

Job Satisfaction among HDFC Bank Employees: - A Case Study of Srinagar City

Dr Ajaz Ahmad Mir

Assistant Professor Department of Commerce Islamai College Srinagar (J & K) 190002

Abstract

In this highly competitive world, success of any organization not merely depends on its technical efficiency, updated machinery, good layout and dynamic organization etc. but largely depends on its human resources. One of the key factors of any organization is its employees. Banks are no exception to this. A satisfied, happy and hardworking employee is the biggest asset of any organization, including banks. Human resources of any organization are responsible to a large extent for its productivity and Profitability. This research paper makes an effort to study Job Satisfaction level among the employees of HDFC Bank:-A Study of Srinagar City.

Key Words-*employee empowerment, supervision, performance appraisal, nature of work, employee participation, training and development, pay and fringe benefits*

I. OBJECTIVES

1. To study the employees Job Satisfaction level in HDFC Bank and to understand whether employees are really satisfied with their jobs or not (if not, why).
2. To study the impact of different demographic variables such as education, current position, gender, marital status on job satisfaction.
3. To study the employee's attitude towards the factors like work timings, work atmosphere, career development, empowerment, job security etc.
4. To suggest on the basis of study results, ways and means for improving Job Satisfaction level of the employees in HDFC Bank.

A. Need For the Study

The need of choosing this study is to understand employees Job Satisfaction Level in HDFC Bank. Through this study we will be able to know that:

1. What benefits and facilities banking jobs providing to the employees.
2. What conditions or requirements based on age, sex, religion, caste and ethnicity employees think should be provided by the job.

II. RESEARCH APPROACH AND METHODOLOGY

A. Research Design

The present study has been designed with a view to investigate the satisfaction level of HDFC Bank employees and to find out the effect of various aspects (pay and fringe benefits, relation with co-workers supervision, employees empowerment, nature

of job, employees participation, performance appraisal and training and development, etc.) On job satisfaction. For this purpose, a survey was undertaken to assess the Employees Job Satisfaction in HDFC branches located at various places in Srinagar City. The researcher personally contacted 200 employees of HDFC Bank in Srinagar City on the basis of convenience to ascertain their views on job satisfaction. They were appraised about the purpose of the study and request was made to them to fill up the questionnaires with correct and unbiased information. Though in return the researcher got only 150 questionnaires because of some obvious reasons that inundated and also due to the busy working hours of the employees.

B. Sampling Plan

Geographical area of the study:

The data collection for this paper is restricted to the Srinagar City. Field survey was done for couple of weeks. Making Probability sampling the base, Simple random sampling was done to ensure maximum coverage of HDFC Bank employees.

C. Sample Size:

A sample of about 150 respondents (employees) were taken out working in various HDFC branches in Srinagar City after considering time and cost.

D. Sources of Data

- a. *All the data* required for the purpose of the study has been collected through primary as well as secondary sources.

E. Statistical Tools

The Data collected has been analyzed with the help of Simple Percentage Analysis, Statistical tools (mean, standard deviation) and is presented in the form of tabular columns and graphs for having better pictorial representation.

F. Questionnaire

A Questionnaire was designed to facilitate the respondents to identify the various variables contributing towards their job satisfaction and dissatisfaction. The endeavours were to identify the key Job satisfaction issues, on which employee's perception can be obtained. The respondents were requested specifically to ignore their personal prejudices and use their best judgment on a 10 point Likert's scale. The purpose of this exercise was to make the response a true reflection of organization

reality rather than an individual opinion. The ten point Likert’s scaling technique has been used for obtaining response on each question, where 1 is strongly disagree and 10 is strongly agree.

III. ANALYSIS AND INTERPRETATION

For making an analysis and interpretation of data, Various statistical tools namely percentage, mean score, and standard deviation have been applied for the analysis of various aspects of job satisfaction, which are directly extracted from the questionnaire. The extent of agreement of job satisfaction of employees of HDFC Bank has been measured with the various aspects such as employee empowerment, supervision, performance appraisal, nature of work, employee participation, training and development, pay and fringe benefits.

A. Analysis of Respondents Profile

A sample of about 150 respondents (employees) were taken out working in various HDFC branches in Srinagar City.

1) Gender

52.66% of employees were male whereas 47.33 % of them were female in HDFC Bank.

2) Educational Qualification

It is clear from the data that 32% of the employees are graduates, 63 % of the employees are post-graduate and the remaining (6%) were 10+2 in HDFC Bank. The 6% employees having 10+2 as their qualification are the one’s hired through outsourcing agencies as sales officers and hence not on the payroll of the HDFC Bank. Therefore, the

study implies that the majority of the employees working in HDFC are highly educated.

3) Age Group

It has been observed from the data that majority of the respondents (78%) in HDFC Bank were in the age group of 21-30 years, and 19.33% were in the age group of 31-40 years, whereas those who were in the age group of 31-40 years were 2.66% and no respondent was above the age of 51.

4) Current Position

It has been observed from the data that 62% of the employees in HDFC Bank are working on managerial post, whereas the rest 38% are of non-managerial posts.

5) Monthly Salary

55.33% of employees are earning a monthly salary upto Rs. 25000; while 30.66% of employees were found to earn Rs 25001-50000/month in HDFC Bank and rest 14% of the employees are drawing salaries above 50001 per month.

6) Marital Status

It was found from the study that 34% of employees working in HDFC BANK are married whereas 66% of them were unmarried.

IV. JOB SATISFACTION AS PER DEMOGRAPHIC VARIABLES

A. Gender

Count Distribution:

- Males=79 (52.66%)
- Females= 71 (47.33%)

Table 1.1 - JS as per Gender

Dimensions	Male (79)		Female (71)	
	Mean	Standard Deviation	Mean	Standard Deviation
Job Satisfaction with Employee Empowerment	6.9421	1.9493	7.1509	1.71665
Job Satisfaction with Supervision	7.0844	2.41698	7.2347	2.08197
Job Satisfaction with performance appraisal	7.0759	2.39134	6.7746	2.41984
Job Satisfaction with nature of Job	7.3348	2.07150	7.6113	1.85253
Job satisfaction With employees Participation	7.3829	1.86862	7.5141	1.78730
Job satisfaction with training and career development	7.0675	2.10100	7.2676	2.11316
Job satisfaction with pay and fringe benefits	6.7257	2.41184	6.1127	2.64091
Job Satisfaction(averaged on all dimensions)	7.0968	1.81270	7.1687	1.64621

Inference:

Employee Empowerment: Females employees are most satisfied then Male employees when it comes to employee empowerment. The mean response between the two genders is (7.1509) and (6.9421) respectively.

Supervision: With respect to supervision female employees working in HDFC Bank are more satisfied compared to male ones. The mean response so collected (7.2347) and (7.0844) respectively.

Performance appraisal: Female employees (6.7746) are bit more dissatisfied with the Performance appraisal done by the bank than male employees (7.0759). The Table clearly shows a negative trend with respect to rewarding system prevailing in the Bank.

Nature of job: Both the parties seem to be satisfied with the nature of the job that they perform but female employees are bit more to the upper side on comparison. The mean Response of female workers is (7.6113) and that of male employees (7.3348).

Employee participation: There is not much difference between the responses on Employee participation but taking the responses into consideration female employees (7.5141) are more satisfied than male employees (7.3829).

Training and career development: Female employees feel good about the Training and Development carried on by the Bank and are more satisfied with the policies with respect to T&D. The mean response of female employees (7.2676) to that of male employees are (7.0675).

Pay and fringe benefits: Both the genders show a negative trend with respect to Pay and Fringe benefits given by the Bank. Although the responses taken show that male Employees (6.7257) a bit more satisfied then female employees (6.1127).

B. Qualification

Count Distribution:

- Secondary= 9 (6%)
- Graduation= 48 (32%)
- Post-Graduation= 93 (62%)

Table 1.2 - JS as per Qualification

Dimensions	Secondary (9)		Graduation (48)		Post-Graduation (93)	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
Job Satisfaction with Employee Empowerment	7.1905	1.94491	6.9345	1.77671	7.0814	1.94460
Job Satisfaction with Supervision	5.4444	1.67498	7.0278	2.10126	7.3871	2.32623
Job Satisfaction with performance appraisal	6.1667	2.35850	7.0104	2.03295	6.9677	2.58529
Job Satisfaction with nature of Job	8.8889	2.00028	7.4760	1.66084	7.3226	2.04470
Job satisfaction With employees Participation	7.8056	1.56014	7.2500s	1.68299	7.5108	1.92414
Job satisfaction with training and career development	6.6667	2.26691	6.7639	2.13820	7.4158	2.04989
Job satisfaction with pay and fringe benefits	4.8519	3.22796	6.5069	2.43981	6.5520	2.48643
Job Satisfaction(averaged on all dimensions)	7.0082	1.19294	7.0315	1.66133	7.1939	1.81811

Inference:

Employee Empowerment: Secondary level employees are most satisfied then Post Graduate and Graduate level employees when it comes to employee empowerment. The mean response (7.1905), (7.0814) and (6.9345) respectively.

Supervision: With respect to supervision Post Graduate employees working in HDFC Bank are more satisfied compared to other two. Although Secondary level employees show a negative trend with respect to supervision.

Performance appraisal: Employees with Graduation as their qualification are more satisfied with the performance appraisal system in the bank. The Table clearly shows a negative trend on responses collected from Secondary (6.1667) and Post Graduate level employees (6.9677).

Nature of job: Employees of under all the qualification are satisfied with the nature of Work they

perform. The mean response of secondary level employees is (8.8889), graduate and post graduate level employees is (7.4760) and (7.3226) respectively.

Employee participation: There is not much difference between the satisfaction level on Employee participation but taking the responses into consideration secondary level employees (7.8056) are more satisfied than graduate level employees (7.2500) and Post Graduate level employees (7.5108).

Training and career development: Employees with Post Graduation as their qualification are more satisfied with Training and Development carried on by the Bank. Also, there is a Negative trend with respect to Secondary and Graduate level employees working in the bank.

Pay and fringe benefits: All the groups show a negative trend with respect to Pay and Fringe benefits given by the Bank. The Table clearly shows that PG (6.5520) and Graduate Level (6.5069) are a bit more satisfied than secondary level employees (4.8519).

- 20-30= 117 (78%)
- 31-40= 29 (19.33%)
- 41-50= 4 (2.665)
- 51 above= 0 (0%) **082** as their qualifications when weighed on averaged based on all dimensions given.

C. Age Group

Count Distribution:

Table 1.3 - JS as per Age Group

Dimensions	20-30 (117)		31-40 (29)		41-50 (4)	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
Job Satisfaction with Employee Empowerment	6.9084	1.69783	7.2808	2.23460	9.1786	1.64286
Job Satisfaction with Supervision	6.9772	2.20446	7.5632	2.42360	9.4167	.95743
Job Satisfaction with performance appraisal	6.7778	2.33456	7.3276	2.57486	8.6250	2.75000
Job Satisfaction with nature of Job	7.4141	1.83824	7.4345	2.44194	9.2000	1.46969
Job satisfaction With employees Participation	7.3526	1.76385	7.5776	2.01900	9.1875	1.62500
Job satisfaction with training and career development	7.0655	2.02392	7.3103	2.35354	8.9167	2.16667
Job satisfaction with pay and fringe benefits	6.2479	2.52465	6.8736	2.46308	8.7500	2.28319
Job Satisfaction(averaged on all dimensions)	7.0103	1.57875	7.3461	2.15084	9.0926	1.74153

Inference:

Employee Empowerment: Employees falling in the age group 41-50 are more satisfied with the employee empowerment than any other age group. Also the least satisfaction with this regard is from the employees falling under age group 21-30. The mean response with according to the age group is (6.9084), (7.2808) and (9.1786). Also, no employee is above the age of 51 in HDFC Bank.

Supervision: With respect to supervision employees falling in the age group 41-50 are more satisfied than any other age group followed by the age group 31-40 and least satisfaction is from the employees falling in the age group 20-30.

Performance appraisal: Under this dimension employees falling in the age group 41-50 are more satisfied than the employees falling in other age groups. The Table clearly shows that the mean response collected is higher in case of the age group 41-50 followed by 31-40 and lastly 20-30 age group.

Nature of job: Employees falling in the age group 41-50 are satisfied with respect to nature of the job prevailing within the organization. The mean response from different age groups can be seen from the Table with higher in 41-50 age group and least among the three in 20-30 age group.

Employee participation: Here also the same age group that is 41-50 seems to be more satisfied than other age groups.

Training and career development: Training and Development procedures carried on by the bank seem to be satisfying more to the 41-50 age group followed by 31-40 age group.

Pay and fringe benefits: Though there is a negative trend with respect to the age groups 20-30 and 31-40 with respect to Pay and Benefits. The satisfaction level is higher within the employees falling in 41-50 age groups.

INTERPRETATION : As per above chart it is clear that the employees with the age group of 41-50 (**9.0926**) are more satisfied than any other age group, 20-30 (**7.0103**), 31-40 (**7.3461**), when weighed on averaged based on all dimensions given?

D. Current Position

Count Distribution:

- Managerial= 93 (62%)
- Non Managerial= 57 (38)

Table 1.4 - JS as per Current Position

Dimensions	Managerial (93)		Non-Managerial (57)	
	Mean	Standard Deviation	Mean	Standard Deviation
Job Satisfaction with Employee Empowerment	7.0722	2.02114	6.9900	1.51327
Job Satisfaction with Supervision	7.2186	2.47133	7.0526	1.87590
Job Satisfaction with performance appraisal	6.8333	2.56474	7.0965	2.12014
Job Satisfaction with nature of Job	7.4473	2.14464	7.4956	1.66133
Job satisfaction With employees Participation	7.5726	1.95311	7.2368	1.59058
Job satisfaction with training and career development	7.2760	2.29135	6.9766	1.75352
Job satisfaction with pay and fringe benefits	6.6380	2.54460	6.1053	2.0092
Job Satisfaction(averaged on all dimensions)	7.1885	1.95226	7.0366	1.30066

Inference:

Employee Empowerment: With respect to employee empowerment employees with managerial post are more satisfied than employees at non-managerial posts. The mean response is (7.0722) and (6.9900) respectively.

Supervision: Though both the sections are satisfied with the supervision under which employees are currently working, but Managerial employees (7.2186) are a bit more satisfied than Non-managerial employees (7.0526).

Performance appraisal: Employees having non-managerial post are more satisfied with the Performance appraisal system than Managerial employees. The Table clearly shows that there is a negative trend with respect to employees on managerial posts.

Nature of job: There is not much difference between managerial and non-managerial employees with respect to nature of work prevailing in HDFC Bank. The mean response on comparison shows that employees at latter positions are bit more satisfied than the former.

Employee participation: Employees on managerial posts are more satisfied than employees on non-managerial posts. The mean response between the

two underemployee participation is (7.5726) and (7.2368) respectively.

Training and career development: With respect to Training and Development, no managerial employees working in HDFC Bank seem to be a bit dissatisfied with T&D with procedures carried on by the bank. The Table clearly shows a negative trend with this regard. The satisfaction level is higher in employees on managerial posts.

Pay and fringe benefits: Employees on both the positions are bit dissatisfied with the Pay and Fringe benefits given by the bank. Though in comparison employees on managerial posts are more satisfied than other one.

Interpretation: As per above chart it is clear that the employees with managerial post as their designation (7.1885) are more satisfied than employees having non-managerial post (7.0366) when weighed on averaged based on all dimensions given.

E. Monthly Income

Count Distribution:

- Up to 25K= 83 (55.33%)
- 25001 – 50K= 46 (30.66%)
- Above 50001= 21 (14%)

Table 1.5 - JS as per Monthly Income

Dimensions	Upto 25K (83)		25001-50K (46)		Above 50001 (21)	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
Job Satisfaction with Employee Empowerment	6.8812	1.72699	7.0745	1.87543	7.5986	2.15360
Job Satisfaction with Supervision	6.8233	2.27651	7.3696	2.38641	8.0000	1.61933
Job Satisfaction with performance appraisal	6.6145	2.37790	7.0761	2.51212	7.8810	2.04270
Job Satisfaction with nature of Job	7.3813	2.03570	7.4522	1.93560	7.8286	1.81690
Job satisfaction With employees Participation	7.3163	1.93416	7.5109	1.74161	7.8095	1.56506

Job satisfaction with training and career development	6.9598	2.20273	7.0942	2.07473	8.1111	1.48823
Job satisfaction with pay and fringe benefits	6.2731	2.55463	6.3841	2.53953	7.1905	2.41194
Job Satisfaction(averaged on all dimensions)	6.9542	1.72394	7.1669	1.75155	7.7496	1.63928

Inference:

Employee Empowerment: With respect to Employee Empowerment employees having salaries above 50000 are more satisfied than employees in the other two pay scales. Also employees getting monthly salary upto 25K are less satisfied on this dimension of job satisfaction.

Supervision: Employees having monthly salary above 50K are most satisfied with the supervision on their work. Though there is a negative trend with respect to employees having salaries up to 25K.

Performance appraisal: Under performance appraisal employees with salaries up to 25K are less satisfied with the Performance appraisal methods carried on by the bank. The Table clearly shows that employees having salaries above 50K are more satisfied with the methods followed by the employees in pay scale of 250001-50000.

Nature of job: All the employees in three different pay scales are satisfied with nature of work prevailing in the bank. Though employees having salaries above 50K are more satisfied from this dimension of Job satisfaction.

Employee participation: With respect to employee participation all the employees under different pay bands are satisfied with the procedures carried on by the bank to take employee suggestions and views into consideration.

Training and career development: There is a negative trend shown by the 25k and 250001-50000 band employees with respect to T&D procedures carried on by the bank for its employees. Though the employees having monthly salary above 50K are satisfied with the training and development procedures carried on by the bank.

Pay and fringe benefits: All the employees except employees under 50K pay scale are less satisfied with the Pay and Fringe benefits given by the bank. Though employees having salaries above 50K are satisfied with the benefits given by their bank.

F. Marital Status

Count Distribution:

- Married= 51 (34%)
- Unmarried= 99 (66%)

Table 1.6 - JS as per Marital Status

Dimensions	Married (51)		Unmarried (99)	
	Mean	Standard Deviation	Mean	Standard Deviation
Job Satisfaction with Employee Empowerment	7.868	2.11237	7.0173	1.69342
Job Satisfaction with Supervision	7.5621	2.27400	6.9461	2.23287
Job Satisfaction with performance appraisal	7.2941	2.35622	6.7475	2.41527
Job Satisfaction with nature of Job	7.4353	2.19662	7.4813	1.85293
Job satisfaction With employees Participation	7.4559	1.95813	7.4394	1.76383
Job satisfaction with training and career development	7.2549	2.34340	7.1145	1.97729
Job satisfaction with pay and fringe benefits	6.9412	2.47988	6.1751	2.53293
Job Satisfaction(averaged on all dimensions)	7.2767	1.96769	7.0556	1.60025

Inference:

Employee Empowerment: Both married and unmarried employees working in HDFC Bank are satisfied with the employee empowerment prevailing in the bank. Though the higher rate of satisfaction lies within the married employees than unmarried employees.

Supervision: With respect to supervision unmarried employees tend to be dissatisfied with the supervision

on their work. The Table clearly shows that married employees are satisfied than unmarried employees with mean responses as (7.5621) and (6.9461) respectively.

Performance appraisal: Unmarried employees show a negative trend with respect to performance appraisal system of the bank. The married employees however are satisfied with the performance appraisal system of HDFC Bank.

Nature of job: Both married and unmarried employees are satisfied with the nature of the work prevailing in HDFC bank. Also, there is not much difference in the mean response as indicated in the Table.

Employee participation: Both married and unmarried employees working in HDFC Bank are satisfied with the employee participation procedures in HDFC bank. Also, there is not much difference in the mean response as indicated in the Table.

Training and career development: With respect to Training & Career development married employees are more satisfied than unmarried employees. The mean response is (7.2549) and (7.1145) respectively.

Pay and fringe benefits: Both married and unmarried employees working in HDFC Bank are dissatisfied with the pay & fringe benefits given by the bank. This clearly shows that employees want an increment in their pay to boost up their satisfaction with the job.

Interpretation: As per above chart it is clear that married employees (7.2767) are more satisfied than unmarried employees (7.0556) when weighed on averaged based on all dimensions given.

Research study/Findings

From the findings researcher describe that employees working in respective areas mostly belong to the age group of **20-30** (78%) and most of them are **unmarried** (66%). Female employees working in the respective area are approximately **half** (48%) of the working male (52%) and most of employees are **Post Graduates** (62%) distributed along different designations out of which most of them are holding managerial positions (62%). The next objective was to find out the various factors affecting the job satisfaction level of the employees like working environment, performance appraisal techniques, grievance handling and, training and development programs, etc. On the basis of the Table 1.1 to 1.6, it is concluded that some of the factors are causing dissatisfaction regarding job, some are neither causing dissatisfaction nor contributing much towards job satisfaction. Factors like working environment of the employees, nature of the job, employee participation, relationship with other employees and are contributing towards job satisfaction as dissatisfaction caused by these factors are almost negligible. Factors involving some amount of dissatisfaction include supervision, employee empowerment, training and development of the employees, these factors are somewhat satisfactory. On the other hand there are some factors which causes dissatisfaction to the employees includes performance appraisal techniques, pay and fringe benefits methods carried on by the bank. This is definitely not a good sign since a large number of employees are dissatisfied with the salary and incentives given by the

bank and as such reduces not only their job satisfaction levels but also affects job productivity. Same case is there in training and development area. Lack of proper Training and Development efforts in an organization leads to a greater degree of dissatisfaction with the job. This is also a caution to the bank as well.

V. RECOMMENDATION AND SUGGESTIONS

The impact of Job Satisfaction and on the performance of an employee is very implicit issue. Satisfied employees always motivated to perform their jobs in a better way. From the extensive study on the HDFC Bank reveals that though employees are satisfied but there are some factors which should be taken into consideration. In the light of Findings of the study the researcher recommends the following:

- 1.** The top level management of Bank should keep an eye on the existing pay structure, as study reveals that many respondents are not satisfied with their salary. So, the company should try to provide the competitive pay structure considering industry situation.
- 2.** Though, most of the employees are quite satisfied with the present promotional policy which is basically based on seniority and length of work. It is recommended that the company should try to implement the promotional policy based on both seniority as well as performance so that the young and energetic employees are motivated to perform better in their job.
- 3.** Since the employees of HDFC Bank have lower level of satisfaction with training and development facilities, it should take steps to improve training and opportunities for career advancement. To increase the level of satisfaction its employees it is necessary to improve policy for career development. Training and development programs should be conducted from time to time so that employees do not get bored from their job. Human resource practices must be effectively and fairly used to enrich one's job. HR practices can be potentially used to chalk out employees' career paths by ensuring the proper disbursement of growth and training programs.
- 4.** Since almost all the employees of HDFC Bank are satisfied with nature of the job and employee participation prevailing inside the organization, it is suggested to sustain in the future too. It is recommended that the top level manager should give enough decision making authority and responsibility to the mid and lower level executives/officers so that they can act independently and make their best effort to increase their performance.
- 5.** HDFC Bank needs to build upon an open and developmental climate, where employees are given more autonomy, and where these same employees are heard and participate in the decision-making process and where there is less of a hierarchical and formal relationship between supervisors and

subordinates. It is strongly recommended that the team work among employees should be encouraged and superior should try to create an atmosphere suitable for group work and relationship building activities. Supervisors must have a fair relationship with their employees to keep them satisfied.

6. The kind of work given to an employee should be according to his/her abilities and knowledge and their efforts for doing a particular task and must be valued by giving appreciations and rewards to the employees for their hard work so that their level of motivation increases.

7. Job satisfaction and dissatisfaction of Bank employees should be evaluated periodically for evolving dynamic and pragmatic policies for organization's growth and development.

Finally, it is recommended that these be replicated in the future before policy changes are made that involve the employees work environment. This will ensure that levels of job satisfaction be maintained at an above average level.

VI. CONCLUSION

From the study, it concluded that overall the Job Satisfaction of HDFC Bank employees though is not very high but still satisfactory. But there is still considerable room for improvements. Employee is one of the key factors of the organization success. No organization can succeed without a certain level of satisfaction and efforts from its employees. The organization should try to take every possible step to enhance job satisfaction among employees because if employees are satisfied then customers associated with it will also be satisfied. Job satisfaction is a very big concept as it includes various factors associated with job satisfaction of employees. Satisfaction varies from employee to employee. The overall satisfaction of bank employees is associated with different factors of job satisfaction which includes nature of job, working environment, salary and incentives linked job, promotional methods, performance appraisal, relationship with other employees and management, and grievance handling etc. while concluding, it could be said that with the change of satisfaction determinants, level of job satisfaction also varies. The elements identified in the theoretical foundation were reviewed and compared to the findings of the empirical research. The study analyses the satisfaction criteria against various variables such as Age, Gender, Qualification, Marital status etc. The satisfaction level of employees was reviewed from a strategic point of view. Findings and suggestions are based on the survey conducted and

these points are to be looked and steps are to be taken in this regard for higher

growth. All the findings and recommendations for a good job satisfaction level among the employees were discussed with HR Manager of HDFC Bank. The recommendations and suggestions have been appreciated and accepted and they promised to implement the same in the near future.

A. Limitation of the Study

Due to some constraints, the study is likely to suffer from certain limitations. Some of these are mentioned here under so that the findings of the study may be understood in a proper perspective.

The Limitations of the study are:

1. The project was constrained by time limit of *two months* due to which sample size was limited to *150* only.
2. The study is confined to *Srinagar city* and hence should not be generalized. The findings can't be treated as representative of the entire Bank.
3. Employees mind set about the survey was an obstacle in acquiring the complete information and positive interaction.
4. Respondents were very busy in their schedule. So it was very time consuming for them to answer all the questions properly.
5. Some respondents were reluctant to divulge personal information which can affect the validity of the responses.
6. Analysis and the Recommendations are based on the data collected from the respondents, assumed to be unbiased.

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