Job Satisfaction In Banking Industry
(A study of commercial banks "A class" of Nepal)

A research report submitted to
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Submitted by
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Abbreviation

NIDC	Nepal Industrial Development Corporation
ADB	Agriculture Development Bank
NRB	Rastrya Banijya Bank
BAFIA	Bank and Financial Institutions Act,

Chapter I

Introduction

1.1 General background

Success of every organization begins with satisfaction of their employees, as employee are not only people working in an organizations, they are advocates of organization who represent not only product but also philosophy of the organization. A satisfied employee, is never less than a member of family who, not only takes care of self but also carry desire of growth and development of organization on his/her shoulders without any question being raised and without any additional desire of financial support.

Work place is, where people spend more time than in their house being active. Even the standard time allocated by every nations for labors and actual time given by bankers is no way near. It is something like their second home, six days a week, in average more than nine hours a days. (Henry Ford during 1926 popularized 40 hours of a week as a standard time for work, through his continuous and rigorous research)

Along with globalization and its effect on our society, there are some strong positive development has emerged in our organization as well as on curriculum. Just to remind, couple of centuries back, people used to be considered mere tools of production. Even half and century back, about five decades ago, personnel management was common term for people working in and organization, which is commonly accepted as Human resource management. People working in an organization are considered these days as resources, and we study "Human Resource Management" in Universities and is emerging as major concern of these days' industries. As like customer retention, employee retention is major concern for growing organizations. Productivity of satisfied employees are considered potential and these days emerging scenario concerning human resources and their financial as well as mental health is major priority.

It is not as easy to speak, "To motivate employee and productivity". Maslow's Need Hierarchy Theory, it is complicated to understand individual need as need keeps on changing with the passage of time, continuous and rigorous effort is required to make people feel, they are valued and organization is prioritizing and trying to meet expectations. From physiological need to self-esteem, unimaginable vulnerable void is certain even undesirous. The person whose desire is simply physiological, may take no time to switch into ego, respect and recognition. A small gap, and simple slip of understanding may lead to complete disaster, complete fall on performance.

Herzberg's Two Factor theory focus on "motivating factor and hygiene factor" absence of motivating factor won't lead to productivity but absence of hygiene factor may lead to dissatisfaction, declining productivity. Balance on both (Hygiene & Motivating) of the factors is essential to encourage employees to enhance their productivity and performance.

These days, especially in developing countries like Nepal, Banking and financial institutions plays dominant role in attracting employee. Job seekers carry upper most degree of desire toward banking industry. At the same time, as none of the organizations have their sole identity and desirable recognition in Nepal, financial institution expect to attract most qualified manpower produced. Reciprocal relation on understanding and expectation.

Job satisfaction is associated with individual emotion to job, Edwin A. Locke (1976) resulting from his/her job appraisal. People with low job satisfaction will result negatively leads to low productivity and high chance of employee turnover. Emotional intelligence (Mayer & Salovey, 1990) in leadership gives strongest conformity of success and completion and achievement of desirous goal. Self-awareness, Self-management, Social relationship and Relationship management are key components to understand and improve quality of emotional intelligence.

Motivation, either in banking industry or other industry is valued present days. With the passage of time, and continuous concern on human development, eligible resources are scare to find, it's become compulsory for every organization to retain them. Negative tool of motivation (McGregor theory X theory Y developed during 1960s) was common in use believing people were lazy and not interested learn and perform their task but these, But these days realization of Theory Y is more in common, considering positivity. People like to learn, try and work hard if they are properly understood. We have to try to unleash positivity of every working people of the organization, which may lead to greater productivity.

People are considered satisfied and dissatisfied under different circumstances differently but some variable are taken into consideration, like age, sex, education, experience to differ the degree of satisfaction. Generally male seems more dissatisfied compared to female. Level of motivation may differ, but it is believed by many researchers that males are difficulty to satisfy generally compared to female employees. Female employee remain more satisfied with their performance and have lower tendency of turnover.

Similarly highly educated remain more dissatisfied to their job compared to less educated. Experience, better family background colleagues and contemporary partners growth and history also plays vital role make human resources satisfied or dissatisfied toward their current job. As satisfaction is always outcome of comparison, always the positive. Desire to prove better than always, especially in comparison to counterparts is beneficiary as well as challenging to organization.

1.1.1 Introduction of Banking in Nepal.

With the passage of time, and along with development of money, "outcome of civilization" banking activities emerged. We do not have exact recorded history of banking sector but it is believed it started from religious temples. Nepal has very short history of banking. Establishment of "Tejarath Adda" was the first step taken toward development of institutional banking, whose job was to provide lone to general public. Tejarath Adda was established in 1988 B.S. Tejarath Adda was replace by first bank commercial bank, Nepal Bank limited, established in 1994 B.S. with authorized capital of 10 million rupees, it was the only bank in existence in Nepal for almost two decades. To control the functions, evaluate and supervise activities of banking sectors, and to guide monetary policy of Nepal, Nepal Rastra Bank was established in 2013 B.S. under the Nepal Rastra Bank Act 2012, which allowed open doors to establish financial institution. Followed by Nepal Industrial

Development Corporation (NIDC) in 2016, Agriculture Development Bank (ADB) in 2024. Commercial Bank Act 2031 was enacted to operate all commercial banks uniformly under one single act replacing Commercial bank act 2030 and Rastrya Banijya Bank Act 2021. This act is again replace by bank and financial institutions ordinance 2060, which is commonly known as Bank and Financial Institutions Act, 2063. (BAFIA) All together there are 21 commercial banks in operation. In 2073 various provisions of BAFIA is amended.

Even though history of banking sectors is very short in Nepal, significant changes and facilities are upgraded, both for the betterment of customers and industry. Provisions stated in Nepal Rastra Bank Act (NRB Act) as well as BAFIA has encouraged as well as forced financial institutions to think and act on the favor of employees working. Huge demand on lone and financial services and growing expectations of customers has created immense pressure on employee of the banks. And growth and success of any organization highly depends on satisfied employee, as employees are considered strong advocates. So, it becomes compulsory for banks to know, whether their staffs are satisfied or not. As efficiency of the employee depends on their level of motivation and will response to contribution, satisfaction of employees remains major concern of very organization. So, it becomes a major concern to study and understand the level of satisfaction, of employee working in financial institution.

Maximum attention of young and early professional has huge desire in banking sectors. Especially if you ask to student studying management, where do you want to pursue your career, response will be unanimously same "BANK". Without adequate understanding of challenges and possible difficulties, people these days has huge influence of banking sector. So, it's challenging job for banking sector to stay fit on those expectations. It's not like, what people need these days is simply "a job", they carry their dreams, expectations and future, what an organization need to keep in their priority.

Job satisfaction is not outcome of merely a factor, it’s a combination of various direct and indirect factors. organization working environment, peers relationship along with supervisors, organization culture, management style, financial benefits, professional development, social security, are among some of the variable for job satisfaction. Not only this, participative decision making, respect of individual perception, felling of respect as well as pure delegation of authority plays the same role to satisfy employee, and helps to upgrade their level of performance, which will result on low level of employee turnover, "a major challenge of banking sector these days"

1.1.2 Types of financial institutions

Financial institution, her in Nepal are classified into four categories on the basis of fund they invest and location they operate. Beside that Nepal Rastra Bank stays aside on top, monitoring and supervising activities of all these financial institutions. Below we have brief understanding on financial institutions.

a. Nepal Rastra Bank (Central bank of Nepal)
b. Commercial Bank (Class A)
c. Development Bank (Class B)
d. Finance Companies (Class C)
e. Micro Finance Financial Institution (Class D)

a. Nepal Rastra Bank

Central bank of Nepal is termed as "Nepal Rasta Bank" established under Nepal Rastra Bank Act 1955, and officially regulated on April 26 1956, is a monetary, regulatory and supervisory authority of all the financial institutions in Nepal. NRB consists of 12 chapters and 112 sections, which is amended at 2002. The present Nepal Rastra Bank Act 2002 replaced the previous act.

NRB Act consists of establishment, objective and functions of the bank along with right and duties. Furthermore it explain about formation and function of board of directors. As NRB Act carry soul authority on financial institutions, it elaborates its provision on, monetary functions, monetary policy, foreign exchange policy, regulation and reserves, inspection supervision of banks and its relationship with Nepal government.

b. Commercial bank

Financial institutions that are classified as commercial banks are Class "A" banks. Commercial banks need to have minimum of 8 billion of paid capital as per revised NRB directives, from the end of mid July 2017, before that period of time paid up capital was 2 billion, all the commercial banks have to operate throughout the nation. NRB has instructed to increase number of branches of commercial banks, especially in underdeveloped region of Nepal. At present there are 21 commercial banks, but numbers of commercial banks is continuously reducing, due to some regulatory rules of NRB. Compulsive merger directive by NRB has played major role to reduce no of banks from 32. As per

c. Development Bank

According to NRB Act, development bank is classified into Class "B". Capital requirement fof development banks is also different according to its category. We can have three category of development bank, classified on the basis of capital investment and location it serves. They are classified nationally, districts covering 4-10, and districts covering 1-3. All together there are 17 development banks actively functioning in Nepal. It helps to uplift economic health of the nation, covering those sectors and area, commercial banks can not address, due to strict NRB regulations. Functions of development bank is almost similar to commercial banks, but they are limited to subjects.

d. Finance Company

"Class C" certified financial institutions are termed Finance Company. Nepal Rastra Bank has classified finance company into two categories. Again on the basis of capital requirement and its area of operation. Company covering national level and 4-10 districts fall on the same category with 800 million of paid capital, where companies covering 1-3 districts require 400 million as paid of capital. Right now 17 finance companies are operating actively throughout the nation. Same like development and commercial bank, its functions are same, with limited functionality.

e. Microfinance Company

Micro finance company is class D certified financial institution. As per Nepal Rastra Bank, we have micro finance of three category. Same like above banks and financial institutions, its classified according to paid up capital and coverage of its availability from 100 million to 60 million and national, regional and district based. Microfinance are quite different than other financial institutions. They are established to uplift and promote living standard of poor economic class. Microfinance provide lone with or without collateral. It serves to those people who can't directly access to big financial institutions, due to unavailability of sufficient documents and can't fulfill other criteria established by NRB.

1.2 Problem Statement.

Most prestigious job in Nepal and throughout the world, "Bankers" are always center of attraction from general view but are they really satisfied with their job. Are they motivated?, are they really satisfied with their working environment? This research tries to reveal the mental and psychological state of banking employees. The purpose of this research is limited with accumulation of real situation but not to provide solutions. It is believed that there is a huge gap in expectation and reality, this research try to identify and revel present scenario of employees working in A class financial institutions; Commercial banks only. Employees of other financial institutions are not included in this research. This research will be beneficial to financial institutions, as real feeling of employees is engraved here.

1.3 Limitation of the study

None of the activities are out of flaws, we always have to cope with the restrictions that exist, and following below are the limitations that I faced while preparing this report.

- This report is mainly based on A class commercials banks only, opinions of other financial institutions employee are ignore.
- Out of about 43000 employees working in banking sectors, we could collect response of only 309 respondents, lots of other opinions are missed.
- Satisfaction is analyzed from the perspective of employee perspective only, their performance side in ignored
- Relevancy of wrong selection of job is one of the major factor of job dissatisfaction, this factor is not included in this report.
- As this research is out come or limited respondents, it can't be generalized.

1.4 Objectives of the study

The primary objective of this study is the major specific factors influencing the job satisfaction of human resources of a commercial bank in Nepal. However, the subsidary objectives are as follows:

- To study the job satisfaction of human resources in relation to working environment.
- To analyze the job satisfaction of human resources with respect to the compensation and salary. To study the job satisfaction of human resources with cooperation and relation.
- To explore the job satisfaction of human resources with respect to training and promotion.

1.5 Significance of study

Even though we have very short history on development of financial institutions, growth is tremendous, we have at the moment 21 commercial banks, 17 development banks, 17 finance companies and 65 microfinance, working for development of our economy. We can't guarantee, we don't have any flaws in our system, but what can be assure is, in quite short period of time, we developed a lot. Supremacy of banking sectors can be easily observed and understood, as this is one of the most desirous profession for Nepalese.

But at the same time we can sense some short of agony among employees in banking sectors. Productivity of every organization completely relies of its satisfied employee, and their growth is response of bilateral relation between organization and employee. At the moment A class banks supports nearly 43000 employment. It is the responsibility of banks to think about their employee and satisfy them.

Banking sector is that short of industry, which has its roots spread in every part of economy. Without involvement of banking sectors, none of economic sectors can flourish, its stands in center of chain. And if employee are not satisfied with their job, whole our economy will be affected. No one can perform, or give their best with lacking of concentration. Concentration and dedication is outcome of the response of second party, one can never be involved individually without support of next party.

1.6 Organization of the study

The final report of this research will be organized in five different chapters. The organization of this report will be presented as below:

The first chapter will consists introduction part which provides background of the study, statement of problems, objectives of the study, significance of the study, limitation of the study and organization of the study.

Second Chapter will delivers the reviews of literature. During the process of reviewing books, articles of newspapers and study reports will be selected. This chapter try to include, overview of relevant literature, theoretical review.

Chapter Three will outlines the research methodology and the setting of the study within the framework of the available methodology constructs and theories. Specific focus is placed on explaining how the data collection instruments will be developed, the list of respondents, Chapter Four will includes the data analysis and presentation of the study area. This study will enlighten the present working mentality of the employees, their dire condition and understanding of working scenario of bank.

Chapter Five will be provides the main conclusions and recommendations. Here the conclusions of the findings, recommendation implementation strategies and suggestions for future research are included.

Chapter II

Literature review

Job satisfaction is emotional reaction of an individual comparing his expectations with his current day job. It is response of outcome on deserved and anticipated return of job. A person spends major part of his day in an organization with certain expectation, Job satisfaction result of own expectation and achievement of considered factors of understanding a person has carried during the time.

Job satisfaction results in degree of positivity and negativity a person carry for performing job. Highly satisfied employee performance is much more superior than regular one, at the same time dissatisfied employee not only troubles self, but also hinders process of organization. Job satisfaction, not only linked with organizational productivity, it connects with life satisfaction too.(Judge & Watanabe 1993) Distinguish between positive and negative motivation (Herzberg 1959) of the job advancements, recognition and experience. Absenteeism and high turnover are highly correlated with satisfaction of employee (Argyle 1989)

2.1 Theoretical framework

2.1.1 Different theories on job satisfaction

I. Affect theory

The range of affect was introduced by Edwin A. Locke in 1976, and is considered one of the acclaimed and accepted model of job satisfaction. Belief of this theory relies on two factors, expectation toward jab and reality. A slim variation on what a person wants and what is received, determines level of satisfaction. Level of expectation is major determinant to evaluate ones satisfaction, so it's completely an individual understand of satisfaction, which will vary person to person and some time it may vary in same person in different circumstances.

II. Dispositional theory

Dispositional theory outlined by Staw (1985) can be traced back to Weitz (1952). Dispositions are tendency prevailed in an individual. They act in a certain way due to their depositions, and will guide to values of responsibility, honesty, social justice. People carry some deposition from their birth which will lead them toward some tendency and satisfaction toward the job. It emphasize that high level of self-esteem and self-efficacy will eventually lead to higher degree of job satisfaction.

III. Two factor theory

Herzberg theory, also known as two factor theory, focus on hygiene factor and motivating factor. They are also termed as satisfiers and dis-satisfiers. Hygiene is minimum to maintain, Presence of hygiene factors wont motive employee to perform better but their absence will degrade productivity, whereas absence of motivating don’t degrade productivity of employee but their presence will uplift productivity of employee.

IV. Job characteristics model

Hackman and Oldham developed Job characteristics model. They believe job itself is the factor of motivation, Job satisfaction is concerned with employees feeling toward job. So, while designing job, manager has to try to make job entertaining, out of negativity.

2.1.2 Factors affecting job satisfaction

Various theories accompanied provide some distinctive understanding of job satisfaction. One individual factor is not sole responsible to develop satisfaction on self, combination of various and distinctive factors plays contributory role to generate positivity which contributes job satisfaction.

I. Company and administrative policy.

Clear and understandable plays supportive role to eliminate frustration that arises due to confusion. It's very important to every organization to have clear and precise administrative policy. It’s a duty of organization to prepare clear policies and procedure and distribute to concerned employees, which assures certainty of response on their performance.

II. Supervision

This area of dissatisfaction is very common to find in every organization. We can never underestimate power and requirement of supervision but what is needed to be understood is something specific. Supervision is must, but its better, if supervision is indirect, People would enjoy positive and constructive supervision rather than directive.

III. Salary

Salary only in not the motivating factor, as employee believe they will be paid for the work, but if they believe they are not compensated well, it will degrade their productivity. And unhappy employee does not only retaliate to work, they make working environment unhealthy.

IV. Interpersonal relation

Joy of working in not entitled with financial benefit, its social contact they make. Organization should allow reasonable amount of time for social life, creates bond and understanding, but unnecessary bondage and disturbance should be monitored and controlled.

V. Working condition

Environment of organization plays tremendous positive effect on performance of individual. Nice and updated equipment, chair, desk, proper light and ventilations, are normal and regular seeming factors but these hygiene factors plays prominent role motivating individuals.

VI. Achievement and Recognition

Employee always like to receive feedback of their performance but in positive way, constructive way, timely feedback will help them to understand their adequacy. Similarly if managers notices something better than regular about employees, one should never hesitate to acknowledge immediately. Better thanking them in public gives better motivation.

VII. Responsibility

Responsibility is always entitled with feeling of superiority. More power and freedom to make decision encourages employee to upgrade their performance. Simply addition of job may be counterproductive, add challenge and allow them freedom, but need to be sure, everyone does not enjoy additional responsibility. Balance should be maintained.

VIII. Advancement

Chance to upgrade official position or something for upgrading employee career. Sometime just a special cabin of an organization may be considered symbol of advancement, possible title upgrade, Job enrichment and enlargement to be followed by promotion, which is not possible every time.

2.2 Literature Review

One of the major concern these days in every organization is job satisfaction, which is defined several ways and from different dimension. Locke (1976), Spector (1997), Smith (2008) addressed job satisfaction as positive emotional stage of employee resulting from appraisal of own job and experience. "Smith" justifies it by saying job satisfaction is understood by connection of working environment with employees expectations. Satisfaction toward work cannot be bucketed with limited variables, its response of numerous variables or one's work condition, like, working condition, supervision, remuneration, etc. Tziner and Vardi (1984). This statement states, that there is a gap between expectations and reality employee receive in their working place.

It's not possible to give exact and precise reason that might me the only reason for job satisfaction. Abdullah (2011) highlighted various factors of motivation, such as; acknowledgment of work, promotion, better working condition but he found remuneration is the major factor of job satisfaction.

Among the preferred jobs for management students, banking is the most preferred career, capable to generate huge interest. Nature of the job is continuously changing with changing challenges in the economy, continuously changing the factors capable to satisfy employee engaged. Existing banks consider job satisfaction is the major concern as employee retention is a major headache during competitive environment (Hasan 2005). Challenging job of every organization these days is to satisfy the workforce and to sustain the market share simultaneously, (Bose 2005). Negativity and discomfort in an organization drives dissatisfaction in an employee which will lead them toward tendency of turnover, (Armstrong 2006). An employee contained with stress can never concentrate independently. Employee turnover resulted by dissatisfaction is the major challenge faced by modern organizations. Job satisfaction is not carried by individual factor encountered in an organization, it is combination of numerous feeling and beliefs. Job satisfaction can never be always ties up with motivation as it is just the response accompanied with attitude than internal state. (Mullins 2005)

Job satisfaction is carried by individual perception about its work place,(David & Nestrom, 1985). It is not easy as expected to generate satisfaction in an individual, as factors like social, cultural, organizational, behavioral and various other determinant factors plays key contributing role, not exactly clear but determining.

Nepal has very short banking recorded history. Contributory effort of banking system to economy was quite minimum. Nepal Bank Limited was the first to establish in Nepal dated 1937 AD. (1994 BS). Establishment of Nepal Bank limited begun contributory role toward continuity of modern and global banking system in Nepal. Nepal Rastra bank established in 1956 AD., came with motive to organize banks and financial institution in Nepal as well as to direct financial strategies promulgated by Nepal Rastra Bank. As present there are 21 commercial banks in Nepal, quite less (maximum no of commercial banks registered in

Nepal was 32) than few years bank as Nepal Rastra Bank adapted a policy to minimize number of banks, in belief of quality rather than quantity.

Chapter III

Research methodology

Research methodology is used to identify the unanswered question of the problem. But it does not mean research answers all the questions, it answers those questions, those are sought to find.(Singh 2006) Every research is confined by its own limitations, therefore while selecting methodology for research, objective of research remains always in center. So the purpose of the research should always be to find or reveal hidden truth. (Kothari 1990) Here we discuss, how we collected the data and its relevancy in our process of finding important facts on employee working in Banks, especially commercial banks only.

3.1 Research Design

The study completely depends on the date that is collected through questionnaire, so, it's better to say, Quantitative research method is used here. Different variables are taken into consideration to identify level of satisfaction of employees in banking industry, as said only of the commercial banks. Descriptive analysis is used to discuss and understand response of respondents.

3.2 Source of the Data

The study try to understand satisfaction level of the employee in commercial banks of Nepal, Research has tried to rely mostly on primary data even though lot of random and informal meeting are conducted with banking staffs regarding their work experience and issues they face during their work life. Data is collected using questionnaire, both physically and Google form. Data is collected using the help of students studying in NCCS.

Their effort and curiosity has contribute a lot while developing and collecting information through questionnaire.

3.3 Sample collection Procedure

Approximately 42,000 peoples are engaged in class A level commercial banks, all over Nepal at present. Out of the total population, we tried to connect as large same as possible. With 92% of confidence level accepting 5% percentage of margin of error, considering 50% response distribution, the required sample size is 305. 309 of the respondents felt comfortable to share their opinion with us, to give this research a meaning.

3.4 Data collection

3.4.1 Primary data collection

About more than 400, questionnaire were printed to collect information regarding employee satisfaction level of commercial banks of Nepal. Google form was also developed to collect required information. Both physical and electronic form is used to collect necessary response from respondents. What we found here, something painful, is respondent's unwillingness to participate in research even though, beneficiary parties are themselves. Especially, employee reluctance to respond through Google form compelled us to use physical questionnaire. Out of the respondents 66 filled Google form and rest of the responses is collected as physical form various commercial banks. Even though this was not a purpose of this research, in doing so, we found another concerning issue to discuss on.

3.4.2 Secondary data collection

Except primary sources of information, some other secondary sources are taken into consideration. Banks journal, NRB directive and other national and international forums are studied. Besides this periodicals, magazines, journals, research papers, reports, research center data are also used.

3.5 Reliability and Validity of data

Research and sample collection is done on the basis of 92% confidence level, 5% of margin of error, with 50% response distribution, generating outcome of 305. Beside this random sample is collected, from varied, age, sex, experience, banks. So, here we have a great chance of reliability. But still nothing can be assure to have the same result being derived again as with the passage of time and timeframe lots of variables may differ.

Chapter IV

Data Presentation and Analysis

This study is concentrated on job satisfaction level of people working in financial institution of Nepal, i.e. "A class banks." Here we tried to include majority of the banks to make research more reliable. 308 employee working in banking sector, majority of them from Kathmandu, responded. Date presented below is purely opinion of professionals working in banking sector, their verdict toward their job is addressed in this report.

4.1 Demographic Representation

4.1.1 Gender

Table 1 : Distribution table of Gender

Gender	Number	Percentage
Female	124	40.26%
Male	184	59.74%
Grand Total	308	100.00%

Table presented above gives information about gender variables. Out of 308 respondents, 40.26% are male where as 59.74% are male, respondents of both of the genders are significantly participate.

4.1.2 Age Distribution

Table 2 : Distribution table of age

Age	Number	Percentage
18-24	27	8.77%
25-30	98	31.82%
31-35	87	28.25%
36-40	48	15.58%
41-45	24	7.79%
46-50	14	8.77%
51 & Above	10	3.25%
Grand Total	**308**	100.00%

Mean = $\frac{\Sigma fx}{n}$ =10206/308 =33.14

The above table is representation of age group of respondents, maximum of the respondents fall on the age category of 25-30, followed by age group of 31-35, least numbers of respondents are from 51 and above age group. Table above reveals that more than 60% of the banking employee are of 25-30 age group. Mean age of sample group is 33.14 years

4.1.3 Marital Status

Table 3 : Distribution table of marital status

Marital Status	**Number**	**Percentage**
Divorced	3	0.97%
Living Relationship	6	1.95%
Married	191	62.01%
Single	106	34.42%
Widow	2	0.65%
Grand Total	**308**	100.00%

Table above provide information of marital status of the respondents, 62% of the respondents are found married, whereas 34.42 are still single. 1.5% of the respondents are in living relationship. 0.97% of the respondents are divorced and 0.65% are widow.

4.1.4 Years of Experience

Table provided below gives idea about years of experience of the respondents, table shows that majority of the employees in banking have less than 10 years of experience. Total of 66% of the respondents have experience of less than 10 years. Only 8.44% of the respondents have experience of more than 20 years. By the above information we can say that our banking employees have short period of experience. The average years of experience of responded participated is 9.06 assuming 30 years as maximum no of working years of experience.

Table 4 : Distribution table of years of experience

Number of experience	Number	Percentage
1-5 years	120	38.96%
6-10 years	87	28.25%
11-15 years	53	17.21%
16-20 years	22	7.14%
Above 20 years	26	8.44%
Grand Total	**308**	100.00%

Mean = $\frac{\Sigma fx}{n}$ =23791/308 =9.06 years

4.1.5 Job Position

Table 5 : Distribution table of job position

Job Position	Number	Percentage
Below Officer Level	156	50.65%
Managerial Level	37	12.01%
Officer Level	115	37.34%
Grand Total	**308**	100.00%

The table presented above provides the information of job position of respondents, out of the respondents about 12% are of managerial level, 37.34% are of officer level and 50,65% are of below office level.

4.1.6 Level of Education

Table 6 : Distribution table of level of education

Level of education	Number	Percentage
+ 2 level	13	4.22%
Above Masters	15	4.87%
Bachelor	111	36.04%
Masters	169	54.87%
Grand Total	**308**	100.00%

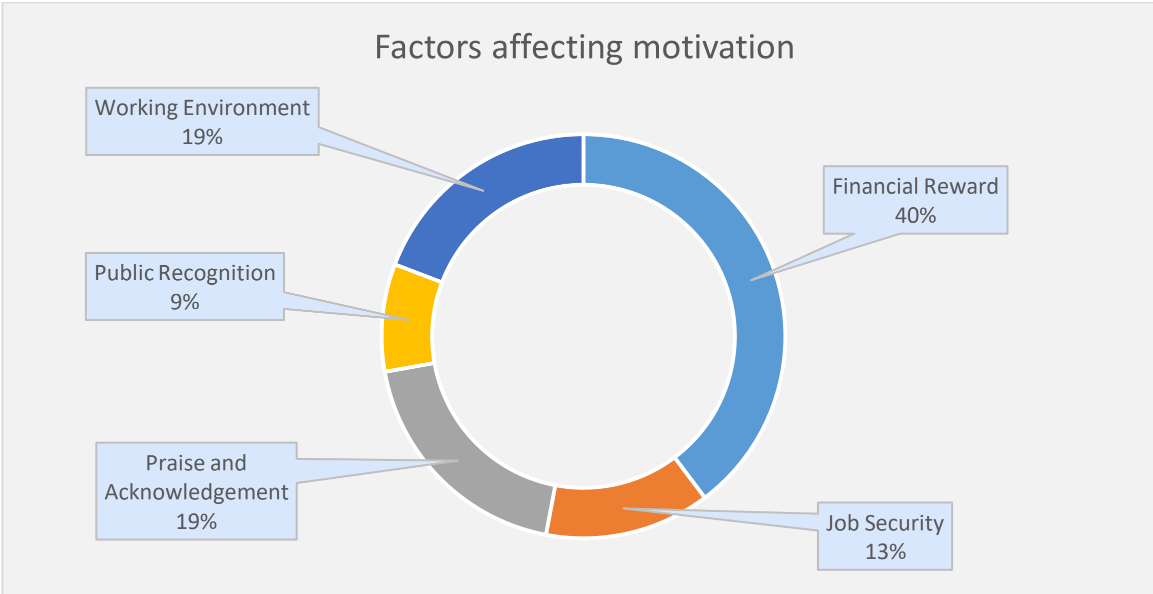
From the table above you we can easily say that majority of the respondents hold the certificate of Master level. Only 4.22% of the respondents are found to have education of +2 level only and 4.87% of the respondents have pursued their academic excellence above Master's Degree.

4.2 Data Presentation

4.2.1 Factors affecting motivation

As we differ with our individuality, it's impossible to believe that by one factor of motivation that organization considers appropriate would be sufficient. Factors influencing people vary, time and again, and even differ for same person in different circumstances. Understanding this factor is quite unexpected, figure below shows general overview of respondents. Question was raised as "What factors affect your level of motivation?"

Figure 1 : Factors affecting motivation



The chart presented above shows that, professionals working in banks major tool of motivation is financial reward, as banking sector is one of highly paid job in Nepal, people are interested in this profession. 19% of the respondents considered, praise and acknowledgment, they receive in public and family is major factor of motivation. At the same time 19% other respondents considered working environment as major factor of motivation working in banks. 13% of the respondents, expressed, felling of secured job is the factor of motivation, and certainty toward future motivates them. Whereas 9% of the respondents considered public recognition as their factors of motivation. Along with all the variables, people working in banking sectors, majority of them considered financial reward is the major factor of motivation. At the same time next question was also used with only two alternatives. "Incentive option was given only two, financial and non-financial)

Table 7 : Incentive for motivation

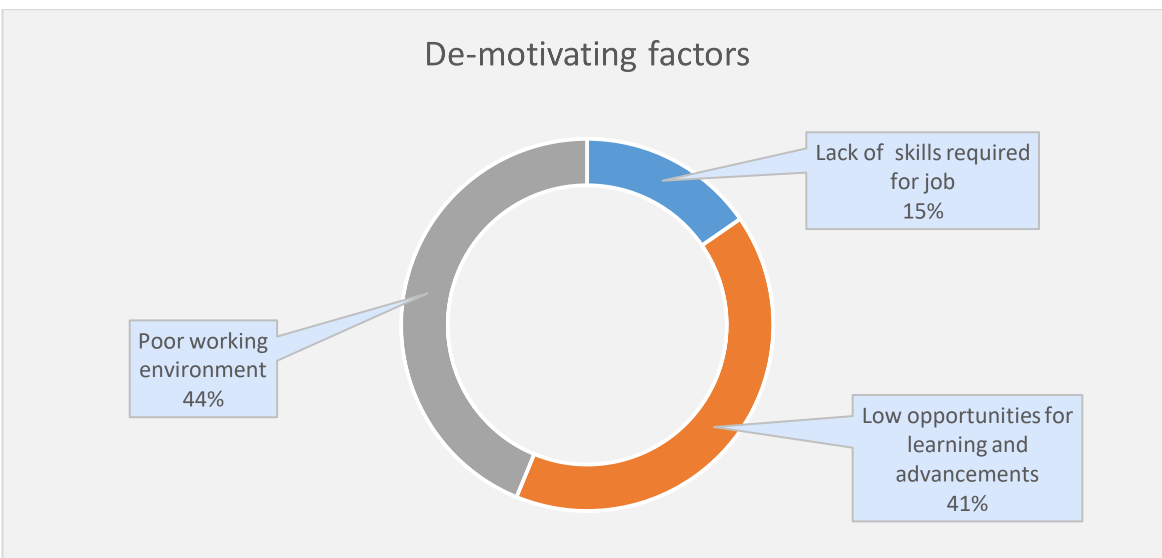
Incentive for motivation	Number	Percentage
Financial	246	80.39%
Non-Financial	60	19.61%
Grand Total	**306**	100.00%

Above in the figure, employees responding financial reward as tool of motivation is only 40% which doubled to 80%. Only difference was, "minimum numbers of options were allowed instead of various alternative", Response developed exactly as expected. Only 19.61% of the respondents stuck on the same choice they made. Responses comes contrary to what we think we believe.

4.2.2 De-motivating factors

Even though, banking being a top priority for job seekers, we can't confirm that, there is nothing to demotivate employees to perform their job. And what comes surprising here is quite opposite to what people believe outside.

Figure 2 : De-motivating factors

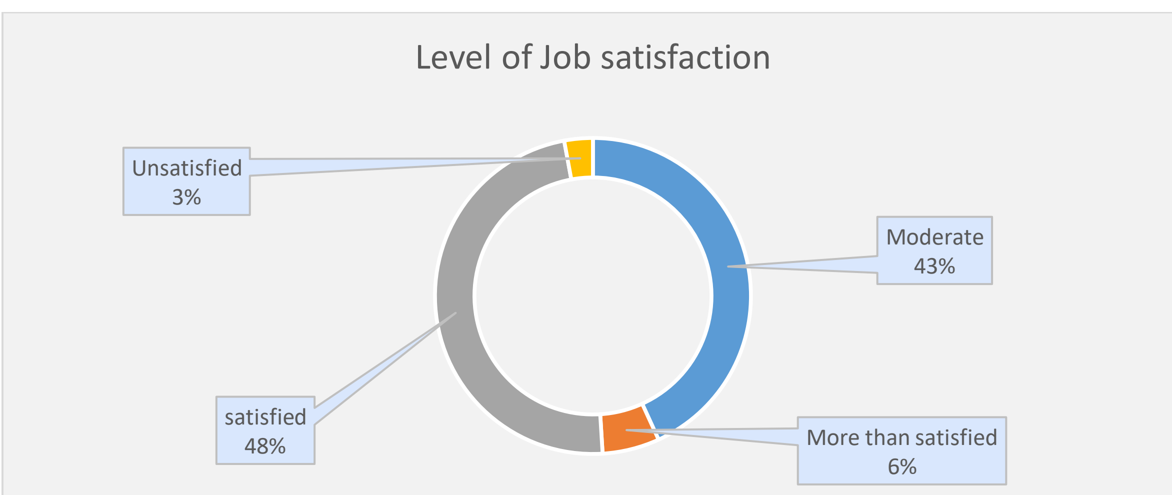


Poor working environment is considered a major factor to demotivate employee, the data is limited with just straight answer, so it can't answer what factors comes inside poor working environment, but generally we have found that more work load, limited public relations for back office staffs, self-centered superiors are some of the facts commonly found in banks to generate unhealthy working environment. Low opportunities for growth and advancement stood quite close to working environment. People expect continuous growth, due to overcrowded financial institutions, these promotion has become difficult to receive, and bank provide limited courses to uplift quality of employees even though NRB has made compulsive provision for training and development, such fund is not used appropriately. This option stood at 41% for demotivation whereas 44% is for poor working environment. 15% of the respondents said, the lacking of skills to perform job is the major reason demotivating them.

4.2.3 Level of Job satisfaction

Effectiveness of any of the work highly depends on satisfaction level of its employees, more they are satisfied, more the level of dedication. Feeling of positivity is always harmonious for both employer and employee as well as to customers. Degree of satisfaction always result better than expected.

Figure 3 : Level of job satisfaction

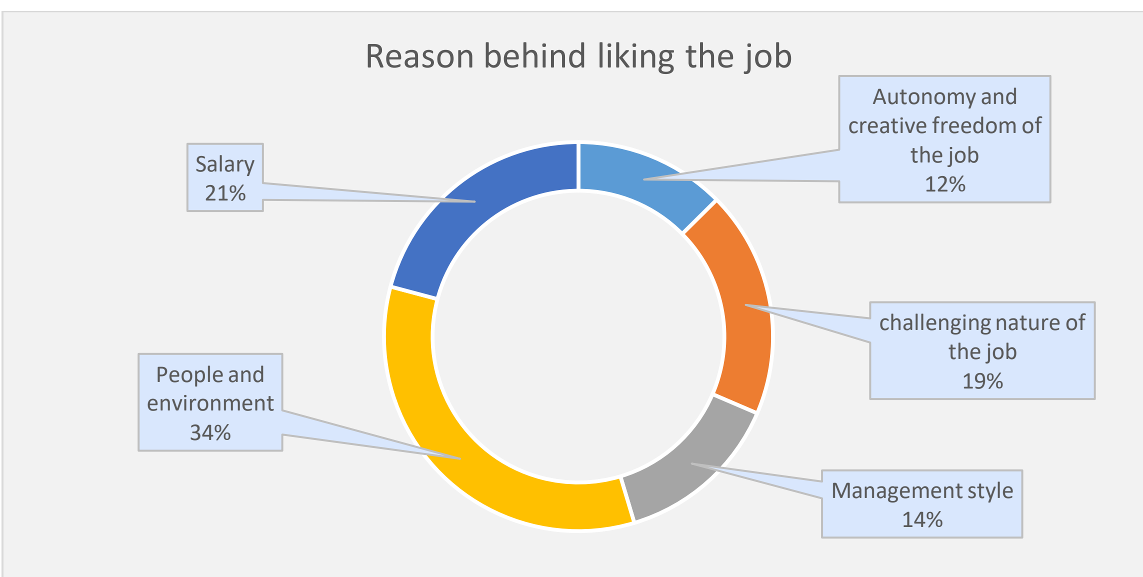


The figure presented shows that very few people are unsatisfied. Only 3% of the respondents said that they are unsatisfied with their job. 6% of the employee said, they are more than satisfied, which means they are receiving more than they expected. In between we have healthy no of employees, who are satisfied, as well as moderate level of satisfaction. 48% of the employee believe they are happy with their job, i.e. almost one of two is satisfied with their job. Where at the almost same percentage of respondents felt they are moderately satisfied, equal chance to fall on both side. 43% of the respondents feel they are moderately satisfied. This seems major concern for banks.

4.2.4 Reason behind liking this job

Undoubtedly, only one reason people make choice of job is finance but that cannot be a single and sole reason behind choosing to continue and pursue career. History, expectations, experiences and other multiple factors stays determining career. Likely, it is not possible to provide all the options to make choice as millions of reason exist, analysis is constrained with limited choices given to respondents.

Figure 4 : Reason behind liking this job

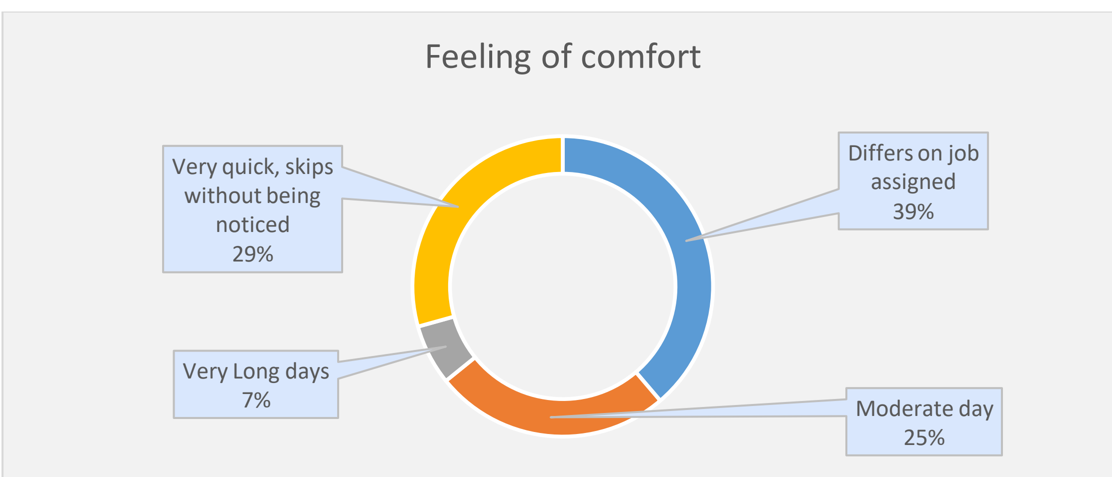


As expected, responses are not directed toward one options, even amount of salary before joining banking stood only 21%, financial benefits, employee receive in Nepal is among the highest here in Nepal, and still responded felt other variables are more attractive than financial benefit they receive. 34% of the respondents considered people that we meet and environment that we experience is the main reason behind joining bank. Surprisingly 14% of the responded feel, the reason behind is, management style banking institutions follow. 12% said fusion of autonomy and creativity reason. People enjoy challenge, but not all but still there are quite a lot of people who choose profession just because of their complexity. 19% of the bankers fall on this category, they said they choose this profession just because of its challenging characteristics.

4.2.5 Feeling of comfort

Question was "*How quickly you feel your day passes by in an office?"* to understand their level of anxiety or better to say level of comfort in an office. As we know, very few of use enjoy the job that we do, we always wish others profession to be ours, never satisfied with what we have. Question is used indirectly, as passage of day comfortably and unknowingly signifies amount of comfort, and will response to happy face.

Figure 5 : Feeling of comfort

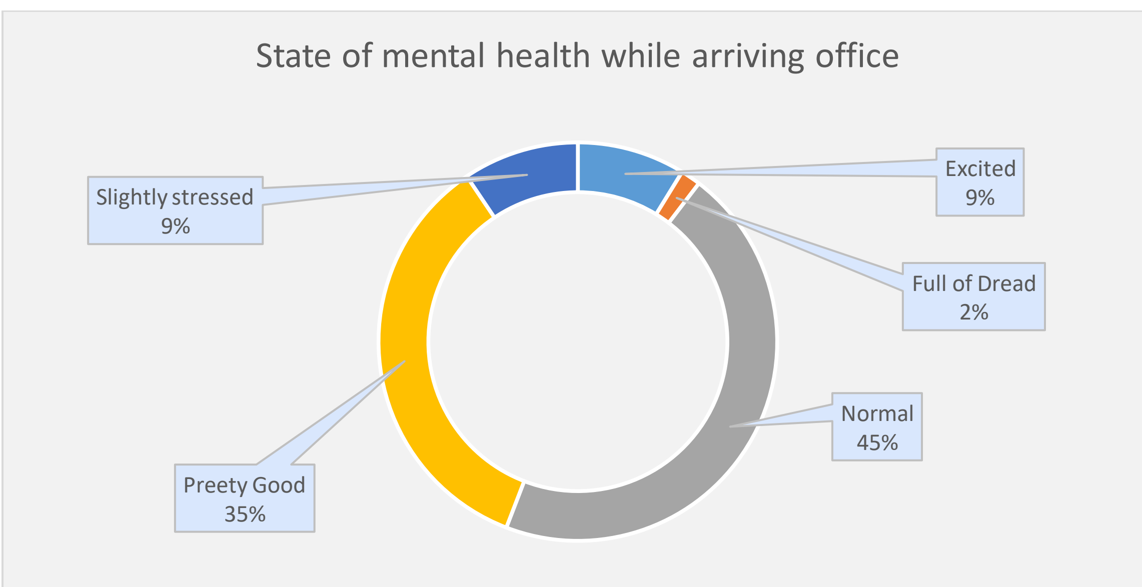


Majority of the responded answered diplomatically, 39% of the respondents, two out of five, said it depends on the job that is assigned, and as nature of the job in not associated in questionnaire, we can't exactly relate, what is the ideal choice of job, respondents tried to address. 7% of the respondents felt very long days, which mean, they are not enjoying their days at all. 25% of the respondents feel moderate days, which means neither they have excitement nor any frustration toward their job. 29% of respondents don't feel how their days pass by, this signifies these are the number of people who are satisfied and happy in organization.

4.2.6 State of mental health while arriving office

Morning gives meaning to the day, the way people arrive with their positivity, their effort and result will be accordingly. Passive employees from morning can never deliver expected result as they remain entangled with their own dreadfulness. "How do you feel when you arrive at your job in a typical day?" question to understand employees first impression toward their job and day.

Figure 6 : State of mental health while arriving office

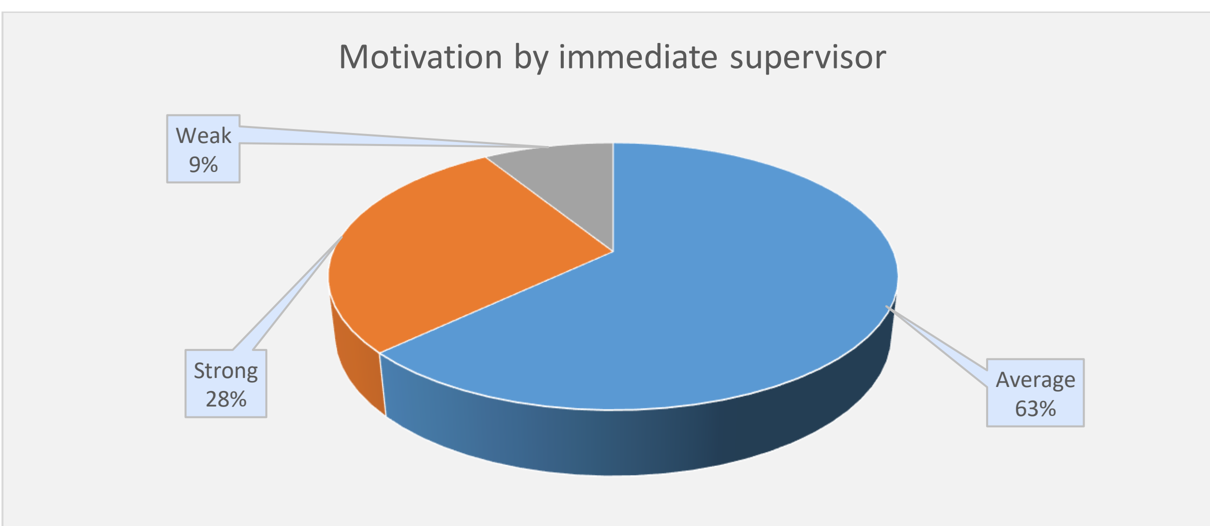


It is a good sign of response from responses regarding their positivity toward job while entering an office. Only 2%, which we can call almost negligible, fell dreadfulness while entering their job. It signifies, that they are doing job as they have no other option to do. Beside this 9% of the respondent consider themselves slightly stressed, which should be the concern of organization, as there is a huge chance these employee may fall on negativity group, which is always a risk. 9 % of the employees are excited while entering organization, they should be best performer. 45 % of the employees, responded as normal, as it is regular activity, nothing to panic and nothing to stress. But what a good response for banks is 35% of the respondents feel pretty good while entering an office as they are ready to perform task with positivity.

4.2.7 Motivation by immediate supervisor

Immediate supervisors are always strong mentors of their immediate subordinates, they know their subordinate very well, which enables them to act accordingly, which help subordinates to develop themselves to their maximum potentiality. Felling of support from superior enhance individuals quality to progress.

Figure 7 : Motivation by immediate supervisor

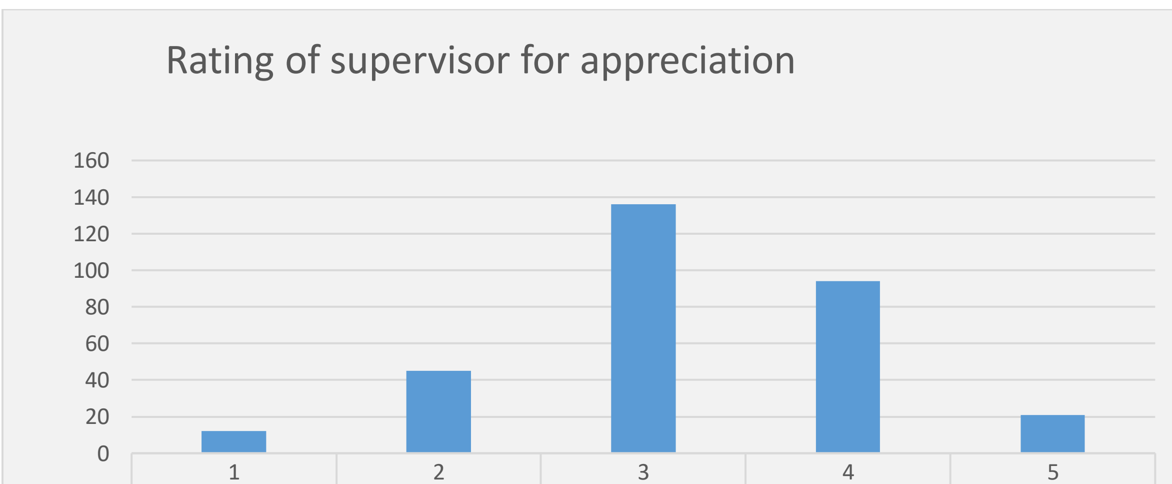


Response illustrated above doesn’t provide positive opinion. Only 3 out of 10 respondents believe that their immediate superior is a good motivator. 63% of the respondents consider their immediate supervisor as average motivator. Even worst is the response of 9% of the respondents, they believe their supervisor are week to motivate. This finding seems like a major concerns, that bank need to worry about.

4.2.8 Supervisor's appreciation for performance

Subordinates get motivated by the appreciation form their superior, if any outstanding job is performed. Public appreaction is valued more. "How much does your superior notice when you really made a good job of something?" is the question asked. "1 stands for very less to and 5 stands for maximum"

Figure 8 : Supervisor's appreciation for performance



	1	2	3	4	5
Total	12	45	136	94	21

Bardiagram presented above, illustraes that superiors are neither worst to understand the performance nor very excellent, they fall on the average category. Out of 308 respondent, 136 think their superior are graded 3, which fall just on the situation of average, 94 of the respondends gave their superior 4, considering better than average. 21 of the respondents believe their superor are excellently good to understand and address their perfomance wehreas 12 of the resondent considered their supervisor worst in noticing performace made by them.

4.2.9 Management effort to motivate employee

By this question we tried to identify, is management really interested to motivate their employee form the eye of employee. In every organization we find contradictory verdict regarding this question. Management blames employee and employee feel neglected by the management.

Table 8 : Management effort to motivate employee

Feeling	Number	Percentage
Agree	136	44.44%
Disagree	21	6.86%
Neutral	110	35.95%
Strongly Agree	20	6.54%
Strongly Disagree	19	6.21%
Grand Total	**306**	100.00%

From the above table we can easily say that commercial banks in Nepal are trying to motivate their employee, but not enough. In total about 13% of the respondents said they disagree or strongly disagree that banks are not providing enough factors of motivation, which can’t be ignored. And still 39.95% of the respondents are neutral about motivational activities, it can’t be considered satisfactory. 44.44% of the respondents, i.e. 136 out of 306 agree that commercial banks are providing motivational resources, followed by 6.54% strongly agreeing respondents. In Total average of more than 50% percent, i.e. 1 out of 2 seems satisfied with motivational activities performed by banks.

4.2.10 Involvement in decision making

One of the major tool to motive employee is to make them participate in decision making, but it doesn't mean that it works every time, some employees does not like to enjoy authority and involvement as it carry risk of doing it wrong. For those employee, whose motive is to upgrade themselves and enjoy taking risk would like to participate in decision making.

Table 9 : Employee involvement in decision making

Involvement on decision making	number	Percentage
No	99	32.46%
Occasionally	119	39.02%
Yes	87	28.52%
Grand Total	**305**	100.00%

Employee in commercial banks provided completely a mixed response, responses hovers in around one third of total responses, 28.52% responded yes, and majority of the responders said yes fall on managerial level of the bank, employee working in managerial level are given more chance to participate in decision making. As they fall on top managerial level it's obvious to receive such response. Employee working at official level have mixed response, they said occasionally they are involved in decision making. Generally they perform already prescribed task with freedom to use necessarily urgent. 39% of the respondents are occasionally participated in decision making. But 32.46 of the respondents said, they are never involved in decision making. They do whatever they are told to do, these employee generally fall under below official level. But out of this, due to functional responsibility, branch managers, who are out of valley, even not of officer or managerial level, seldom participated in decision making.

4.2.11 Frequency of training

All we are not born with completeness, we may lack but out tendency to learn is prominent factor toward development. At the same time, today's world is quite complicated, with a very short span of time, we may not know what new method to do the same task in more efficient way emerges. And banking sector tied up with technology and efficiency, it directly connects with modern advancements. Which develops compulsive situation for banks to initiate training in regular basis.

Table 10 : Frequency of training

Frequency of training	Number	Percentage
In regular time interval	61	19.87%
ever	28	9.12%
Quite often	30	9.77%
Sometimes	188	61.24%
Grand Total	**307**	100.00%

From the respondent's response, we can say here that, banks are providing training and workshops of their employees, only the response of frequency differ. As this data is collection of responses of multiple commercial banks, and as per different rules and regulations and need, they might have varied, numbers of training and workshop. Out of all respondents 9.12% expressed that their bank never provided training to them, which is quite unusual. As beside those respondents, every one expressed that they have participated in training and workshops, either regularly or seldom. 61.24% of the respondents expressed their opinion stating, they receive training sometimes only. Only 29% of the respondents advocated on the favor of having regular training, i.e. (19.87% + 9.77%). Seems like commercial bank's employee are receiving training but not regularly as expected by them.

4.2.12 Compensation as per effort

Even though it's not unanimous decision, but one of the main reason we work is payment that we receive. Payment of banking industry is comparably high, but we are never satisfied with what we are paid. Provider says we gave you more than you deserve and receiver believe, I deserve more than that is allotted to me.

Table 11 : Compensation as per effort

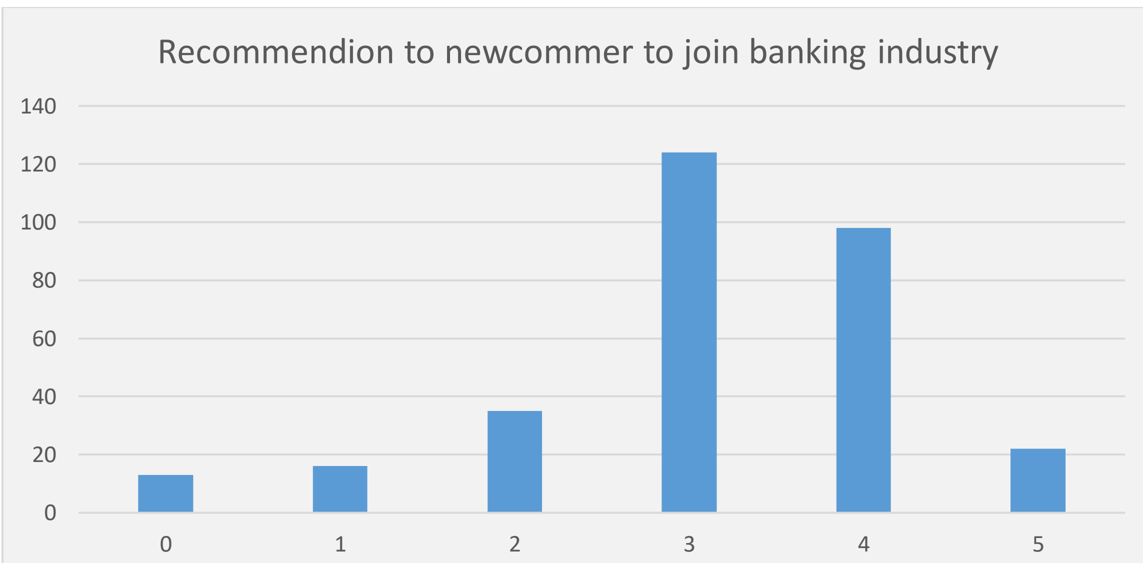
Response	Number	Percentage
Agree	117	38.11%
Disagree	50	16.29%
Neutral	112	36.48%
Strongly Agree	19	6.19%
Strongly Disagree	9	2.93%
Grand Total	**307**	100.00%

Contrary to what we believe regarding payment, response is quite good. It's much better than expected and anticipated. Only 2.93% of the respondents strongly denied that they are paid according to their effort made to organization. It seems that they feel they are underpaid by organization or they are overburdened. 38.11% of the respondents agreed that they are paid enough as per effort they made to organization. At the same time 36.48% of the respondents are neutral here. They don't think it's very good but they don't consider worst too. 6.19% of the respondents took it better than expected as they strongly agree it. With no doubt, here, from above response we can say that generally people working in commercial banks believe that they are paid as per effort they have made.

4.2.13 Recommendation to newcomer to join bank

We know, we have huge expectation on banking sectors, those students who are studying management, main desired profession is banking, but what does the bankers think about this, will they recommend their siblings or their children to join banking sector, to clarify this, I question was asked. "On the scale of 0-5, on the basis of your experience, how likely you are to recommend your friends/family to this profession? Very unlikely "0" very likely "5"."

Figure 9 : Recommendation to newcomers to join banking industry



We live in the world where we enjoy others profession than ours, always others jobs are better valued. Out of the respondents we have found unexpected result here regarding recommendation to next generation. Our belief is strong considering banking as the most preferred job in the market. But result showed completely contrary response. Out of the respondents we encountered, very few strongly recommended banking as a better career to upcoming generation. Out of the respondents only 22 are strongly recommended the following newcomers to join banking sector. At the same time 13 of the respondents strong recommended not to get involved in banking industry. Majority of the respondents, i.e. 124 considered it as almost average kind of job as they give 3 rating to this profession to be recommended, whereas 98 of the respondents considered banking industry as likely to be recommended, as they give 4 out of 5 to banking industry for newcomer.

Chapter V

Summary, Conclusion and recommendation

5.1 Summary

This report is concerned with employee perspective toward their job in banking industry, that's too only on commercial banks in Nepal. Report tried to justify its purpose by covering employees from top level management to lower level management and employees working in different "A" graded banking organizations. This study tried of cover employee perspective and reason of motivational factors of banking, their effort and response made by banking. This report completely stands on opinions provided by employees, and their belief.

To justify the purpose of this report, diverse respondents working in the commercial banks only were encouraged to participate, especially from Kathmandu valley. As method of collecting data was mainly electronic, there is some chance of respondents being out of the valley. This report completely depends on primary data, collected with paper based and electronic questionnaire randomly without any specific preference or discrimination even though some preconceived believes might have been used while analyzing the data. All together 309 respondents participated.

5.2 Conclusion

From the above data presentation ad analysis following conclusion is drawn.

1. These is a slight variation in gender of employees working in commercial banking. Male participation is approximately 20% more than of female employees working in commercial banks.

2. Average mean age of commercial banks is 33.14 years, which states that we have very young group employed in banks, showing long term experienced manpower for future.
3. About two third of the banking employees are married, and almost the remaining are single, shows healthy personal life.
4. The average working experience in commercial bank is 9.06, Very young members and long remaining tenure is beneficial for long term.
5. About 50% of the employees are below officer level, having about 37% on officer level, followed by 12.01% managerial level.
6. Most of the employees working in commercial banks have minimum of bachelor's degree. Just 4.2% of the employees have education of only Plus two level.
7. As we generally agree, major reason of any of the employment is financial reward. 40% of the employees stated that financial is the major factor of their motivation, whereas praise and acknowledgment as well as better working environment are other major factors of motivation. Public recognition considered as least.
8. Employees seems to be demotivated by poor working environment as well as low opportunities for leaning an advancement equally i.e. 44 % and 41 % respectively. Lack of skill required stood negligible compare to previous to other factors.
9. The report stated that 48 % employees are satisfied with their job, 43 % considering it moderate. While only 3 % of the employees are unsatisfied.
10. Even though people use to believe salary is the main reason behind liking this job as banking employee, the report found that only 21 % of the employees consider so. It is found that people and environment of bank is the major reason behind liking this job as well as some employees stated that challenging nature of the job is another factor behind liking this job i.e. 19 %.
11. It is found that people working in a commercial bank are somewhat comfortable with their daily schedule as 29 % of the respondent express that their days passes without noticing as well as 25 % consider it moderate 39 % consider it vary on job assigned. Only 7 % of the employees express their days were very long.

12. Employees express that their mental health during the office time is pleasant. 35 % consider it pretty good, 45 % stating it normal. Only 11 % of the employees felt mentally uncomfortable during their job.
13. It is found that motivating level of immediate supervisor is average. 28 % of the employees felt their motivational level of supervisor is strong.
14. Report express that immediate supervisor of employees working in commercial bank are not so good to appreciate the performance of the employees 136 out of 308 express that their supervisor are just average to appreciate them. Only 21 of the respondent felt their supervisor is good to appreciate them.
15. The effort done by management to motivate employees is not found as effective as expected by general people. Even though 44 % of the employees agreed the effort done by the management is effective which is less than half of the respondents.
16. Decision making is almost done by top level management. Employees working in lower level management are given less chance to participate in decision made by the organization.
17. Training needed to be conducted are not as enough as expected by the employees working in commercial banks. Only 19.87 % of the employees i.e. almost of managerial level, only agreed that they receive training regularly.
18. Very few of the employees feel that compensation that is given as per their effort made in commercial bank is less than expected. Only 16.29 % of the employees express that the compensation given to them is below the par.

5.3 Recommendation

As the purpose of this report to identify the present level of job satisfaction of employees working in commercial banks, it cannot directly guide what are the immediate and appropriate solution of the problems encountered while doing the research. But at the same time it can provide some general solutions of the issues raised while dong the survey and analyzing the research.

1. As majority of the respondents participated in the research expressed that financial reward is the major factor of motivation. While discussing with them personally, during the time of collecting data, lot of the respondents felt that working hour that is devoted in not well paid. It was clearly felt that payment and continuous increment of the salary and facilities are expected a bit more than provided by the organization.
2. Training is major fundament weapon of any organization, Change in technology, methodology challenges employee throughout their job tenure, and majority of employees working in junior level management expressed training is not as per needed. So it is necessary to adapt appropriate training and development program. Nepal Rastra Bank have compulsory instructed to invest on employee training and development, which is entertained by majority of top level management. Commercial banks need to prepare systematic and automated system, which can select the right candidate for training and be beneficiated.
3. Only half of the employees are found motivated. Demotivation seems to be the result of participation and lack of feeling of belongingness. Commercial banks has to initiate every employees to put their opinion for development as well as to produce constructive thematic opinion with the belief that their views and opinions are heard,
4. Positive attitude toward subordinates is expected as only one of the fourth percentile of employee only felt that support from their supervisor is on par. As the only person an employee encounter every day and expect the moral as well as cognitive support id from their immediate superior. Feeling of being deprived will result toward unproductivity. So, mechanism of positive support toward subordinates is expected and commercial banks need to act to give warmth to their subordinates.

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Appendices

Questionnaire

Job Experience

This survey asks questions about your experience working for the organization. It starts andends with some questions about your satisfaction with various aspects of work and job satisfaction. It contains other questions about how you think and feel about the organization. Information will be kept secret and it is only for research purpose.

* Required

1. **Please indicate your gender ***

   Mark only one oval.

   - Male
   - Female

2. **Please name the bank you are associated with ***

   ____

3. **Please select the category that includes your age. ***

   Mark only one oval.

   - 18-24
   - 25-30
   - 31-35
   - 36-40
   - 41-45
   - 46-50
   - 51 & Above

4. **The best describes your marital status** *

Mark only one oval.

- Single
- Married
- Living Relationship
- Divorced
- Widow

5. **Years of experience** *

Mark only one oval.

- 1-5 yrs
- 6-10 yrs
- 11-15 yrs
- 16-20 yrs
- Above 20 yrs

6. **Job position** *

Mark only one oval.

- Below Officer Level
- Officer Level
- Managerial Level

7. **Level of education** *

Mark only one oval.

- + 2 level
- Bachelor
- Masters
- Above Masters

Questionnaires;

1. What factors affect your level of motivation?

Mark only one oval.

- Financial Reward
- Praise and Acknowledgement
- Public Recognition
- Job Security
- Working Environment

2. Consequently what factors de-motivates you in doing your work?

Mark only one oval

- Low opportunities for learning and advancements
- Poor working environment
- Lack of skills required for job

3. What is your level of satisfaction in Job?

Mark only one oval.

- More than satisfied
- Satisfied
- Moderate
- Unsatisfied

4. What are the best things you like in your job?

Mark only one oval.

- People and environment
- Management style
- Challenging nature of job
- Autonomy and creative freedom of the job
- Salary

5. How quickly you feel your day passes by in an office?

Mark only one oval.

- Very quick, skips without being noticed
- Differs on job assigned
- Moderate day
- Very Long days

6. How do you feel when you arrive at your job on a typical day?

Mark only one oval.

- Excited
- Pretty Good
- Normal
- Slightly stressed
- Full of Dread

7. On the scale of 1-5, how excited are you to go to work? "Excitements increasesfrom 1 to 5.

Mark only one oval.

- 1
- 2
- 3
- 4
- 5

8. How motivating is your immediate supervisor?

Mark only one oval.

- Strong
- Average
- Weak

9. How much does your superior notice when you really made a good job ofsomething? " 1 stands for very less to and 5 stands for maximum"

Mark only one oval.

- 1
- 2
- 3
- 4
- 5

10. "Management is really interested in motivating their employee." Do you agree?

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11. Does management involve you in the decision making which are connected toyour department?

Mark only one oval.

- Yes
- No
- Occasionally

12. How often you get involved in training and workshops?

Mark only one oval.

- Quite often
- In regular time interval
- Sometimes
- Never

13. Do you believe banking employee are paid enough to compensate their effort?

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

14. Do you believe incentive and other benefits will influence your motivation?

Mark only one oval.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

15. What type of incentive motivates you a lot?

Mark only one oval.

- Financial
- Non-Financial

16. On the scale of 0-5, on the basis of your experience, how likely you are to recommend your friends/family to this profession? Very unlikely "0" very likely "5".

Mark only one oval.

- 0
- 1
- 2
- 3
- 4
- 5