

## A SOCIOLOGICAL STUDY OF ORGANIZATIONAL FACTORS AFFECTING JOB SATISFACTION AMONG OFFICERS OF HABIB BANK LIMITED KARACHI

Muhammad Farhan Siddiqui\*

Dr. Nabeel Ahmad Zubairi\*

### ABSTRACT

*The present study was planned to investigate the job satisfaction among the officers of Habib Bank Limited Karachi. After 1990 the Government of Pakistan decided to privatize those industrial concerns which were running in loss. Thereafter, some industrial concerns had been given in the process for their privatization to get organizational changes in context better profitability of the concern. For instance Pakistan Telecommunication Company Limited, Steel Mill, Karachi Electric Supply corporation and Nationalized Banks had been chosen for privatization on priority basis. The results of the study revealed the relationship between organizational factors like; High Commitment Environment, Corresponding Co-worker Support, Organizational Communication, Task control and Participant Decision Making and job satisfaction Habib Bank Limited employees. Researcher has found all organizational factors have strong relationship with the job satisfaction level of Habib Bank Limited employees.*

### INTRODUCTION

Job satisfaction is a set of favourable or unfavourable attitudes employees hold about their work. (Colton,:2000:p23). The fear and anxiety of workers in state owned enterprises and recent developments in the corporate world have necessitated the need to examine wages and job satisfaction of workers in various enterprises closely (Kofi:2002:p12). Some motivating factors like prestige, salary, status, nature of job, chances of promotion and honour contribute a lot in the adjustment and job satisfaction of a person in their job, so job satisfaction plays a vital role in the achievement of professional competency (Rayana:1999:p14). Task control on the part the employee had even more of a shielding effect from stress on frontline employees than even boss support. Employees that are empowered are more likely to have greater job satisfaction and be more productivity (Jagdip:2000:p156). An organization can be evaluated in term of human satisfaction. Job satisfaction of employees in a economical organization in worthy this leads directly to the efficiency of the workers they show in their daily work (Acker, Yehuda:1998:p12). Relationship-oriented behaviour has been found to have a positive relationship with satisfaction and performance whereas high structure and low consideration for relationship styles as been associated with lower job satisfaction and lower organizational commitment (Fleming:1996:p201). Job satisfaction is positive is a positive emotional state that occurs when a person's seems to fulfill one's needs.

In 1947 as a new country without resources it was very difficult for Pakistan to run its own banking system immediately. Therefore, in accordance with the provision of Indian independence Act of 1947 as expert committee was appointed to study the issue. The committee recommended that the Reserve Bank of India should continue to function in Pakistan until 30<sup>th</sup> September, so that the problems of time and demand liability, coinage, currencies and exchanged be settled between India and Pakistan. It was also stipulated that Pakistan would take over the management of public debt and exchange

- 
- Student of M.Phil/Ph.D., Department of Sociology, University of Karachi
  - Assistant Professor, Department of Sociology, University of Karachi, nzubairi69@yahoo.com
-

control from Reserve bank of India on 1<sup>st</sup> April, 1948 and that Indian notes would continue to be legal tender in Pakistan till 30<sup>th</sup> September, 1948. There were 19 non-indian foreign banks with the status of small branch officers which were engaged solely in export of crops from Pakistan, while there were only 2 Pakistani institutions, Habib Bank and the Australian Bank. However, contrary to the recommendations, the Government of Pakistan decided to established a full-fledge central bank. Consequently the Governor General of Pakistan and the father of the nation, Quaid-e-Azam Muhammad Ali Jinnah, inaugurated the State Bank of Pakistan on July 1, 1948 (Siddiqui, Asrar:1993:p14).

At present the banking structure in Pakistan comprises of State Bank of Pakistan (Central Bank), Commercial Banks, Exchange Banks, Co-operative Banks, Saving Banks, Specialized Credit Institutions. The Habib Bank group is a leader in Pakistan's services industry. An extensive network of 1425 domestic branches the largest in Pakistan and 55 international branches has enabled Habib Bank Limited to provide comprehensive services that meet customer needs. This has ensured thriving client relationships that form the backbone of the bank's development. It has come a long way from its modest beginnings in Bombay in 1941 when it commenced operations with a fixed capital of 25,000 rupees. The bank's towering presence in Pakistan's financial and commercial life has remained unchanged over the decades. The strength of its brand and image is symbolized by its prominent Head Office building that has dominated Karachi's skyline for 35 years. There are 180 branches of Habib Bank Limited in Karachi having 3311 employees. Habib Bank Limited is the biggest commercial concern in our country. Officers of Habib Bank Limited are performing a vital role in banking sector for the positive development of our society/country. Habib Bank aims to ensure customers satisfaction by providing high quality banking services. This is made possible by the professionalism of employees all of whom provided with the requisite training and opportunities to enable them to realize their full potential (Habib Bank Limited, Annual Report 2004).

### **SIGNIFICANCE OF THE STUDY**

Banks play a vital role in contemporary society with reference to economical and commercial growth. As per decision of Government of Pakistan for organizational changes in the banking sector during last ten years; all nationalized commercial banks except National Bank of Pakistan have been privatized. Muslim Commercial Bank and after that Allied Bank of Pakistan, United Bank Limited and Habib Bank Limited have been privatized one by one. After privatization of Habib Bank Limited attitude of employees towards their job has been changed because of policies of the new management of Habib Bank Limited. Various steps have been taken to provide better services for the public. The study was on the Sociological aspects of job satisfaction among the Habib Bank Limited employees/Officers in Karachi such as High Commitment Environment, Corresponding Co-Workers, Organizational Communication, Task Control and Participant Decision-Making.

### **Review of the Related Researches**

Ander Skogstad (2003), examined high commitment environment is one that provides intrinsically rewarding job, has supportive supervisors and high performance work practices. The results suggests employee's perception of their work environment are critical predictors of job satisfaction and organizational commitment. Berg & Appelbaum (2003), emphasis on leadership behaviour and it's relationship with job satisfaction. The leadership behaviours identified are considerate leadership behaviours

and change oriented leadership behaviours. Kofi Fred & Asiedu (2002), examine the impact of privatization on wages and job satisfaction in selected urban based enterprises in Ghana. The fear and anxiety of workers in state owned enterprises and recent developments in the corporate world have necessitated the need to examine wages and job satisfaction of workers in various enterprises closely. Scott-Ladd & Brenda D. (2001), emphasize on the role and relationship of employee participation in decision making within the enterprises bargaining context. Research data were gathered from public, private and local government sectors to from two separate studies to test a model of participation decision making developed from the literature. Jagdip (2000), reported research that indicated that task control on the part the employee had even more of a shielding effect from stress on frontline employees than even boss support. Employees that are empowered are more likely to have greater job satisfaction and be more productivity. In situations were employees have greater amounts of task control, the employee is likely to have greater amounts of job satisfaction. Jinnett & Alexander (1999), indicates that group satisfaction could have more of an impact on individual job satisfaction that individual job tasks performed. Spector (1997), define job satisfaction as the extent to which people like (satisfaction) or dislike (dissatisfaction) their job. This definition suggests job satisfaction is general or global affective reaction that individuals hold about their job. Grieshaber & Parker (1995), conducted research between nursing homes, indicated that one key component of job satisfaction was communication. Communication was positively correlated to job satisfaction. Accurate communication about the nature of the job was inversely related to turn over. Gillian, Wilson (1991), present his theory on job characteristics, job characteristics are behaviour. Locke (1983), emphasize on job satisfaction refers to the positive feelings or state people obtain from considering their job experience.

### **Objectives of the study**

The aim of the study was to find out the relationship between organizational factors and job satisfaction, how organizational factors affect the job satisfaction of Habib Bank Limited employee. The specific objectives of the study were to find out:

1. Find-out relationship between high commitment environment and job satisfaction. High commitment defined as one that provides intrinsically rewarding job has supportive supervisors and high performance work practice. Organizational high commitment environment is the predictor of job satisfaction of employee.
2. Find-out relationship between Corresponding Co-worker support and job satisfaction. The corresponding co-worker support meant in this study that many different situational factors (role conflict, autonomy, physical and mental workload) and demographic variables influence job satisfaction. Co-worker support in organization is influence the job satisfaction of employee.
3. Find-out relationship between organizational communication and job satisfaction. In this study organizational communication meant the more communication between employee reduce the anxiety of work. Employees feels easy in free communication environment and do their job with best of efforts, communication is the key component in organization and also positive symbole of employee job satisfaction in organization.
4. Find-out relationship between task control and job satisfaction. Task control is a responsibility for employee when someone get some task he/she feels proud and employee that are empowered are more likely to have greater job satisfaction and be more beneficial to work productivity. In satisfactions were employees have great amounts of task control, the employee is likely to have greater amounts of job satisfaction.

5. Find-out relationship between participant decision making and job satisfaction. In this study the enhancement of employee working condition. When an employee participates in decision making, employee feel he/she is important and his/her opinion is important for organization which increase the prestige of employee and also job satisfaction. Employee participant decision making (PDM) influencing more positive outcomes, such as improved productivity, commitment and job satisfaction.

## METHODOLOGY

The type of present study was survey research conducted to test different hypotheses formulated by the researcher. Sample of 180 employee was drawn from a universe of 3311 total employees who are working in 180 branches of Habib Bank Limited in Karachi. A serial list of all officers developed and through using systematic sampling formula ( $N/n$ ) the sample was drawn, when  $N$  for total universe and  $n$  for the sample size ( $3311/180 = 18.34$ ). Through formula every 18<sup>th</sup> officers was respondent of the research. In this study researcher used matrix questionnaire having three option (strongly agree, agree and disagree) to rate the statement asked in questionnaire. Researcher used Goodness of fit test for analysis according to the nature of acquired data.

## JOB SATISFACTION

	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	
<b>High Commitment Environment</b>	13	147	20	180
<b>Corresponding Co-Worker Support</b>	06	157	17	180
<b>Organizational Communication</b>	16	149	15	180
<b>Task Control</b>	13	137	30	180
<b>Participant Decision Making</b>	17	130	33	180
<b>Total</b>	<b>65</b>	<b>720</b>	<b>115</b>	<b>900</b>
<b>Percentage</b>	$65/900 \times 100 =$ <b>07.22%</b>	$720/900 \times 100 =$ <b>80.00%</b>	$115/900 \times 100 =$ <b>12.77%</b>	<b>99.99%</b>

## CONCLUSION

In the present study researcher has tried to find-out the relation between job satisfaction and organizational factors like High Commitment Environment, Corresponding Co-workers Support, Organizational Communication, Task control and Participant Decision Making, for testing the job satisfaction among officers of Habib Bank Limited Karachi. The researcher has found that reference to the above table 07.22% of the respondents have been found in strongly agree category, 80% of the respondents have been found in agree category and 12.77% of the respondents have been found in disagree category. Researcher tested five hypotheses respectively and found relationship between job satisfaction and organizational factors which is good for employees and public for availing the better services from the bank which leads to employees and bank client satisfaction. Bank is providing facilities in Pakistani society especially for retired people, businessman, welfare trust and students. Bank employee satisfaction shows the high inclination towards their job, this is in favour of economical growth of society/country.

---

**REFERENCES**

1. **Anders Skogsted (2003)**, Effects of leadership behaviour on job satisfaction, health and efficiency, Cambridge.
2. **Acker, Yahuda (1998)**, The rise and fall of organizational commitment, human system management, Florida.
3. **Fleming (1996)**, A case study in human service organization, journal of organizational behaviour management, New York.
4. **Argyris (1983)**, Problems and new direction for industrial psychology, New York.
5. **Berg, P., Appelbaum, E (2003)**, Balancing work and family, the role of high commitment environment, industrial relations, California.
6. **Ball, P. (1989)**, Language attitude, the language of new society, St. Lucia University of Queensland Press.
7. **Colton, David (2000)**, Quality improvement in health care, conceptual and historical foundation, evaluation and the health profession, Barverly Hills.
8. **Griehaber, Parker (1995)**, Job satisfaction of nursing assistants in long-term care, the health care supervisor, San Francisco.
9. **Gillain, Wilson (1991)**, Relationship of job characteristics from multiple data source with employee affect, jornal of applied psychology, New York.
10. **Habib Bank Limited, Annual Report 2004**, Head Office Karachi.
11. **Jagdip (2002)**, Performance productivity and quality of frontline employees in services organization, Manchester.
12. **Jinnett, Alexander (1999)**, The influence of organizational context on quitting intention, Barverly Hills.
13. **Kofi, Fred Asiedu (2000)**, Privatization, wages and job satisfaction case of Ghana, Ghana.
14. **Locke, Bateman (1983)**, The nature and causes of job satisfaction, New York.
15. **Rayna (1999)**, A comparison of job satisfaction among nursing assistants in nursing home, Washington.
16. **Scott-Ladd, Brenda, D (2001)**, The influence of participation decision making within the enterprises bargaining context, implication for the job satisfaction and effective commitment, Brisbane.
17. **Spector, P.E (1997)**, Job satisfaction, application, causes and consequences, Oaks.
18. **Siddiqui, Asrar (1993)**, Practice and law of banking in Pakistan, Karachi.