

## **Association between job satisfaction levels and psychological factors**

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### **Abstract**

*It is essential that employees at a workplace have adequate job satisfaction levels. However, this remains a highly neglected facet in Pakistan. This study aims to explore the psycho-social wellbeing and job satisfaction of banking sector employees in Hyderabad. It was hypothesized that quantitative demands bring down satisfaction while opportunities for growth, freedom, and social support impact it positively. Data was randomly gathered from the employees of National Bank of Pakistan, United Bank Limited, Habib Bank Limited, Muslim Commercial Bank and Allied Bank Limited, through the Copenhagen psychosocial questionnaire. The results were concurrent with the hypothesis and exhibited that satisfaction levels can be boosted through measures like extra remuneration and less overtime.*

**Keywords:** Job satisfaction, psychological wellbeing, banking sector employees

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### **I. BACKGROUND**

Two elements that fundamentally construct an organization and help its management thrive are 'capital and 'human resource'. Researchers and even non-researchers who have information about how businesses run attest to the fact that employees are the primary resources for production and thus, the comfort and happiness of employees at work place should be a top priority. Only happy workers have the ability to make the organization happy.

### **II. INTRODUCTION**

Even though, there has been done significant research in the area of work place psychology in order to analyze employees' satisfaction, it is still a majorly neglected field in our country.

Banking sector employees are trusted with many tasks that not only construct the present and future of the organization but also its relationship with the customers. Employees are expected to keep records and maintain logs, perform accounting functions, make applications and run systems, deal with complaints and provide help to customers and much more. It's important to keep the well-being of employees in consideration at all times because employees' satisfaction with the work is crucial. They can only perform well and keep the customers happy if they feel good themselves.

This study has made investigations on numerous psycho-social factors that directly determine employees' job satisfaction levels at work places. Work cultures in Hyderabad's branches of 5 well known national banks i.e. National Bank of Pakistan, United Bank Limited, Habib Bank Limited, Muslim Commercial Bank and Allied Bank Limited were studied to analyze workers' feelings about sense of freedom at work, quantitative demands, feedback, social support and sense of community, opportunities for growth and progress, purpose of work and how all of this affects their behavior/feelings towards their job.

The impacts of psycho-social factors on banking sector's employees' work satisfaction in Hyderabad have not yet been studied; hence this paper relies heavily on primary data collection. This information was gathered through surveys that were distributed among employees of mentioned respected banks in order to understand their satisfaction levels with the work. Based on the gathered results, this paper also goes on to recommend initiatives that can be taken to improve employees' relationship with the banking sector.

### **III. Literature Review**

Mitchell and Lason (1987) believe that job satisfaction has become a buzz term in today's world. Hoppock, who is the pioneer of the term 'job satisfaction' states that job satisfaction, is determined by an amalgamation of multiple factors, including an individual's psychological, physiological and surroundings circumstances (Hoppock, 1935). Sometimes, outside factors can also contribute to how a person feels about their job but often, an individual's feelings about their work are a demonstration of what they feel from inside.

What an individual aims for and what they are able to achieve through their own hard work are factors predominantly based on how good they feel mentally and physically, which end up dominating their satisfaction with their jobs as well. Undoubtedly, since how person is treated at work also majorly contributes to their levels of happiness and sadness, this entire ordeal becomes a paradox. If people are appreciated and valued at work, they feel happy and satisfied with their achievements. Outside factors directly impact how people feel from inside which then end up determining how they contribute to the work and how they feel about it eventually.

Kaliski (2007) states that elements which improve job satisfaction at work are recognition, feelings of achievement, earnings and promotions. However, job satisfaction may look different to different people. The levels of satisfaction on a spectrum could range from extreme dissatisfaction to extreme satisfaction but overall, job satisfaction is how good employees feel at the workplace with regards to their work and these feelings are a large determinant of the hard work employees are ready to put towards an organization's success (George et al., 2008)

This is where human resource management comes into play. This department specifically takes care of the people who work for the organization, which is now getting a lot of attention because employers have come to the realization that skilled, efficient and happy employees are the actual sources of increased production (Ali and Anwar, 2021)

### **3.1 Necessity of job satisfaction in the banking sector**

Banks play an important role in facilitation of businesses and are thus known as the most crucial institutions in economic development of countries. The banking sector helps governments, common people, business owners and various other clients (Schumpeter, 1934). Banks keep money safe and also help people get different kinds of loans, which lead to quality and stable life style for many. Individual stability shapes the economic standing of a country. There forth, banks can be termed as 'strategic partners' in maintaining a country's wellbeing (Herald, 2016).

Banks help people make useful investments. They introduce people to various sources of investments and provide methods for money management. Banks do not only provide these services to ordinary people but also to business owners by helping them create and sustain successful businesses (Al-Safadi, 2016; Alzoubi et al., 2020). Banks also provide loans to the state in order to help it launch mega projects.

Banks train customers by helping them invest in projects and schemes that can reap benefits. Consumer banking has become a dear friend to us in today's world. From getting salary to paying utility bills, leasing cars or purchasing property, taking loans to fulfill personal needs and much more- banks have become an unparalleled source of support for us.

Because, banks are involved in providing a range of services, it makes the banking sector a very attractive work place for people. With the growing technological appeal, many new jobs and fields have opened within the banking sector. There is much that the employees can learn and do while working at a bank. The opportunities in this institution are vast, which makes this sector very competitive as well. This sector requires a lot of innovation which motivates people to create and aim for a sense of achievement. By bringing newest ideas and making innovations in this sector in order to get recognition in return, people often feel a high sense of satisfaction.

To get higher profits and good results for the company, worker satisfaction is important. An organization's success, economic growth, stability and social standing depend predominantly on one important factor-the human resource (Aarti et al., 2013). Happy humans and satisfied employees contribute majorly to the growth of organizations not just in the banking sector but at all work places. Motivated and satisfied individuals bring about substantial profits to the organization. There forth, knowing the depth of the employee satisfaction is the first step in the process of keeping the employees happy and the business thriving.

Effectively managing the human resource and ensuring employee satisfaction in a sector will directly contribute to the organization growth which eventually ends up determining the economic boost of a country. If employees are satisfied, they will be motivated to dedicate their time and effort to the organization and bring about profits (Suman and Ajay, 2013). Work places nowadays are constantly going through rapid changes due to globalization and enhanced interest towards innovation, which altogether is proving to be very beneficial for people (Arunima & Pooja, 2009). Our work is not just about the monetary benefits we get. It also determines our social standing and overall wellbeing (Sharma & Jyoti, 2009). Factors that often lead to dissatisfaction include long working hours, unlikeable work environment, unbearable work pressure and fewer chances of promotion (Hossain, Md.S, 2014). All of these elements come together to form 'the work culture'. Employees are more likely to show loyalty and dedication to their work if they feel satisfied with the work culture (Rahman et al, 2012).

### 3.2 Job satisfaction and psychological factors

The word ‘psychological’ entered academia way back in 1890s. The interwar period called for the creation and exploration of the domain of psychology. In order to create extensive models for psychological inquiries, psychologists, social workers and psychiatrists all joined hands. These methods made significant changes in the way society’s relations with human nature were looked at. The interwar authors believed that individual personalities are shaped through collective societal/organizational efforts. Successful and productive organizations are formed on the basis of healthy social relations (Sage Journal, 2012). Hegel and Plato both dreamed of a society that was based on close relationships of self and the society (Harris, 2007).

In the highly competitive markets of today, where work cultures and expectations are rapidly changing, and labor and technological demands are increasing, it is important to have a necessary set of skills, knowledge, motivation to work hard and feelings of satisfaction in order to survive in the market. Organizations today need to evolve and adapt mechanisms and techniques that make the work places healthy and congenial for workers. Sense of accountability and ownership often motivates employees to give their best and boost their morale. Banks also experience problems and hindrances like all other organization in terms of policies, working conditions, resistance to change by people etc. Sometimes, it is easy to spot frustration and agitation in employees and that is when it becomes important for the employers to understand and solve the root cause of their problems in order to achieve employee satisfaction (Monga et. al 2015).

Thus, when the term psychology is taken into account, one can say that it is related to psychological developments with relation to the social factors and environment. An individual’s psychology is formed and shaped by how they feel about their surroundings.

## IV. METHODOLOGY

### 4.1 Research question

What is the relation between psychosocial factors and job satisfaction of banking sector employees in Hyderabad, Sindh?

### 4.2 Research Objective

To identify the relation between psychosocial factors and job satisfaction.

### 4.2 Hypothesis

- H1: Quantitative demands negatively affect job satisfaction.
- H2: Opportunities for growth and development positively affect job satisfaction.
- H3: Degree of freedom reflects positively on job satisfaction.
- H4: Constructive criticism and feedback have positive effects on job satisfaction.
- H5: Social support positively affects job satisfaction.

### 4.3 Research Methodology and Analysis

Quantitative data was the primary data used for this study. Samples were gathered randomly from employees working at five big banks of Hyderabad in order to remove all sorts of bias. Data was collected using Copenhagen psychosocial questionnaire, which is a close ended questionnaire. The collected data was analyzed by SPSS social science packaged version 2.0

Table 1

Correlations<sup>c</sup>

		qd	possibilitiesfordevelopment	degreeoffreedom	feedbackwork	socialsupport	meaningofwork	senseofcommunity	jobsatisfaction	
Spearman's rho	qd	Correlation Coefficient	1.000	-.937**	-.703**	-.247*	-.914**	-.203	-.266**	-.813**
		Sig. (2-tailed)	.	.000	.000	.002	.000	.013	.001	.000
	possibilitiesfordevelopment	Correlation Coefficient	-.937**	1.000	.704**	.313	.859**	.184	.251**	.768**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.024	.002	.000
	degreeoffreedom	Correlation Coefficient	-.703**	.704**	1.000	.721**	.505**	-.316**	-.190	.586**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.020	.000
	feedbackwork	Correlation Coefficient	-.247*	.313	.721**	1.000	.005	-.601**	-.490**	.111
		Sig. (2-tailed)	.002	.000	.000	.	.949	.000	.000	.176
	socialsupport	Correlation Coefficient	-.914**	.859**	.505**	.005	1.000	.413**	.438**	.810**
		Sig. (2-tailed)	.000	.000	.000	.949	.	.000	.000	.000
	meaningofwork	Correlation Coefficient	-.203	.184	-.316**	-.601**	.413*	1.000	.822**	.267*
		Sig. (2-tailed)	.013	.024	.000	.000	.000	.	.000	.001
	senseofcommunity	Correlation Coefficient	-.266**	.251**	-.190	-.490**	.438*	.822**	1.000	.412**
		Sig. (2-tailed)	.001	.002	.020	.000	.000	.000	.	.000
	jobsatisfaction	Correlation Coefficient	-.813**	.768**	.586**	.111	.810**	.267*	.412**	1.000
		Sig. (2-tailed)	.000	.000	.000	.176	.000	.001	.000	.

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

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

c. Listwise N = 150

Figure 1

Psychosocial Factor	Hypotheses	Correlation value	Accept/Reject
Quantitative demands	H1: Quantitative demands have negative relation with job	-.813	Accepted
Social support	H2 Social support has positive relation with job satisfaction	.810	Accepted
Possibilities for development	H3: Possibilities for development have positive relation with job satisfaction	.768	Accepted
Degree of freedom at work	H4: Degree of freedom has positive relation with job satisfaction	.586	Accepted
Feedback at work	H5: Feedback at work has positive relation with job satisfaction	.111	Accepted

## V. RESULTS

- This study shows that there is negative relation between job satisfaction and quantitative demands ( $r = -.813$ ). Job satisfaction decreases when pressure of work is increased. Hypothesis 1 is accepted
- Possibilities for development is positively related with job satisfaction ( $r = .768$ ). When opportunities of development for employees increase, job satisfaction also increases. Hypothesis 2 is accepted.
- Degree of freedom is positively related with job satisfaction ( $r = .586$ ). Job satisfaction is directly proportional to degree of freedom. Hypothesis 3 is accepted.
- Feedback at work is positively related with job satisfaction ( $r = .111$ ). Job satisfaction is increases when feedback is given to employees. Hypothesis 4 is accepted.
- Social support is positively related with job satisfaction ( $r = .810$ ). Employees are more satisfied when they receive help and support. Hypothesis 5 is accepted.

## VI. DISCUSSION

Psychosocial factors significantly impact employees' relationship with their organization (Kristen et al. 2005). Job satisfaction is achieved though employees' attitude and feelings of happiness towards their job (Oyewole, 2013). This research, hence aims to understand the effects of psychosocial factors on job satisfaction in Pakistan's banking sectors, as proposed by Kristen (2005).

This research will play a significant role in determining a road map for organizations to keep their employees satisfied with their jobs and organization because the purpose of making job cultures and work environment is not to 'extract labor'. It is important to build organizations that have sustainable foundations and flexible and reflexive policies that encourage hard work of employees and applaud their achievements so they can remain motivated to continue doing their best.

### 6.1 Research Gap

Most of the existing literature relates psychosocial factors with job performance and work environment but very few studies have related it with job satisfaction. The numbers of studies on psychosocial factors impacting job satisfaction in banking industry of Pakistan are close to none. Hence, this study has aimed to study the psychosocial factors' impact on employees of 5 big banks in Hyderabad.

## **6.2 Recommendations**

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### **Quantitative demands:**

In order to meet quantitative demands, organizations can offer extra salary to the employees to compensate for working overtime and putting in extra hours. It will create a sense of 'value for work' amongst employees.

Another way to reduce tension and tediousness is to outsource extra work or to hire interns to help out the employees. Since, most of the employees in this study are from retail banking department, suggestion for their betterment is to reduce their public dealing hours.

### **Development possibilities:**

Although, it is a responsibility of the human resource department to carve a pathway for the development of each employee, the organization cannot help if the employees themselves are not motivated to grow and aim for higher positions. This happens when employees are overworked. They are so occupied with their everyday tasks that it leaves them with no time to focus on their long term career growth. There are many ways with which organization can help their employees escape their short term goals and think for their future. This can be achieved by giving trainings to employees, organizing seminars, giving paid leaves and by providing financial assistance to employees who wish to study further or acquire a different skill set etc.

### **Degree of freedom at work:**

While there are sets of specific rules that organizations have which are important to be followed by employees, but in certain situations, employees should be allowed to exercise their own will in terms of how they wish to work. If they wish to work from home, take weekly, annual or religious breaks, they should be allowed to do so because employees working under stress produce negative results only.

### **Feedback at work:**

Feedbacks should be given on regular basis and should not be restricted to monthly evaluations, seminars, trainings and other such special occasions. Feedback allows organizations to communicate their expectations and in return, get improved results from employees. The art of providing feedback is also very tricky. It is important for the employer to be mindful of providing constructive criticism only which is a mix of positive and negative feedback so the morale of employee remains boosted and they also receive a sense of direction. The objective of the feedback is to make the employees learn necessary work ethics and tactics so they can remain motivated and guided to reach their work goals. If feedback is not given properly and there is a tone of condensation in it, then it might demotivate the employees and cause higher levels of dissatisfaction.

### **Social support:**

A healthy work environment entails a place where everyone is allowed to share their ideas, knowledge and proficiencies. It is important to incorporate everyone's suggestions while making certain decisions so all employees feel valued, needed and appreciated. An encouraging social setting where everyone is open to learning from the other and is willing to help each other out is ideal. Such situations are win-win for everyone and allow employees to feel a sense of contentment.

## **VII. CONCLUSION**

Work place environments and job responsibilities play a major role in shaping employees' personal and professional lives. This study has specifically highlighted that workers in banks of Hyderabad also feel that there are numerous ways in which the organizations can take care of their workers' wellbeing which will essentially allow the workers to perform to the best of their capabilities and also be satisfied with their jobs. If policies are made based on the reflections done in this paper and proposed recommendations, organizations can build a healthy and thriving work environment for their employees. This is not only essential for the success of the organizations but for the economic development of the country as well.

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