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# Employee Perceptions of Job Satisfaction: A Comparative Study on Public and Private Banks in Dire Dawa City Administration, Ethiopia

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### ABSTRACT

This study investigates the comparative perception of employees toward their job satisfaction in the selected public and private banks in Dire Dawa City Administration of Ethiopia. The respondent employees have been randomly selected from both banks based on proportion to population size. Primary cross-sectional data was collected from 120 sample respondents through structured questionnaire. Inferential statistics analysis showed that employees of private banks are more satisfied in provision of payment and benefit packages as well as social acceptance and working environment aspect than that of public bank employees. However, regarding to job security, the result indicated that public bank satisfies its employee more than their counterpart. Concerning personal growth and development, employees of private banks reported that they perceive more satisfied than employees in the public banks. Thus, concerned bodies may emphasis on the aforementioned variables to enhance employees' perception towards job satisfaction in order to receive the efficient services of their employee and to improve overall performance of both banking sectors.

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### 1. Introduction

Job satisfaction is how content or satisfied employees are with their jobs. Aarti chahal, Seema chahal, et al, (2013) defined Job satisfaction as extent of positive feelings or attitudes that individuals have towards their jobs. Other literature defined Job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach job satisfaction is something internal that has to do with the way how the employee feels. That means job satisfaction presents a set of factors that cause a feeling of satisfaction. Accordingly, job satisfaction is an important indicator of how employees feel about their job and a predictor of work behaviour such as organizational citizenship, the issue of job characteristics and employee satisfaction has been looked at from a number of perspectives (Shahidul and Mainul, 2014). However, job satisfaction is being affected by many external factors.

Today in the ever changing environment, job satisfaction is gaining importance and employee satisfaction on the other hand has become challenge for most of the organizations (Kanika G , Tanya N and Smilee L, 2016). New challenges and new opportunities are being constantly created for people. Globalization, growing economies, and improved technology are constantly changing. With these changes, employee's perceptions toward their jobs are also changing. In this grow-or-die market place, the success of any organization relies on its employees. Satisfied and committed employees are the most significant assets and factor of success of any organization, including banks (Arunima and Pooja, 2009).

In the same way, the quality of banking service to its customers and community greatly depends upon the total

efforts of the employees (Mosharraf, 2000). Job satisfaction of bank employees results from the specific likings and dislikings experienced in their jobs. Moreover, Shrivastava and Pooja (2009) stated that as banking institutions are the backbone of a nation's economy, the efficient management of human resources and the maintenance of higher job satisfaction levels affect the growth and performance of an entire economy. The efficient manpower can best be utilized if they are satisfied with their jobs. This shows that the ways through which authorities treat their employees and fulfils their needs and expectations have a profound impact on the attitudes of the employees towards their jobs which in turn have an effect on the ability to accomplish their work efficiently.

So, for the success of banking, it is very important to manage human resource effectively and assure its employees whether are satisfied or not. Many studies have also demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in Ethiopia, particularly banking sector in Dire Dawa City Administration, a comparative perception of employee's job satisfaction between public and private banks has not still received the proper attention from neither scholars nor managers of various business organizations. In Ethiopia, various studies have been conducted on the job satisfaction in different sectors but a very few studies have been done on the perception of employees towards job satisfaction of private and public banks in Ethiopia. Moreover, in Ethiopia, the scholarly articles which focus on the comparative analysis of perception of employees' job satisfaction among private and public banks is nil.

Therefore, this study focuses on analysing the comparative perception of job satisfaction among the employees of private and the public banks.

Specifically, the study investigates the extent of differences in the level of job satisfaction between the employees of the public sector and private sector banks.

## 2. Materials and Methods

### 2.1 Description of the study area

The study was conducted on public and private banks sector in Dire Dawa city administration, Ethiopia. Dire Dawa city administration is one of the two city administrations in Ethiopia and it is found in eastern part of Ethiopia. Currently, in this city administration there are about 9 private and one public banks with its number of branches.

### 2.2 Study design

For this study, descriptive statistics (like percentages) and inferential statistics (like t-test and chi-squared test) was adopted to analyse the comparative perception of employees both in private and public bank. Thus, inferential statistics was used to make inferences from our data to more general conditions; and descriptive statistics used simply to describe what's going on in our data.

### 2.3 Sampling size

For this study, 7 sub branches of Ethiopian Commercial Bank of Ethiopia (CBE) which is public bank and 4 different private banks namely; Awash International Bank, Oromia International Bank, Wogagen Bank and Dashin Bank have been purposely selected. A total of 120 respondents were selected; 61 from public sector banks and 59 from private banks were randomly based on proportion to the size of population.

### 2.4 Sources of information and data collection

Primary cross-sectional data collected from employees of both private banks and public banks was used as source of information. Structured questionnaire has been employed to collect the data from randomly selected respondents.

## 3. Results and discussion

### 3.1 Results

Various statistical tools namely percentage and chi-squared test have been applied for the analysis of various

aspects of perception of job satisfaction, which are directly extracted from the questionnaire. The extent of job satisfaction of employees of private and public banks has been measured with the variables such as, Perception of staff towards pay, job security, social acceptance (integration between employees), supervision and support, and personal growth and development. The results of the study have been presented and analysed as follows;

As it can be seen from the above Table, the majority of the respondents said that they do not have payment and fringe benefit problems from their bank, only 16.67% of them reported that their perception to payment and fringe benefit received from their respective bank is bad. The comparison between public and private bank showed that 31.67% private and 26.67% public have good perception to the payment and fringe benefits they received from respective banks whereas about 3.33 % private and 13.33% public employees have bad perception to the payment and fringe benefit they received from the bank. The chi-square test revealed that there is statistically significant proportion difference between the two groups in terms payment and fringe benefits received by employees at 10% probability level. This indicates that private bank satisfies its employee more than public bank in provision of payment and fringe benefits.

The result in the above table also showed that 51.67% of the sample employees have got good perception to the degree of fair payment made to their contribution. When we compare private bank with public bank, about 26.67% of private and 25% of public employees have good perception to the degree of fair payment. While about 9.167% of private employee and about 16.67% of public employees have bad perception to the degree of fair payment.

The chi-square test indicated that there is statistically significant proportion difference between two banks in terms of employee perception to the degree of fair payment made to them at 10% probability levels. This shows that private bank pay fair payment for their employee than public bank.

Regarding job security, as indicated in the above Table 2, the majority of the sample respondents perceive they have good security in their job irrespective bank type of bank.

**Table 1. Perception of staff towards pay.**

		Public bank employees (N=59)		Private bank employees (N=61)		Total (N=120)		$\chi^2$ - value
Variables	Satisfaction level	Number	%	Number	%	Number	%	
The payment and fringe benefits to employees	Good	32	26.67	38	31.67	70	58.33	9.817***
	Neutral	11	9.167	19	15.83	30	25	
	Bad	16	13.33	4	3.33	20	16.67	
	Total	59	49.167	61	50.83	120	100	
The degree of fair payment	Good	30	25	32	26.67	62	51.67	5.646***
	Neutral	9	7.5	18	15	27	22.5	
	Bad	20	16.67	11	9.167	31	25.83	
	Total	59	49.33	62	50.83	120	100	

Note \*\*\* significance level at <10%

**Table 2. Perception of staff towards job security.**

		Public bank employees (N=59)		Private bank employees (N=61)		Total (N=120)		$\chi^2$ - value
Variables	Satisfaction level	Number	%	Number	%	Number	%	
Job security	Good	42	35	42	32	84	67	5.423**
	Neutral	15	12.5	10	8.33	25	20.83	
	Bad	2	16.67	9	7.5	11	9.67	
	Total	59	49.167	61	50.83	120	100	
Employee's Future job security	Good	36	30	32	26.67	68	56.67	8.162**
	Neutral	8	6.67	21	17.5	29	24.167	
	Bad	15	12.5	8	6.67	23	19.167	
	Total	59	49.167	61	50.83	120	100	

Note \*\* significance level at <5%

**Table 3. Perception of staff towards social acceptance (integration).**

		Public bank employees (N=59)		Private bank employees (N=61)		Total (N=120)		$\chi^2$ - value
Variables	Satisfaction level	Number	%	Number	%	Number	%	
Colleague within the organization	Good	44	36.67	45	37.5	89	74.167	5.566***
	Neutral	14	11.67	9	7.5	23	19.167	
	Bad	1	16.67	7	7.5	8	9.67	
	Total	59	49.167	61	50.83	120	100	
The chance to get to know other people	Good	45	37.5	55	45.83	87	72.5	8.162**
	Neutral	12	10	3	2.5	23	24.167	
	Bad	2	12.5	3	6.67	8	19.167	
	Total	59	49.167	61	50.83	120	100	
The chance to help other people	Good	38	31.67	50	41.67	88	73.33	5.405**
	Neutral	9	7.5	3	2.5	12	10	
	Bad	12	10	8	6.67	20	16.67	
	Total	59	49.167	61	50.83	120	100	

Note \*\*\* significance level at <10%, Note \*\* significance level at <5%

Whereas only 9.67% of them said that they perceive bad (unsecured) job security. Comparing the private and public banks, 35% of the public bank employees reported that they have good job security whereas 32% of private bank employees have good perception regarding their job security. On the other hand, only 16.67% of public bank employees have bad perception towards their job security and 9.67% of private bank have bad perception about the amount of job security. The chi-square test revealed that there is statistically significant proportion difference between the two groups in the perception of job security of the employees at 5% significance level. This indicates employees in the public bank assume that they have relatively more job security than private bank in terms of job security.

As it can be seen from the **above Table**, 56.67% of sample employees have no future fear about their job security in their organization. However, 19.167% of them have less confidence in future job security in their organization. Comparatively, about 30% of public and 26.67% of private employees have good view to the future job security in their respective organization whereas about 12.5% of public employee and 6.67% of private employees have bad perception to how secure things look for them in the future in their organization. The chi-square test revealed that there is statistically significant mean difference between the two groups in terms of future job security at 5% significance level. This shows that public bank satisfies its employee more than private bank in terms of future job security.

Concerning integration between employees the Table 3 indicates that 73.33% of sample employees highly satisfied with people with they are working within their organization.

The comparison between private and public banks indicates that 37.5% private bank and 36.67% public bank employees have satisfied with people they talk to and work with. About 5.83% private and 0.8% public employees have badly unsatisfied with the people they talk to and work with in their job. The chi-square tests revealed that there is statistically significant mean difference between the two groups in terms of the employees talk to and work with in their job at 5% probability level. This indicates that private bank satisfies its employee more than private bank in terms of working environment.

Table 3 also shows that the majority of sample respondents perceive that they have more chance to know other people while on the job in their respective organization. In comparing private and public banks, 45.83% of private bank employees and 37.5% public bank employees reported that they perceive they have good chance to know other people while on the job whereas about 2.5% private bank employees and 1.67% public bank employees they have bad satisfaction to the chance to get to know other people while on the job. The chi-square test indicated that there is statistically significant mean difference between the two groups in terms of the chance of the employees to get to know other people while on the job at 5% probability level.

This indicates that private bank satisfies its employee more than private bank in facilitating the chance of knowing other people while on the job for its employees.

Moreover, result in the **table 3** indicates that 73.33% of the sample respondents perceive they have a chance to help other people while at the work.

**Table 4. Perception of staff towards supervision.**

		Public bank employees (N=59)		Private bank employees (N=61)		Total (N=120)		$\chi^2$ - value
Variables	Satisfaction level	Number	%	Number	%	Number	%	
The degree of respect and fair treatment from boss/supervisor	Good	35	29.167	48	40	83	69.167	5.278**
	Neutral	15	12.5	8	6.67	23	19.167	
	Bad	9	7.5	5	4.167	14	11.67	
	Total	59	49.167	61	50.83	120	100	
Level of support and guidance from supervisor.	Good	0	0	34	28.33	34	28.33	59.264**
	Neutral	6	5	14	11.67	20	16.67	
	Bad	53	44.167	13	10.83	66	55	
	total	0	0	34	28.33	34	28.33	
The overall quality of the supervision	Good	35	29.167	44	36.67	79	65.83	6.422**
	Neutral	15	12.5	5	4.167	20	16.67	
	Bad	9	7.5	12	10	21	17.5	
	Total	59	49.167	61	50.83	120	100	

Note \*\* significance level at <5%

Only 16.67% of the sampled employees said they perceive they do not have the chance to help other while at work. When we compare private bank and public bank, about 50% of private employees and 38% of public employees viewed that they have good chance of helping others being on the work. The result also showed about 12% public bank employees and 8% private employees have few chance of helping others while at work. The chi-square test indicates that there is statistically significant mean difference between the two groups in terms of the chance of employees to get to know other people while on the job at 5% significance level. This shows that private bank gives more chance to their employees to help other people when they are on work duty.

In table 4 it has been showed that out of the 120 sample employees 83 (69.17%) reported that they have good respect and fair treatment from their immediate boss at their organization. According to the opinion of the sample respondents about 35% of public bank employees and 40% of private bank employees get a high degree of respect and fair treatment from their immediate boss. On the other hand, about 14% of sample respondents reported that do not get deserved respect and treatment for their respective boss. The chi-square test indicated that there was statistically significant mean difference between the two groups to the degree of respect and fair treatment the employees receive from their boss at 5% probability level. This proves that employees in the private bank receive high degree of respect and fair treatment from their supervisor.

Concerning support and guidance that employee gets from their immediate supervisor while at the job has been summarized in the above table. According to the opinion of the respondent employees, about 66% of employees do not get appropriate support and guidance from their immediate supervisor in their organization. When we compare public and private banks, about 44.167% of public employees do not receive any support and guidance from their immediate supervisor whereas only 13% of private employees do not get support and guidance. The chi-square test indicated that there was statistically significant mean difference between the two groups in relation to the amount of support and guidance the employees receive from their supervisor at 5% probability level. This indicates that employees in the public bank do not get any support and guidance from their immediate supervisor.

In relation to the overall quality of the supervision, the study showed that majority of the respondents said that they are getting quality supervision in their work.

About 17.5% of respondents reported that their perception to the overall quality of the supervision they are getting is bad. From their opinion, the comparison between public and private bank showed that 44% private employees and 35% public employees have good perception to the overall quality of the supervision they receive from respective supervisor whereas about 10% private and 9% public employees have bad perception to overall quality of the supervision they received from their respective the bank. The chi-square test revealed that there was statistically significant mean difference between the two groups in terms of the overall quality of the supervision the employees receive in their work at 5% probability level. This shows that private bank satisfies its employee more than public bank in provision of the overall quality of the supervision to their employees while at their work.

Personal growth and development-these variables deals with employee's personal growth and development they get because of doing this job. The result of the study pointed out that majority of the sample respondents from both private and public banks satisfied with the level of personal growth and development they get in doing their job. When we compare public and private banks, about 34% of public employees sample respondents reported that they have good personal growth and development at their current job, whereas 37% of private employees sample respondents said that they are enjoying personal growth and development with their current job. On the other hand, according to the opinion of the sample respondent employees, about 10.83% of employees of public bank have bad perception to the amount of personal growth and development in their job, whereas only 1.67% of private employees have bad perception to the amount of growth and development with their current job. The chi-square test indicated that there was statistically significant mean difference between the two groups to the amount of personal growth and development employees get in doing their job at 5% probability level. This indicates that employees in the private bank have a chance to develop their personal growth and development in their job.

The feeling of worthwhile accomplishment measures how the employees feeling about their valuable accomplishment in their job. The result in the above table 5 showed that 86.67% of the sample respondents believe that they get a worthwhile accomplishment from their job. Only 3.3% of the respondents reported that they feel their job did not bring worthwhile accomplishment.

**Table 5. Perception of staff towards personal growth and development.**

		Public bank employees (N=59)		Private bank employees (N=61)		Total (N=120)		$\chi^2$ - value
Variables	Satisfaction level	Number	%	Number	%	Number	%	
Personal growth and development	Good	34	28.33	37	30.83	71	59.167	11.104**
	Neutral	12	10	22	18.33	34	28.33	
	Bad	13	10.83	2	1.67	15	12.5	
	<b>Total</b>	59	49.167	61	50.83	120	100	
The feeling of worthwhile accomplishment	Good	45	37.5	59	49.167	104	86.67	11.188**
	Neutral	10	8.33	2	1.67	12	10	
	Bad	4	3.33	0	0	4	3.33	
	<b>Total</b>	59	49.167	61	50.83	120	100	
Enjoying Independency by employees	Good	33	27.5	44	36.67	77	64.167	6.271**
	Neutral	7	5.83	9	7.5	16	13.33	
	Bad	19	15.83	8	6.67	27	22.5	
	<b>Total</b>	59	49.167	61	50.83	120	100	
Challenges in the job	Good	14	11.67	22	18.33	36	30	6.032*
	Neutral	18	15	24	20	42	35	
	Bad	27	22.5	15	12.5	42	35	
	<b>Total</b>	59	49.167	61	50.83	120	100	

Note \*\* significance level at <5%, Note \* significance level at <1%

In comparing private and public banks, the feeling of private employees towards worthwhile accomplishment they get from their job is counted to 50.83%, whereas 49.167% of the public bank employees believe that they have good feeling of worthwhile accomplishment from their job. The result also indicated about 4% public bank employees and 0% private employee experienced bad feeling of worthwhile accomplishment from their job. The chi-square test indicated that there was statistically significant mean difference between the two groups in terms of the feeling of worthwhile accomplishment the employees get from doing their job at 5% probability level. This shows that private bank employees, by some level, enjoy and feel about their valuable accomplishment in their job.

Enjoying Independency by employees measures a level of independence that the employees enjoying in doing their job. It also shows the amount of independent thought and action exercised by Employees. As indicated in the above table 5, about 64.167% of the respondents of both banks reported that they have good independency in exercising their job. The comparison between the public and private banks shows that 36.67% of the private bank employees assume independence in exercising their job whereas 27.5% public bank employees exercise in their independent way. The result also pointed out that about 15.5% and 6.5% of public bank and private bank employees assume low level of independent thought and action they can exercise in their job. The chi-square test indicated that there was statistically significant mean difference between the two groups to the degree of the amount of independent thought and action exercise in their job by employees at 5% probability level. This proves that employees in the private bank perceive highly independent in action they exercise in their job. .

In relation to the Challenges in the job table 5 revealed that the majority of the respondents perceive some challenges in doing their job. About 35% of sample employee respondents reported that their perception towards the challenges they are facing is bad. According to the sample respondent's opinion, the comparison between public and private bank indicated that 18.33% of private employees and 11.67% public employees have no such challenges in their job whereas about 12.5% private and 22.5% public banks employees said they have some challenges in their respective bank. The chi-square test revealed that there was statistically significant mean difference between the two groups in terms of the challenges employees are facing doing their job at 1% probability level. This shows that employees of private bank have lower challenges in their job than public bank employees.

### 3.2 Discussions

The results from the analysis showed that the perception of employees towards job satisfaction differed according to types of organisations. In terms of job security, pay, social aspects and integration between employees, supervision, and personal growth and development, there is a clear difference between public and private sector employees.

Specifically, private sector bank employees reported that they experienced greater job satisfaction with the benefits and degree of fair payment aspects of the job as compared to public sector bank employees (see Table 1). Other studies also revealed that private sector bank employees were significantly in a better position of their job satisfaction in aspect of pay than the employees in public sector (Shrivastava and Purang 2009, Jahan and Haque, 1993) which

confirms the findings of the study. In general, it can be concluded the average pay of the public sector bank employees is relatively lower than the private sector bank employees. These could be private bank in Ethiopia is challenging public banks by providing more benefits and fringes to their employees to attract the competent employees. Apart from that, private sector banks incorporate a differential pay structure (performance-related pay) and continue to reward employees time to time through several mechanisms, such as giving a holiday package as a gift, giving a week off or simply giving a star as a token of achievement (Shrivastava and Purang, 2009). These all benefit packages structure are satisfying private bank employees.

On the other hand, the findings indicate a significantly higher job security satisfaction among the employees of public banks than private bank's employees (see table 2). The research findings of Shrivastava and Purang (2009) also confirmed that job security is the most prominent quality of public sector organizations, as there are no random layoffs, and people cannot be terminated very easily; employees in the private sector bank feel insecure about their job, as job security is based on their performance as well as on other factors such as the market situation, threat from competitors and government policies. As a result, despite good performance, employment can be terminated if market conditions are not conducive. In Ethiopia employees of public banks assume those welfare policies that are clearly defined and legally enforced retirement, pensions, gratuity, and other related welfare are contributing for their social and future job securities. So, it can be concluded that employees of the public sector bank have more future job security than the private sector bank employees. In terms of social aspects and integration between employees, however, private bank's employees are more satisfied in terms of integration between colleagues and social aspects in their work (see table 3). Several researches also confirmed that employees in private banks perceive that integration and social aspects between employees is more attractive as compared to public banks. Diego et al., (2001) indicated that employees in private bank perceive that workers perceive their workmates as more pleasant, more hard-working, more competent and responsible. So, it can be argued that the reasons behind the higher satisfaction among the private bank lay in the fact that they enjoyed more opportunity to satisfy their ego needs, more status, higher pay and self-direction than lower level employees. These all could be, in private bank there is a close relationship between employees that mean workers are more communicative, more understanding each other, helping each other, mutual help. Furthermore, they associate with their colleagues outside work much more than workers of public banks do.

Furthermore, the results of this study indicate that employees of private banks have high degree of respect and fair treatment from their supervisor than employees in public banks. This due to that the immediate boss This proves that employees in the private bank receive significantly satisfied with existing overall quality of the supervision to their employees while at their work. So, it can be argued that the reasons behind the higher satisfaction among the private bank lay in the fact that they enjoyed more opportunity to satisfy their ego needs, more status, higher pay and self-direction. . Finally, the results indicate that Private sector bank employees have expressed greater satisfaction with the

growth factor of their jobs compared to public sector bank employees. This indicates that employees in the private bank have a chance to develop their personal growth and development in their job. This shows that private bank employees, by some level, enjoy worthwhile accomplishment from their job. This shows that employees of private bank have lower challenges in their job than public bank employees.

#### **4. Conclusion and Recommendation**

##### **4.1 Conclusion**

The paper analysis employees perception of job satisfaction and the extent of job satisfaction among the selected public and private banks through job security, payment and fringe benefits, challenge in the job, independent thought and action exercised by employees, worthwhile accomplishment by employees, personal growth and development, overall quality of the supervision and the treatment from boss, support and guidance from supervisor, and social acceptance (integration). Based on these variables a structured questionnaire was used for data collection and the collected data were analysed using descriptive research design.

Accordingly, the study found that the employees of private banks are more satisfied in provision of payment and fringe benefits as well as degree of fair payment than that of public banks employees. In line with this the analysis of Suman Davi and Ajey Suneja (2013) concluded that the employees of private sector banks are more satisfied with pay increments and revision than that of public sector banks employees. However, regarding to the job security, the result indicated that public banks satisfies its employee more than their counterpart private banks.

Regarding social acceptance and integration between employees, staffs of private banks perceived more satisfied than public banks in terms of the acceptance they are getting from people they work with, the people they are working within the organization, and the chance to get to know other people, and the chance to help other people. The result also proves that employees in the private bank receive high degree of respect and fair treatment from supervisor whereas employees in the public bank do not get that much support and guidance from their immediate supervisor.

Finally, the study verified that employees of private banks, by some level, enjoy worthwhile accomplishment from their job than their matching part of public banks. Concerning personal growth and development, the result confirmed that employees in the private banks have a chance to develop their personal growth and development in their job than public banks. The study also provides that employees in the private bank perceive high amount of independent thought and action they exercise in their job than public banks. Generally, this study showed that private banks in the case of Dire Dawa city of Ethiopia have the upper hand in satisfying their employees and the result of this study also verified that there are significant differences between the two banks in satisfying their employees

##### **4.2 Recommendation**

Based on the respondent's opinion from the study area, the study brings forth the fact that there are significant differences among the two types of banking sectors in Dire Dawa City in satisfying their employees. Based on the result of the study, employees of public banks in the city assume lower degree of payment and fringe benefits than that of the counterpart private bank employees.

To improve such extent difference, it is advisable to public banks to improve payment and fringe benefits packages for their employees based on their contribution to organization. They can improve the payment and benefits satisfaction by introducing a differential pay system based on one's merit and effort. On the other hand, the study found out that employees working for the public banks have positive job security whereas employees of private banks assume insecure in their future job security. To improve such dissatisfaction, it is advisable to Private sector banks to introduce special schemes related to pension, gratuity, retirement, and other related benefits to enhance the employee's sense of security. Concerning social acceptance and working environment aspect, employees of public banks reported that they a perception of satisfaction than employees in the public banks. For this, it is recommendable to public banks to make their physical and psychological environment conducive then their employees may perceive a good job satisfaction. They can also improve social situation of their employees by organizing social gathering events in by the employees could share ideas and create integration among themselves. Additionally, the study also confirmed that employees in the private bank receive high degree of respect and fair treatment from supervisor whereas employees in the public bank do not get that much support and guidance from their immediate supervisor. To improve fair treatment and, supervisory and subordinates relationship in public banks, it can be suggested to public banks to build upon an open and developmental climate where employees have been given more autonomy, 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. Regarding personal growth and development, private banks are relatively good for their employees than public banks. To improve the situation, public banks need to expand the way in which employees improve their personal growth and development and should give a chance to have further studies.

Generally, based on the findings of this study, to enhance employees' perception towards job satisfaction and to improve overall performance of both public and private banks, it would be better to consider; improving benefit packages, giving a chance for personal growth and development, facilitating promotion and appreciation for employees' better performance, non monetary and monetary rewards on the basis of merit, improving social acceptance and integrations, and autonomy of bank employees should be given special attention. As a final point, it is advisable to insure job satisfaction and dissatisfaction of bank employees evaluated periodically for evolving dynamic and pragmatic policies for organizational growth and development.

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