



## A STUDY ON EMPLOYEE'S PERCEPTION ON SERVICE QUALITY AND SATISFACTION ON RETAIL BANKS IN CHENNAI

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### Abstract

Employee satisfaction has been simply shown as the extent to which the people get satisfied or dissatisfied with their jobs. This articles describe the perception of employees and the service quality of retail banks in the selected area. The employee perception and their satisfaction are obtained through Likert's five point scale which ranges from strongly agree to strongly disagree. In the case of satisfaction also the scale varies from highly satisfied to highly dissatisfy. Since, it is in Likert's five point scale the researcher applied 't' test to measure the responses and to rank them. In the case of the 't' test the researcher used 3 as the hypothesized mean which is the middle value of Likert's five point scale.

**Keywords:** Employees Perception, Service Quality, Satisfaction, Retail Banks.

### INTRODUCTION

It is necessary for a successful organization to satisfy their customers, and the value of the employee's satisfaction in this respect should not be ignored. In industries, such as banking, in which customers directly interact with employees, the behavior of employees influences the customers to leave or stay (Hanif , 2009). Therefore, organizations especially in the service sector should pay more attention to employee satisfaction. Much research indicates the positive relationship between employee satisfaction and customer satisfaction.

### OBJECTIVES

The present study is aimed at finding out job satisfaction of bank employees through different dimension and density of satisfaction levels. More specifically we can furnish the objectives as follows

- To find out the satisfaction level of retail banks regarding job aspects environment, skill, management, authority, job security, encouragement, training course, relationship in job environment, salary, working hours, stress and preference factor.

### METHODOLOGY

Job satisfaction has been taken as dependent variable. Independent variables are job aspects environment, skill, management, authority, job security, encouragement, training course, relationship in job environment, salary, working hours, stress and preference factor. The main purpose of the study is to identify the levels of job satisfaction among employees of retail sector bank and the factors contributing to job satisfaction. To achieve the objectives of the study 240 surveys were sent (through questioners) to 15 retail sector banks situated in districts of Chennai. Therefore all the questionnaires were returned having response rate of 100%. The questionnaire using 5-Scale Likert (1 Stronglysatisfied, 2 Satisfied, 3 Neutral 4 Strongly dissatisfied 5 Dissatisfied) design to test the impact of all the variables.

### RESULTS

#### EMPLOYEE PERCEPTION ON ENVIRONMENT

The 't' test is applied to the three variables of environment and the following results are obtained.

**TABLE - 1**  
**EMPLOYEE PERCEPTIONS ON ENVIRONMENT**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2 tailed)	Rank
1. How satisfied you are with the working Environment?	284	3.8275	1.04416	.06196	13.355	.000	2
2. How satisfied you are with the welfare facilities provided to the employees by the organization?	284	3.6268	.89844	.05331	11.756	.000	3

3. How satisfied you are with the physical working conditions in the Organization?	284	3.8345	.92324	.05478	15.233	.000	1
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Source : Computed data

From the above table it is informed that the mean value of the three variables ranges from 3.6268 to 3.8345, 't' values lie within the range 11.756 to 15.233. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks strongly agree to the physical working condition of the bank. It is followed by employees are satisfied for the working environment and also satisfied with the welfare facilities

provided by the bank. The employee perceived the environment of the bank in the above order preference.

#### EMPLOYEE PERCEPTION ON SKILLS AND KNOWLEDGE

The 't' test is applied on the two variables of skills and knowledge and the following results are obtained.

**TABLE - 2**  
**EMPLOYEE PERCEPTION ON SKILLS AND KNOWLEDGE**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2 tailed)	Rank
4. My work is according to my qualification and skills.	284	3.5528	.99505	.05905	9.363	.000	2
5. I experience personal growth, such as updating skills and learning different jobs.	284	3.5141	.76805	.04558	11.280	.000	1

Source : Computed data

From the above table it is informed that the mean value of the two variables ranges from 3.5141 to 3.5528, 't' values lie within the range 9.363 to 11.280. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks strongly agree that the work is according to their qualification and skills in the bank. It is followed by employees are

strongly agreeing that for their personal growth via updating skills and learning different jobs. The employee perceived the skills and knowledge on a bank job in the above order preference.

#### EMPLOYEE PERCEPTION ON MANAGEMENT

The 't' test is applied to the seven variables of management and the following results are obtained.

**TABLE - 3**  
**EMPLOYEE PERCEPTIONS ON MANAGEMENT**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2 tailed)	Rank
6. The top management employees involved in the management decisions.	284	3.8838	.83891	.04978	17.754	.000	1
7. How satisfied are you with the information you receive from management on what is going on in your division?	284	3.3451	1.08667	.06448	5.351	.000	3

8. How satisfied are you with the information you receive from management on what's going on in the company?	284	3.4331	.94687	.05619	7.708	.000	2
9. Employees are recognized as individuals.	284	3.1549	.99323	.05894	2.629	.009	5
10. Management looks to me for suggestions and leadership	284	2.8028	1.21672	.07220	-2.731	.007	4
11. Our manager uses our knowledge perfectly.	284	3.1514	1.08065	.06412	2.361	.019	7
12. How satisfied you are with the top Management?	284	3.1901	1.29655	.07694	2.471	.014	6

Source : Computed data

It is revealed from the above table that the mean value of the seven variables ranges from 3.1514 to 3.8838, 't' values lie within the range 2.361 to 17.754. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks strongly agree with the decisions made by the top level management. It is followed by employees are satisfied for receiving the up to date information from the management and employees are disagreeing with the management regarding suggestions made by them. And the employees are satisfied with the recognition of

employees by the organization followed by they are satisfied with the top management activities and also agree that the perfect utilization of their knowledge of the management. The employee perceived the management of the bank in the above order preference.

#### EMPLOYEE PERCEPTION ON AUTHORITY OF FREEDOM

The 't' test is applied on the two variables of authority of freedom and the following results are obtained.

**TABLE - 4**  
**EMPLOYEE PERCEPTIONS ON AUTHORITY OF FREEDOM**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	T	Sig. (2 tailed)	Rank
13. When a customer is dissatisfied, I have authority to correct the problem to their satisfaction	284	3.3627	.95785	.05684	6.381	.000	1
14. I have necessary authority to perform your duties effectively.	284	3.1092	1.20308	.07139	1.529	.127	2

Source : Computed data

From the above table it is informed that the mean value of the two variables ranges from 3.1092 to 3.3627, 't' values lie within the range 1.529 to 6.381. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks strongly agree that they have an authority to correct the problem for their customer satisfaction followed by they have an

authority to do the duties effectively. The employee perceived on authority of freedom in the above order preference.

#### EMPLOYEE PERCEPTION ON JOB SECURITY

The 't' test is applied to the six variables of job security and the following results are obtained.

**TABLE - 5**  
**EMPLOYEE PERCEPTION ON JOB SECURITY**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	T	Sig. (2 tailed)	Rank
15. How satisfied you are with your involvement in decisions that affect you work?	284	3.4190	.94202	.05590	7.496	.000	4
16. How satisfied are you with your opportunity to get a better job in this company?	284	3.4507	.94796	.05625	8.012	.000	2
17. How satisfied you are with the insurance?	284	3.4049	.82461	.04893	8.275	.000	1
18. Until I do my duties correctly, I do not have any stress to lose my job.	284	3.2958	.89196	.05293	5.588	.000	6
19. My job security let me to have a long term program in my life	284	3.4261	.99725	.05918	7.200	.000	5
20. How satisfied you are with your job securities?	284	3.4437	.96236	.05711	7.769	.000	3

Source : Computed data

The above table clearly mentioned that the mean value of the seven variables ranges from 3.2958 to 3.4049, 't' values lie within the range 5.588 to 8.275. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks strongly satisfied with the insurance provided by the bank. It is followed by employees are satisfied for getting the opportunities for the management and also satisfied with the job securities provided by the bank. And employees strongly agree with the involvement in decision making

towards their jobs. And the employees are satisfied with the job security provided by the bank in the long term process and also the employees do not have any stress in their jobs. The employee perceived the job security provided by the bank in the above order preference.

#### EMPLOYEE PERCEPTION ON ENCOURAGEMENT

The 't' test is applied to the eight variables of encouragement and the following results are obtained.

**TABLE - 6**  
**EMPLOYEE PERCEPTION ON ENCOURAGEMENT**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2 tailed)	Rank
21. I am rewarded for the quality of my efforts	284	3.9190	.97520	.05787	15.881	.000	5
22. My organization recognized and acknowledge your work.	284	4.1021	.85326	.05063	21.767	.000	2
23. Salary increase ,motivates me more	284	3.8944	.91093	.05405	16.546	.000	4
24. Promotion motivates me more	284	3.8028	.97124	.05763	13.930	.000	6
25. Leave motivates me more	284	4.2077	.87917	.05217	23.151	.000	1

26. Motivational talk motivates me more	284	3.3697	1.18319	.07021	5.266	.000	8
27. Recognition motivates me more	284	3.7887	.78710	.04671	16.887	.000	3
28. Customer satisfaction motivates me more	284	3.3979	1.12793	.06693	5.945	.000	7

Source : Computed data

The above table clearly mentioned that the mean value of the seven variables ranges from 3.3697 to 4.2077, 't' values

lie within the range 5.266 to 23.151. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks strongly satisfied with the encouragement towards leave. It is followed by employees are satisfied that the organization recognized their workers and acknowledged them. And also employees are satisfied with the motivation made by the bank towards job recognition. In this study also found out that the employees strongly agree with the salary received and rewarded by the bank. It is followed by the employees are satisfied with the promotion made by the

bank along with the customer satisfaction motivates them towards encouragement. Further the study reveals that the motivational talk motivates the employees towards encouragement. The employee perceived the encouragement made by the bank in the above order preference.

#### EMPLOYEE PERCEPTION ON TRAINING COURSE

The 't' test is applied on the two variables of training courses and the following results are obtained.

**TABLE - 7**  
**TRAINING COURSE – PERCEPTION OF THE RESPONDENT**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	T	Sig. (2 tailed)	Rank
29. My organization organized any counseling programs for the employees.	284	3.2923	1.13216	.06718	4.350	.000	2
30. My organization organized any training courses for the employees.	284	3.3521	1.02062	.06056	5.814	.000	1

Source : Computed data

From the above table it is informed that the mean value of the two variables ranges from 3.2923 to 3.3521, 't' values lie within the range 4.350 to 5.814. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks strongly agree that the organization conducted training program to their employees as well as a counseling program for their

welfare.

#### EMPLOYEE PERCEPTION ON RELATIONSHIPS IN JOB ENVIRONMENT

The 't' test applies to the three variables of relationships in job environment and the following results are obtained.

**TABLE - 8**  
**EMPLOYEE PERCEPTION ON RELATIONSHIPS IN JOB ENVIRONMENT**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2 tailed)	Rank
31. The employees share experiences, to help each other.	284	3.5986	1.12196	.06658	8.991	.000	1
32. Employees have a friendly relationship together.	284	3.4014	.94409	.05602	7.165	.000	2

33. My manager has a friendly manner with the employee.	284	3.2359	.97892	.05809	4.061	.000	3
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Source : Computed data

The above table clearly mentioned that the mean value of the three variables ranges from 3.2359 to 3.5986, 't' values lie within the range 4.061 to 8.991. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks strongly agree that they are usually shared their experience with each other. In this study reveals that all the employees

have a friendly relationship in their workplace. And also agree that the manager has a friendly approach with their employee. The employee perceived on the relationship in a job environment in the above order preference.

#### EMPLOYEE PERCEPTIONS ON SALARY

The 't' test is applied to the six variables of salary and the following results are obtained.

**TABLE - 9**  
**EMPLOYEE PERCEPTIONS ON SALARY**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2 tailed)	Rank
34. The organization provided satisfactory Salary according to your Work.	284	3.3275	.96685	.05737	5.708	.000	1
35. My salary is accordance with my work.	284	3.3275	.99920	.05929	5.523	.000	2
36. My salary is accordance with my knowledge.	284	3.2535	1.09568	.06502	3.899	.000	3
37. My salary is accordance with my work's history.	284	3.1796	.98009	.05816	3.088	.002	4
38. My salary is accordance with my working hours.	284	3.0915	1.10830	.06577	1.392	.165	5
39. How satisfied you are with your salary?	284	3.0528	1.07363	.06371	.829	.408	6

Source : Computed data

From the above table it is informed that the mean value of the seven variables ranges from 3.0528 to 3.3275, 't' values lie within the range 0.829 to 5.708. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks strongly satisfied with the salary received. It is followed by employees are satisfied that the salary received accordance with their work and knowledge. The study also reveals that the employees are satisfied with the

salary towards experience and also with working hours. The study also found out that the employees strongly agree with the salary received and rewarded by the bank. The employee perceived the salary made by the bank in the above order preference.

#### EMPLOYEE PERCEPTIONS ON WORKING HOURS

The 't' test is applied to the one variable of working hours and the following results are obtained.

**TABLE - 10**  
**EMPLOYEE PERCEPTIONS ON WORKING HOURS**

Source : Computed data

Particulars	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2 tailed)	Rank
40. How satisfied you are with working hours?	284	3.2465	1.02400	.06076	4.056	.000	1

From the above table it is informed that the mean value of the variable is 3.2465, 't' value is 4.056. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the

employees of public and private sector banks strongly satisfied with the working hours allotted by the bank.

**EMPLOYEE PERCEPTIONS ON STRESS/PROBLEMS**

The 't' test is applied to the four variables of stress/problems and the following results are obtained.

**TABLE - 11**  
**STRESS/PROBLEMS – PERCEPTION OF THE RESPONDENT**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2 tailed)	Rank
41. The crowd branch make me stressful	284	3.3979	.91327	.05419	7.342	.000	1
42. Lack of liquidity make me stressful	284	2.9049	1.35609	.08047	-1.181	.238	4
43. Aged and hurried customers make me stressful	284	2.5563	1.22705	.07281	-6.093	.000	2
44. Foreign customers make me stressful	284	2.6338	1.21230	.07194	-5.091	.000	3

Source : Computed data

The above table clearly mentioned that the mean value of the four variables ranges from 2.9049 to 3.3979, 't' values lie within the range -6.093 to 7.342. As the 't' values are found to be statistically not significant and the mean values are below 3. It implies that the employees of public and private sector banks strongly disagree about the lack of liquidity, aged customer and foreign customers has made them stressful. And also

agree that the crowd branch has made them stressful.

**EMPLOYEE PERCEPTIONS ON PREFERENCE & IMPORTANCE**

The 't' test is applied to the four variables of preference & importance and the following results are obtained.

**TABLE - 12**  
**EMPLOYEE PERCEPTIONS ON PREFERENCE & IMPORTANCE**

Particulars	N	Mean	Std. Deviation	Std. Error Mean	t	Sig. (2 tailed)	Rank
45. My colleagues are so important for me.	284	3.0282	.93570	.05552	.507	.612	6
46. Environment is so important for me.	284	3.5106	.83002	.04925	10.366	.000	1
47. Customer satisfaction I so important for me.	284	3.4366	1.28302	.07613	5.735	.000	3
48. Facility is so important for me.	284	3.2254	1.03230	.06126	3.679	.000	4
49. The manner of managers is so important for me.	284	3.1092	1.20308	.07139	1.529	.127	5
50. Amount of salary is so important to me.	284	3.5599	.92470	.05487	10.203	.000	2

Source : Computed data

From the above table it is informed that the mean value of the six variables ranges from 3.0282 to 3.5106, 't' values lie within the range 0.507 to 10.366. As the 't' values are found to be statistically significant and the mean values are above 3. It implies that the employees of public and private sector banks responded that the environment as more important to them. It is followed by the amount of salary, customer satisfaction, facility, manner of managers and the last preference given to their colleagues. The employee perceived the

preference in the above order preference.

**CONCLUSION**

Now a day, organizations have been given more importance to examine the employee satisfaction. There is a hope that employees who are satisfied have a positive performance in their service quality. The main and important factor for successful organization is their employees. In view of the finding of current research it is concluded that bank's employees are reported the highest

level of job satisfaction in all aspects.

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