



# A Comparative Analysis of Job Satisfaction in Public and Private Sector Banks of Raichur District

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**Abstract:** This study investigates the levels of job satisfaction among employees in selected public and private sector banks in Raichur District, Karnataka, with a focus on two key dimensions: job security and rewards and recognition. In today's competitive banking environment, understanding employee satisfaction is vital for organizational performance and long-term sustainability. The research adopts a descriptive and analytical design, with a sample of 420 employees drawn from State Bank of India, Canara Bank, ICICI Bank, and HDFC Bank. Data were collected using a structured questionnaire and analyzed using descriptive statistics, including mean and standard deviation.

Findings reveal that employees in public sector banks express high levels of job satisfaction due to strong job security, transparent promotion policies, and opportunities for skill development. The highest-rated aspects were training and upskilling (mean = 4.47) and financial benefits (mean = 4.45), while mental health support showed the lowest satisfaction (mean = 3.87), indicating an area for improvement. Conversely, private sector bank employees reported greater satisfaction with performance-based incentives, non-monetary rewards, and peer recognition. Timely and specific feedback (mean = 4.57) and consistent recognition programs (mean = 4.47) emerged as key motivators.

The study recommends enhanced mental health programs, improved communication, personalized recognition strategies, and sustained reward systems to boost job satisfaction. By addressing these areas, banks can foster a more engaged and productive workforce. The research highlights the need for tailored HR practices in both sectors to meet diverse employee expectations and drive organizational success.

**Key Words:** Job satisfaction, public and private sector banks, job security, rewards and recognition, Raichur District.

## 1. INTRODUCTION:

In today's competitive world, the success of any organization largely depends on its human resources, and banks are no exception. The employees of a bank are valuable assets to the organization. When they are highly satisfied, they tend to be more productive, which benefits the organization. Therefore, in this competitive environment, it is crucial to understand employees' perspectives on their jobs and assess their satisfaction levels across various aspects of their roles. Effective human resource management and maintaining a high level of job satisfaction not only enhance a bank's performance but also contribute to the growth and success of the broader economy. For banks to thrive, it is essential to manage their human resources efficiently and ensure employees are satisfied, as satisfied employees are more likely to be committed, produce more, and project a positive image of the organization. Job satisfaction is a key component of organizational climate and plays a vital role in the relationship between management and employees. It represents an individual's emotional response to their job and reflects a positive emotional state when the job aligns with their important values.



## **2. LITERATURE REVIEW:**

**Sowmya, K. R. & Panchanatham, N. (2011)**<sup>1</sup> the study entitled Job Satisfaction among Bank Employees in India: With Special Reference to Public and Private Sector Banks. This study investigates the level of job satisfaction among employees in both public and private sector banks across various regions in India. Using a structured questionnaire, the researchers assessed satisfaction dimensions such as salary, promotion opportunities, work environment, and interpersonal relationships. The findings indicated that public sector employees generally reported higher job security and work-life balance, whereas private sector employees expressed more satisfaction with performance-linked incentives and promotional policies. The study concluded that institutional differences in organizational culture and HR policies significantly influence job satisfaction levels.

**Khan, A., Nawaz, M. M., & Khan, Z. (2013)**<sup>2</sup> the study entitled determinants of Job Satisfaction among Bank Employees: A Comparative Study of Public and Private Sector Banks in India. This research explores various factors that contribute to job satisfaction in the banking sector, including leadership style, workload, recognition, and career development. The study employed both quantitative and qualitative methods to compare the experiences of employees in public and private banks. Key findings revealed that public sector bank employees valued job security and retirement benefits more, while private sector employees prioritized growth opportunities and technology-enabled work environments.

**Suman Devi and Ajay Suneja (2013)**<sup>3</sup> have conducted a study on job satisfaction among employees of public and private sector banks. The objective was to assess employee satisfaction levels and compare differences between the two banking sectors. The study aimed to provide insights for bank management to enhance job satisfaction. The hypothesis suggested no difference in job satisfaction between public and private sector banks. The study covered Canara Bank and State Bank of India (public sector) and HDFC and Axis Bank (private sector). Data were collected from 110 respondents, including officials, managers, and employees, using a structured questionnaire analyzed on a five-point Likert scale. A t-test was employed to test the hypothesis, revealing significant differences in job satisfaction across various aspects between public and private bank employees.

**Ayesha Nazish, Rabia Amjad, and Mirza Rizwan Sajid (2013)**<sup>4</sup> have examined the influence of job and career factors on career commitment among banking sector employees. They explored how job satisfaction and organizational commitment mediate this relationship. The study used cluster sampling, focusing on management and officials, with a sample size of 240 (197 responses). Regression and correlation analysis showed that the work environment significantly impacts job satisfaction and organizational commitment.

## **3. OBJECTIVES OF THE STUDY:**

The following are the objectives of the study:

1. To evaluate and compare the levels of job satisfaction among employees in selected public and private sector banks in Raichur District with Job Security.
2. To evaluate and compare the levels of job satisfaction among employees in selected public and private sector banks in Raichur District with Rewards and Recognition.
3. To suggest the measures to improve the employees satisfaction level.

## **4. RESEARCH METHODOLOGY:**

### **4.1 Research design:**

The study is descriptive and analytical in nature. Its primary goal is to measure the level of job satisfaction among employees of selected public and private sector banks, such as Job Security and Rewards and Recognition.

### **4.2 Sampling:**

The respondents in this study were chosen at random from selected public and private sector banks i.e. State Bank of India, Canara Bank, as well as ICICI, and HDFC banks. The sample size was 420 (n=420), from State Bank of India 120, Canara Bank 103, ICICI 119 and HDFC 78.



## 5. DATA ANALYSIS:

The analysis and interpretation of the collected data using various statistical tools, including mean scores and standard deviation have been employed to analyze different aspects of job satisfaction based on responses from the questionnaire.

### 5.1 Job Security

The following table shows the descriptive statistics of the job security

**Table-01: Descriptive Statistics**

S. No.	Statement	N	Mean	Std. Dev
1.	There is job security in the Bank (JS1)	420	4.31	.652
2.	A stable work environment with consistent employment opportunities enhances job satisfaction by reducing employee uncertainty and anxiety. (JS2)	420	4.44	.669
3.	Offering opportunities for career growth, advancement, and skill development increases job satisfaction by providing a sense of security and future prospects within the organization. (JS3)	420	4.33	.595
4.	Implementing a fair and transparent promotion process based on performance and merit boost's job satisfaction by rewarding employees' efforts and contributions. (JS4)	420	4.37	.687
5.	Providing competitive salaries, bonuses, and comprehensive benefits packages enhances job satisfaction by ensuring financial security and stability for employees. (JS5)	420	4.45	.622
6.	Offering support programs for employees facing job loss, restructuring, or economic downturns increases job satisfaction by demonstrating care and concern for employees' well-being. (JS6)	420	4.39	.667
7.	Maintaining transparent communication channels about the organization's financial health, performance, and plans enhances job satisfaction by fostering trust and reducing uncertainty about job security. (JS7)	420	4.38	.628
8.	Providing opportunities for training, upskilling, and reskilling increases job satisfaction by enhancing employees' employability and adaptability in changing job market conditions. (JS8)	420	4.47	.588
9.	Engaging in strategic workforce planning and job redesign efforts enhances job satisfaction by aligning employees' skills and roles with the organization's evolving needs, reducing the risk of job insecurity. (JS9)	420	4.35	.597
10.	Implementing programs to support employee well-being, mental health, and work-life balance increases job satisfaction by creating a supportive and caring work environment during times of uncertainty. (JS10)	420	3.87	1.129
11.	Establishing clear job security policies, procedures, and guidelines enhances job satisfaction by providing employees with a sense of security and stability in their organizational roles. (JS11)	420	4.34	.702

**Source:** Primary data

The above table presents the descriptive statistics for statements related to job security and its influence on job satisfaction among bank employees. The mean score is 4.31, indicating that respondents generally agree that there is job security in the bank. The standard deviation of 0.652 suggests moderate variability in responses, reflecting general consensus but with some differences in perception. With a mean score of 4.44, there is strong agreement that a stable work environment with consistent employment opportunities enhances job satisfaction by reducing employee uncertainty and anxiety. The standard deviation of 0.669 indicates moderate variability, showing consistency in respondents' views.

The mean score of 4.33 reflects agreement that offering career growth, advancement, and skill development opportunities increases job satisfaction by providing a sense of security. The standard deviation of 0.595 suggests relatively low variability, indicating consistent views on the importance of career growth. Respondents strongly agree with the importance of a fair and transparent promotion process, with a mean score of 4.37. The standard deviation of



0.687 shows moderate variability in responses, suggesting that while most employees agree, there are slight differences in perceptions.

The mean score of 4.45 shows strong agreement that competitive salaries, bonuses, and benefits enhance job satisfaction by ensuring financial security and stability. The relatively low standard deviation of 0.622 indicates that responses are consistent across employees. With a mean score of 4.39, respondents agree that support programs for employees facing job loss or restructuring increase job satisfaction by demonstrating care for employees' well-being. The standard deviation of 0.667 suggests some variability, but the general consensus is positive.

The mean score of 4.38 indicates that respondents agree transparent communication about the organization's financial health, performance, and plans enhances job satisfaction. The standard deviation of 0.628 suggests low variability, showing consistency in responses. The mean score of 4.47 reflects strong agreement that providing opportunities for training, upskilling, and reskilling enhances job satisfaction by increasing employability and adaptability. The standard deviation of 0.588 shows low variability, indicating high consensus.

Respondents agree that engaging in strategic workforce planning and job redesign enhances job satisfaction, with a mean score of 4.35. The standard deviation of 0.597 suggests consistent responses with some slight differences in views. The mean score is 3.87, indicating moderate agreement that implementing programs to support employee well-being, mental health, and work-life balance increases job satisfaction. However, the higher standard deviation of 1.129 suggests considerable variability in responses, indicating differing opinions on the importance of these programs. With a mean score of 4.34, respondents agree that clear job security policies enhance job satisfaction by providing a sense of security and stability. The standard deviation of 0.702 indicates moderate variability in how employees perceive these policies.

## 5.2 Rewards and Recognition

The following table shows the descriptive statistics of the Rewards and Recognition

**Table-02: Descriptive Statistics**

S. No.	Statement	N	Mean	Std. Dev
1.	Providing competitive salaries and benefits packages that align with industry standards contributes to job satisfaction. (RR1)	420	3.89	.466
2.	Implementing performance-based incentives, such as bonuses, commissions, or profit-sharing programs, motivate employees to achieve their goals and enhance job satisfaction. (RR2)	420	4.36	.643
3.	Setting up official programs, awards, or ceremonies to recognize employees' accomplishments, milestones, and great work boosts morale and job satisfaction. (RR3)	420	4.38	.596
4.	Implementing peer-to-peer recognition and appreciation programs, where employees can nominate and acknowledge their colleagues' efforts, promotes a healthy work culture and enhances job satisfaction. (RR4)	420	4.44	.693
5.	Providing options for progression, career development routes, and internal promotions based on merit and performance inspires employees and improves job satisfaction. (RR5)	420	4.36	.646
6.	Providing non-monetary rewards such as gift cards, extra time off, special assignments, or public acknowledgment shows employee appreciation and enhances job satisfaction. (RR6)	420	4.45	.711
7.	Tailoring recognition efforts to individual preferences, strengths, and accomplishments makes employees feel valued and appreciated, increasing job satisfaction. (RR7)	420	4.29	.732
8.	Providing timely and specific feedback on achievements, milestones, and areas of improvement reinforces positive behaviors and outcomes, contributing to job satisfaction. (RR8)	420	4.57	.576





9.	Recognizing and rewarding team achievements, collaboration, and shared goals foster a sense of camaraderie, teamwork, and job satisfaction among employees. (RR9)	420	4.27	.530
10	Ensuring that rewards and recognition efforts are ongoing, consistent, and inclusive creates a culture of appreciation and positivity, boosting employee morale and job satisfaction in the long run. (RR10)	420	4.47	.603

**Source:** Primary data

The above table presents the descriptive statistics for statements related to rewards and recognition and their influence on job satisfaction among bank employees. The mean score is 3.89, indicating agreement that providing competitive salaries and benefits packages contributes to job satisfaction. The standard deviation of 0.466 shows relatively low variability, meaning that most respondents have consistent views on this issue. The mean score is 4.36, showing strong agreement that performance-based incentive, such as bonuses, commissions, or profit-sharing programs, motivate employees and enhance job satisfaction. The standard deviation of 0.643 suggests moderate variability in responses, indicating general consensus but with some differences in perceptions.

With a mean score of 4.38, respondents strongly agree that official programs to recognize employee accomplishments boost morale and job satisfaction. The standard deviation of 0.596 reflects low variability, suggesting a consistent view across employees. The mean score of 4.44 indicates strong agreement that peer-to-peer recognition programs promote a healthy work culture and enhance job satisfaction. The standard deviation of 0.693 suggests some variability in responses, but the overall consensus is positive.

With a mean score of 4.36, respondents agree that providing career development opportunities and internal promotions based on merit inspires employees and improves job satisfaction. The standard deviation of 0.646 shows moderate variability, indicating consistent agreement among employees. The mean score of 4.45 indicates strong agreement that non-monetary rewards, such as extra time off or public acknowledgment, enhance job satisfaction. The standard deviation of 0.711 suggests some variability in responses, showing differing views on the importance of non-monetary rewards.

The mean score is 4.29, showing agreement that tailoring recognition effort to individual preferences and strengths increases job satisfaction. The standard deviation of 0.732 indicates moderate variability in how respondents perceive the importance of personalized recognition. With a high mean score of 4.57, respondents strongly agree that timely and specific feedback on achievements and areas for improvement reinforces positive behaviors and enhances job satisfaction. The standard deviation of 0.576 suggests low variability, indicating consistent views on the significance of feedback.

The mean score is 4.27; reflecting agreement that recognizing team achievements fosters camaraderie and job satisfaction. The standard deviation 0.530 shows relatively low variability indicating a consistent view on the importance of team recognition. With a mean score of 4.47, respondents strongly agree that ongoing, consistent, and inclusive recognition efforts create a culture of appreciation, boosting morale and job satisfaction. The standard deviation of 0.603 indicates low variability, suggesting consistent agreement across employees.

## **6. FINDINGS OF THE STUDY:**

- **Job Security:** Bank employees reported strong agreement with statements related to job security, with mean scores ranging from 3.87 to 4.47. The highest-rated factors were opportunities for training/upskilling (M=4.47) and financial benefits (M=4.45), indicating these as top contributors to job satisfaction. However, mental health and well-being programs showed the lowest mean (M=3.87) and highest variability (SD=1.129), reflecting inconsistent implementation or awareness.
- **Rewards and Recognition:** Employees highly valued performance-based incentives (M=4.36), peer-to-peer recognition (M=4.44), non-monetary rewards (M=4.45), and timely feedback (M=4.57), highlighting these as key motivators. Competitive salaries, while important, had a relatively lower mean (M=3.89), suggesting room for improvement in aligning compensation with industry standards.



## 7. SUGGESTIONS

- **Enhance Mental Health Support:** Develop robust mental health and well-being programs to address the variability in perception. Initiatives like stress management workshops, confidential counseling, and work-life balance policies can improve satisfaction.
- **Strengthen Communication:** Maintain transparency regarding organizational performance and future plans to reinforce job security and trust among employees.
- **Invest in Continuous Learning:** Expand training, up skilling, and career development programs, which received the highest employee approval, to prepare staff for dynamic banking roles.
- **Tailor Recognition Programs:** Customize rewards to reflect employee preferences and achievements. Combining monetary, non-monetary, and public recognition can foster a positive work culture.
- **Sustain Inclusive Reward Systems:** Ensure rewards and recognition programs are continuous and inclusive, involving both individual and team accomplishments to strengthen morale and collaboration.

## 8. CONCLUSION:

The comparative analysis of job satisfaction among employees in selected public and private sector banks in Raichur District reveals distinct priorities and perceptions shaped by the structural and cultural differences in these institutions. Public sector bank employees demonstrate a strong inclination toward job security, valuing aspects such as career stability, pension benefits, and transparent promotion policies. This suggests that long-term assurance and predictability remain essential components of satisfaction in public banking environments. Conversely, private sector bank employees report higher satisfaction with recognition and reward systems, emphasizing the importance of performance-based incentives, timely appreciation, and opportunities for growth. This reflects the dynamic and competitive nature of private banking, where motivation is closely tied to tangible and intangible acknowledgment of individual contributions.

The study underscores that no single factor universally determines job satisfaction; rather, it is a combination of intrinsic and extrinsic motivators tailored to the specific institutional context. For banks to retain and motivate employees effectively, a balanced approach is required—one that integrates job security with meaningful recognition and continuous development.

Therefore, both public and private sector banks must reassess and adapt their human resource practices to align with evolving employee expectations. By fostering a supportive and rewarding work environment, banks can enhance employee satisfaction, which in turn contributes to better performance, lower turnover, and stronger organizational success.

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