score Analysis)

The analysis shows that public sector bank employees reported higher satisfaction regarding job security, workplace environment, supervisory support, and interpersonal relationships. The highest mean score was recorded for job security (3.92), indicating greater organizational stability in public sector banks. Private sector employees showed comparatively better satisfaction regarding training and career development opportunities (3.32), reflecting stronger emphasis on career growth and skill development. However,

employees in both sectors expressed moderate satisfaction regarding salary, incentives, and work-life balance. The findings indicate that workload, target pressure, and occupational stress continue to affect employee satisfaction in both sectors. These results support the views of Stephen P. Robbins and Timothy A. Judge who emphasized that employee satisfaction depends on organizational support, fair rewards, and workplace conditions.

8.1.b. Occupational Stress and Work Pressure

Table:2.0

S. No.	Statements	Public Sector Banks	Private Sector Banks
1	My workload is excessive	3.42	3.24
2	I experience stress due to target-oriented work	3.27	3.37
3	Long working hours affect my personal life	3.4	3.39
4	Frequent technological changes create work pressure	3.43	3.45
5	Customer handling increases my stress level	3.51	3.51
6	Occupational stress affects my job performance	3.54	3.46
7	I feel mentally exhausted because of my job responsibilities	3.41	3.55
8	Stress negatively affects my motivation and morale	3.49	3.39

Source: Primary Data (Mean Score Analysis)

The findings indicate that occupational stress is prevalent among employees in both public and private sector banks, with most weighted mean scores exceeding 3.25. In public sector banks, stress was highest for its impact on job performance (3.54), followed by customer handling (3.51) and reduced motivation and morale (3.49). In private sector banks, mental exhaustion due to job responsibilities recorded the highest mean score (3.55), followed by customer handling stress (3.51) and stress affecting job

performance (3.46). The comparison suggests that public sector employees experience greater stress related to workload and morale, whereas private sector employees face higher stress from target pressures and mental fatigue. Customer handling emerged as a common stress factor in both sectors. These findings support the view of Stephen P. Robbins and Timothy A. Judge that excessive workload and job demand significantly contribute to occupational stress and affect employee performance and satisfaction.

8.1.c. Organizational Commitment and Overall Satisfaction

Table:3.0

S. No.	Statements	Public Sector Banks	Private Sector Banks
1	I feel proud to work in my organization	3.54	3.48
2	I am committed to achieving organizational goals	3.63	3.72
3	I intend to continue working in this organization for a long period	3.24	3.35
4	My organization values employee welfare and well-being	3.5	3.43
5	Overall, I am satisfied with my job	3.67	3.78

Source: Primary Data (Mean Score Analysis)

The findings reveal moderate to high organizational commitment and job satisfaction among employees in both banking sectors. Public sector employees reported higher satisfaction with organizational pride (3.54) and welfare measures (3.50), while private sector employees showed greater commitment to organizational goals (3.72) and overall job satisfaction (3.78). The results indicate that organizational support, recognition, welfare measures, and career growth opportunities significantly influence employee commitment and satisfaction. These findings support the views of Stephen P. Robbins and Timothy A. Judge and Fred Luthans (2011), who emphasized that organizational support, recognition, and a positive work environment enhance employee satisfaction, commitment, and retention.

IX. DISCUSSION OF FINDINGS

The study found that employees in both public and private sector banks experience moderate to high levels of job satisfaction, occupational stress, and organizational commitment. Public sector employees reported higher satisfaction with job security, workplace environment, supervisory support, and welfare measures, with job security recording the highest mean score (3.92). In contrast, private sector employees showed greater satisfaction with training, career development opportunities, and achievement-oriented work culture, supporting the motivational factors identified by Frederick Herzberg (1966). Occupational stress emerged as a significant concern in both sectors. Public sector employees reported higher stress related to job performance, workload, and morale, while private sector employees experienced greater mental exhaustion due to target pressure and performance demands. Customer

handling was a common source of stress across both sectors. These findings align with the observations of Cary L. Cooper and Judi Marshall (1976), who noted that occupational stress adversely affects employee well-being and productivity.

The study also revealed moderate to high organizational commitment among employees. Public sector employees showed stronger organizational pride and satisfaction with welfare measures, whereas private sector employees demonstrated higher commitment to organizational goals and overall job satisfaction. Consistent with the views of Fred Luthans (2011), organizational support, recognition, and motivation were found to be key drivers of employee commitment.

Overall, the findings suggest that public sector banks offer greater job security and organizational support, while private sector banks provide stronger career growth opportunities and performance-oriented work environments. However, occupational stress and work-life imbalance remain major challenges in both sectors, highlighting the need for effective welfare, recognition, and stress management initiatives

X. MANAGERIAL IMPLICATIONS

The findings suggest that banks should strengthen human resource practices, employee welfare measures, and supportive organizational policies to enhance job satisfaction and reduce occupational stress. Public sector banks should focus on supportive leadership, participative management, and transparent communication, while private sector banks should emphasize training, leadership development, and career advancement opportunities. Both sectors need effective stress management initiatives, including counselling services, work-life balance programs, and

flexible work arrangements, to improve employee well-being. In addition, realistic performance targets, equitable workload distribution, and fair reward systems are essential for reducing burnout and improving retention. These measures can significantly enhance employee satisfaction, organizational commitment, and overall organizational effectiveness (Cooper & Marshall, 1976)

#### XI. CONCLUSION

The study concludes that employees in both public and private sector banks experience moderate to high levels of job satisfaction, occupational stress, and organizational commitment. Public sector employees reported higher satisfaction with job security and welfare measures, whereas private sector employees showed greater satisfaction with career growth opportunities and organizational goals. Occupational stress was found to be a significant concern in both sectors, particularly due to workload, target pressure, and customer-related demands. The findings suggest that organizational support, recognition, welfare measures, and career development opportunities are critical for enhancing employee satisfaction and commitment. Therefore, banks should strengthen stress management initiatives, employee welfare programs, and career development practices to improve productivity and retention (Robbins & Judge, 2019; Luthans, 2011).

#### XII. SCOPE FOR FURTHER STUDIES

- Extend the study to a larger sample covering different regions and banking sectors.
- Examine the impact of digitalization and technological changes on employee satisfaction and stress.
- Conduct longitudinal studies to assess changes in employee attitudes over time.
- Explore the relationship between work-life balance, employee well-being, and organizational performance.
- Evaluate the effectiveness of stress management and employee welfare programs in the banking sector.

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