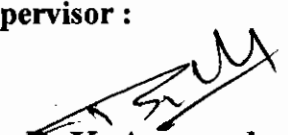


**A STUDY OF RELATIONSHIP BETWEEN PERSONALITY TRAITS &
JOB SATISFACTION AMONG EMPLOYEES IN PRIVATE SECTOR
BANKS IN INDIA : WITH SPECIAL REFERENCE TO ICICI BANK IN
NATIONAL CAPITAL REGION**

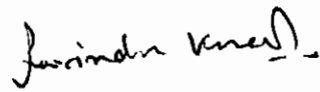


**A SUMMARY
SUBMITTED FOR THE AWARD
OF Ph.D. DEGREE IN
COMMERCE AND BUSINESS ADMINISTRATION
TO C.C.S. UNIVERSITY, MEERUT**

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Introduction:

The relationship between personality traits and job satisfaction has been a persistent study in industrial psychology in this century. Job satisfaction is one of the most important functions of management and it is most extensively studied variable in organizational behaviour and industrial psychology.

Justification for the Study:

1. The purpose of this study is to develop a conceptual framework of the personal properties of front and the relationship with the effectiveness of their work in the banking sector.
2. The purpose of this study is to identify the relationship between individual characteristics and job satisfaction among the employees of the Bank.
3. This study is useful to understand the demographic differences in job satisfaction of Bank employees.
4. This study is useful to know that in the area of workers ' dissatisfaction with work.
5. This study is useful for the management decisions of a bank.
6. The study also contributes to the retention of employees in the banking sector.

There are two main types of job satisfaction based on the level of employees ' feelings about their work. The first, and most analyzed, it is total job satisfaction, which refers to the General feelings of employees about their work (for example, in General, I love my job), (Mueller & Kim, 2008). The second aspect is job satisfaction, which refers to feelings about specific aspects of work, such as salary, benefits, work hierarchy (reporting structure), growth opportunities, work environment, and the quality of the relationship with my colleagues (e.g., overall, I love my job, but my schedule is difficult to manage.) (Mueller & Kim, 2008).



Findings of the Study:

1. The number of employees who perceived high level of job satisfaction differs between male employees and female employees.
2. The analysis of overall job satisfaction between married and unmarried respondents shows that there is no significant difference between married and unmarried groups in the matter of job satisfaction
3. The study has found a positive correlation between Extraversion and Job Satisfaction and negative correlation between Neuroticism and Job Satisfaction.
4. Higher level of satisfaction perceived for job security and recognition accorded from the bank, by the employees among all the cadres is there as it is proofed by the overall mean score
5. The bank employees across the category are highly dissatisfied with the limited promotion opportunities, longer wait to get promotion and lack of scope for out of turn promotion.
6. The employees irrespective of cadre are deriving greater job satisfaction on account of prompt redressal of employee's grievance handling.
7. Training, grievance handling and commitment and loyalty are the major factors significantly influencing the rest of the factors in the matter of promoting job satisfaction among the employees.

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Final word.

Suggestions:

- 1- ICICI bank may make a change in the recruitment policy. Bank should opt for campus recruitment instead of conventional practice of filling in the vacancies through advertisement in newspapers.
- 2- In addition to fixed salary, a component of variable salary needs to be incorporated whereby the extraordinary efforts of the employees across the cadre are incentivized.
- 3- The seniority based promotion policy currently practiced ICICI bank needs to be transformed into merit cum seniority based promotion policy. In other words while seniority may be the basis for promotion for the clerical cadre, merit should be given due weight in the matter of promotion for higher cadres.
- 4- Division office should undertake periodic satisfaction survey so that it can take necessary steps to spot out the areas of dissatisfaction and take remedial measures while sustaining the higher level of satisfaction by continuing positive motives.
- 5- Branch managers should conduct branch level meeting periodically to apprise the employees across the cadre on the progress made by the branch on various performance indicators and invite suggestions for addressing the challenges faced at the branch level. This would promote a sense of participation among the employees.

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