

## **IMPACT OF AGE ON THE JOB SATISFACTION OF PRIVATE SECTOR BANK EMPLOYEES: AN EMPIRICAL INVESTIGATION**

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### **ABSTRACT**

*The present study is an effort to examine the impact of age on the job satisfaction of private sector bank employees. A sample of 200 employees is selected and surveyed in Punjab. The respondents of two different age groups surveyed in the study have been found agreeing with all the eighteen statements designed for assessing the job satisfaction of the private sector bank employees in the study. To examine the impact of age on the job satisfaction of employees, the two age groups are compared with the help of the Z test in the ongoing study. The respondents having 'more than 35 years of age' have a stronger belief than the 'less than 35 years' of age of respondents for the variables of 'care of mental and physical health', 'time for work life balance', 'sense of job security', 'implementation of labour norms', 'non-discriminating transfer policies', 'rational promotion policies', 'adequate pay structure' and 'prompt grievance settlement mechanism' for influencing job satisfaction of the employees. On the basis of the results of the ongoing study, the study recommends that human resource management needs to take care of all the issues/variables that may develop the sense of job satisfaction among their employees. However, the findings of the study may be useful for the employer, employees, researchers etc. of the area for the progression of the thought of job satisfaction.*

**Key Words:** Age, Impact, Job Satisfaction, Private Sector.

### **Introduction**

The human resource management has to procure and retain the enthusiastic and passionate human capital for the success of their institutions. Human as a resource is too difficult to replenish easily. To hold experienced and trained human resource in the organization, the

human resource manager needs to make the employees satisfied with their given jobs. As far as the idea of job satisfaction is concerned, it is associated with the comfort, pleasure and ease of an employee with his or her assigned job. It is a term which helps the employee to decide about his or her continuity in the organization. It is very simple to describe the term job satisfaction, but too hard to define it in limited words. On the basis of his or her own insight, an employee develops the connotation of job satisfaction for him or her. It is usually believed that one employee may be satisfied in a job but another employee may be dissatisfied in the same job. This difference of opinion with respect to the satisfaction level of the two different employees for the same job may take place due to different profile of the employees. The personal attributes/profile of the employee certainly impacts the level of job satisfaction significantly. The present study is classified into three sections. Section I deals with the data base and research methodology. Discussion of the impact of age on the job satisfaction of employees of the private sector bank employees is discussed in section II. Conclusion and Recommendations are presented in Section III.

### **Earlier Studies**

So far various studies have been conducted around the globe to examine the impact of profile on the job satisfaction of the employees. For instance, Forsyth and Copes (1994) submit that 'rank', 'age', 'sex', 'education', 'years with police force', and 'length of time at present position' have a significant effect on the job satisfaction of the employees. Pattanayak *et al.* (1995) opine that personal variables viz., 'age', 'experience' and 'other variables' influence the job satisfaction level of both executives and supervisors. Mahadevan and Amirtharajan (1997) identify that 'age', 'education', 'qualification', 'experience', 'salary', 'job security', 'customer service', 'suggestion scheme', 'interpersonal relationship', 'department's care', 'training effectiveness', 'officers' association' and 'recognition' has close association with job satisfaction. Cherrington (1998) observes that 'age', 'education', and 'occupation' are three personal characteristics that are constantly related to job satisfaction of the employees. Gupta (2001) believes that generally more educated employees tend to be less satisfied with their jobs probably due to their higher job expectations. He further discusses that though research does not

show a conclusive relationship between more education and more satisfaction. Kumar and Patnaik (2002) show that there are differences in 'gender', 'age' and 'experience' with regard to job satisfaction. Mehboob, *et al.* (2012) identify that 'female faculty members' are less satisfied with their assigned job as compare to the 'male faculty members' in their study. Thus, the assimilated review of the ongoing study signifies that the profile of the respondents viz., 'gender', 'marital status', 'education', 'job experience/tenure', 'rank/designation', 'employment in public or private sector', etc. influences the job satisfaction level of the employees, but the impact of 'age' on the 'job satisfaction' is only examined in the present study.

### **Objective of the Study:**

The objective of the study is to examine the impact of age on the job satisfaction of private sector bank employees.

## **Section I**

### **Data Base and Research Methodology**

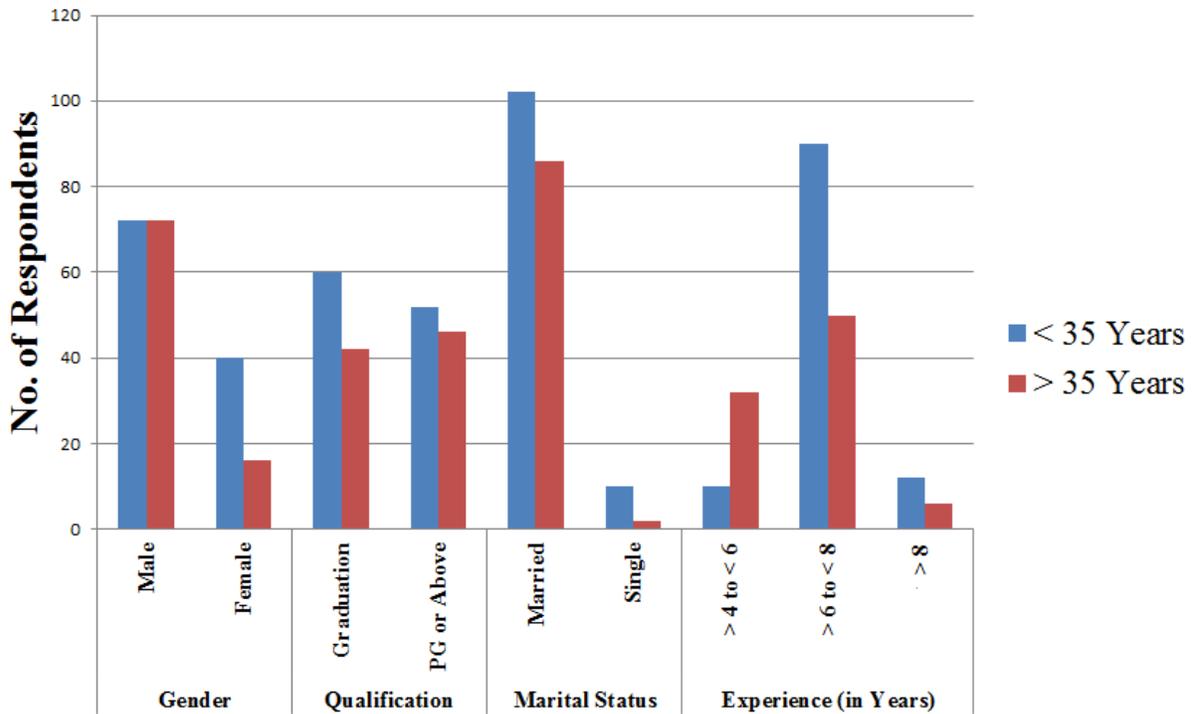
The primary source of data is mainly used in the ongoing study. An employee who has an experience of minimum four years of employment in private sector banks is assumed to be one of the most appropriate sources of information in this respect as they could deliver precise and concise response about the impact of age on job satisfaction. A sample of 200 employees is selected and surveyed in Punjab personally using the convenience sampling from September to December, 2015. To study the impact of age on the satisfaction level of the private sector employees, the employees are categorized into two categories. The employees 'less than thirty five' or 'more than thirty five' years of age are compared in the study for examining the impact of age on the job satisfaction of private sector bank employees. The profile of the two categories of the respondents is composed on the basis of 'gender', 'qualification', 'marital status' and 'job experience'. The profile of two different categories of the employees i.e. 'less than thirty five' (N=112) or 'more than thirty five, (N=88) years of age is presented in exhibit 1 and figure 1.

**Exhibit 1**  
**Profile of the Respondents (N = 200)**

Basis		Age		Number of Respondents
		< 35 Years (N=112)	> 35 Years (N=88)	
Gender	Male	72 (64.29)	72 (81.81)	144 (72.00)
	Female	40 (35.71)	16 (18.19)	56 (28.00)
<b>Total</b>		<b>112</b> <b>(100.00)</b>	<b>88</b> <b>(100.00)</b>	<b>200</b> <b>(100.00)</b>
Qualification	Graduation	60 (53.57)	42 (47.72)	102 (51.00)
	Post-Graduation or Above	52 (46.43)	46 (52.28)	98 (49.00)
<b>Total</b>		<b>112</b> <b>(100.00)</b>	<b>88</b> <b>(100.00)</b>	<b>200</b> <b>(100.00)</b>
Marital Status	Married	102 (91.07)	86 (97.72)	188 (94.00)
	Unmarried/Single	10 (8.93)	02 (2.28)	12 (6.00)
<b>Total</b>		<b>112</b> <b>(100.00)</b>	<b>88</b> <b>(100.00)</b>	<b>200</b> <b>(100.00)</b>
Job Experience (in Years)	> 4 to < 6	10 (8.92)	32 (36.36)	42 (21.00)
	> 6 to < 8	90 (80.36)	50 (56.81)	140 (70.00)
	> 8	12 (10.72)	06 (6.83)	18 (9.00)
<b>Total</b>		<b>112</b> <b>(100.00)</b>	<b>88</b> <b>(100.00)</b>	<b>200</b> <b>(100.00)</b>

\* Percentages are given in parenthesis.

**Figure 1**  
**Profile of the Respondents**



The above table and figure shows that out of ‘less than 35 years’ of age respondents, 64.29 percent respondents are ‘male’ and 35.71 percent are ‘female’. 53.57 percent of the respondents are ‘graduates’ and 46.43 percent are ‘post graduates or above’. 91.07 percent of the respondents are ‘married’ employees and 8.93 percent are ‘unmarried/single’. 80.36 percent have the experience of ‘more than 6 to less than 8 years’ followed by 10.72 percent ‘more than 8 years’ and 8.92 percent have ‘more than 4 to less than 6 years’ of job experience. As far as ‘more than 35 years’ of age respondents is concerned, 81.81 percent respondents are ‘male’ and 18.19 percent are ‘female’. 47.72 percent of the respondents are ‘graduates’ and 52.28 percent are ‘post graduates or above’. 97.72 percent of the respondents are ‘married’ employees and 2.28 percent are ‘unmarried/single’. 56.81 percent have the experience of ‘more than 6 to less than 8 years’ followed by 36.36 percent ‘more than 4 to less than 6 years’ and 6.83 percent have ‘more than 8 years’ of job experience. On the basis of a questionnaire, the respondents are requested to express their perceptions on a five point likert scale ranging from ‘strongly agreed’ to ‘strongly

disagreed'. The suitable weights are also allotted to 'strongly agreed (5)' to 'strongly disagreed (1)' to examine the collected information (Hair *et al.* 2003; Malhotra and Dash, 2009).

## Section II

### Impact of Age on the Job Satisfaction of Employees: Z Test Analysis

Exhibit 2 and figure 2 show that on the basis of weighted average score (WAS) the respondents of 'less' or 'more' than 35 years of age surveyed have been found agreeing with all the eighteen statements designed for examining the job satisfaction of the private sector bank employees in the study.

#### Exhibit 2

#### Impact of Age on Job Satisfaction: Z Test Analysis

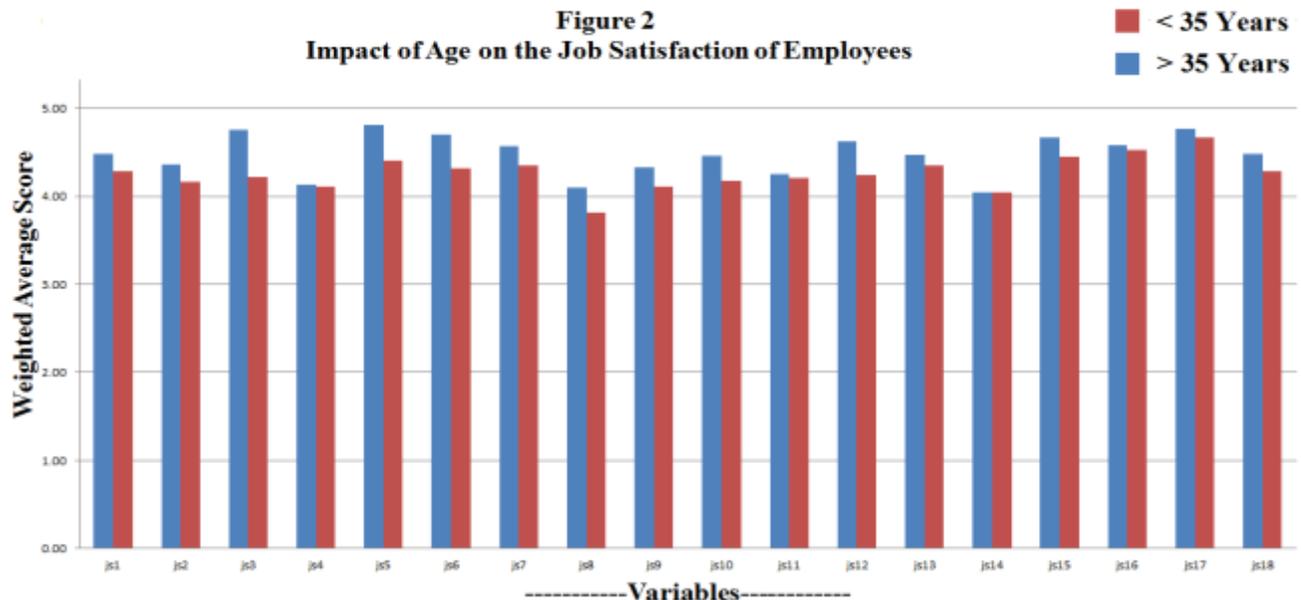
Label	Variables	Age (in Years)				Z Value
		< 35 (N=112)		> 35 (N=88)		
		WAS	SD	WAS	SD	
js <sub>1</sub>	adequate education	4.28	0.92	4.48	0.87	1.57
js <sub>2</sub>	requisite experience	4.16	0.94	4.36	0.82	1.60
js <sub>3</sub>	care of mental and physical health	4.22	0.84	4.76	0.81	4.60***
js <sub>4</sub>	time for work life balance	4.02	0.5	4.22	0.65	2.58***
js <sub>5</sub>	sense of job security	4.41	0.67	4.81	0.56	4.60***
js <sub>6</sub>	supportive superior	4.42	0.99	4.6	0.86	1.37
js <sub>7</sub>	healthy terms with co-employees	4.35	1.21	4.57	1.21	1.28
js <sub>8</sub>	diversity in job	3.92	0.65	4	0.67	0.85
js <sub>9</sub>	practice of job recognition	4.21	0.76	4.23	0.84	0.17
js <sub>10</sub>	tradition of job empowerment	4.28	0.67	4.36	0.45	1.01
js <sub>11</sub>	use of delegation of authority	4.21	0.41	4.25	0.35	0.74
js <sub>12</sub>	implementation of labour norms	4.24	0.85	4.62	0.76	3.33***
js <sub>13</sub>	non-discriminating transfer policies	4.35	0.43	4.47	0.42	1.98**
js <sub>14</sub>	frequent training and development programmes	4.04	0.46	4.04	0.65	0.00
js <sub>15</sub>	unbiased performance appraisal system	4.55	0.83	4.57	0.83	0.17
js <sub>16</sub>	rational promotion policies	4.44	0.98	4.66	0.87	1.68*
js <sub>17</sub>	adequate pay structure	4.57	0.93	4.77	0.72	1.71*
js <sub>18</sub>	prompt grievance settlement mechanism	4.28	0.76	4.48	0.78	1.82*

WAS=Weighted Average Score and SD=Standard Deviation.

\*\*\*Significant at 1 per cent level,

\*\*Significant at 5 per cent level and

\*Significant at 10 per cent level of significance.

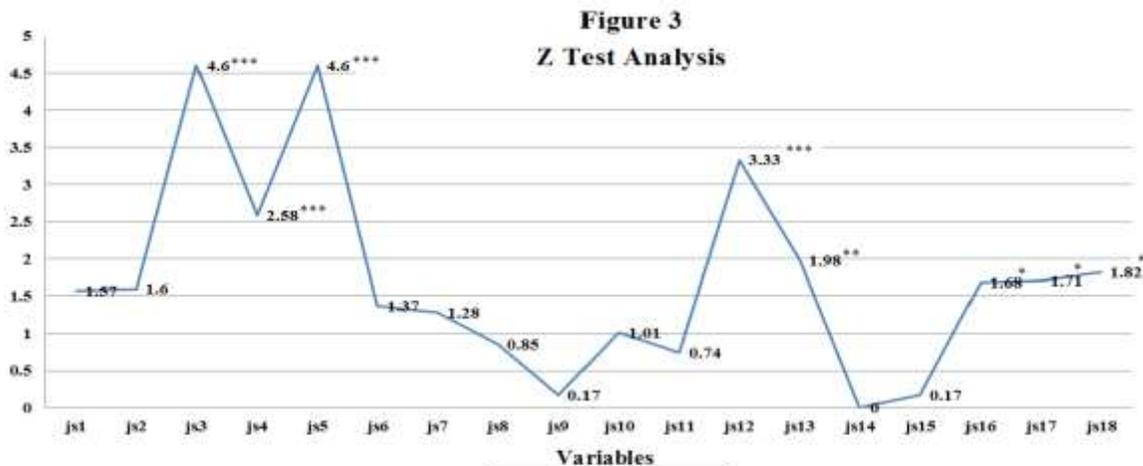


It is obvious that when we examine a particular variable, it is not required that all the respondents have the identical level of agreement or disagreement with it. Several factors may be responsible for the different levels of agreement/disagreement of the respondents. The ‘profile’ or ‘personal attributes’ also play a significant role in differentiating respondents having significantly dissimilar perceptions (Hair *et al.*, 2003; Luck and Rubin, 2009; Malhotra, 2002; Malhotra and Dash, 2010). Keeping this in view the impact of profile or personal attributes on job satisfaction, the two age groups are compared with the help of the Z test in the ongoing study. The following null hypotheses have been set to assess the difference between the respondents examined and discussed in the study:

$H_1$ : no significant difference exists in the perceptions of ‘less than 35’ and ‘more than 35’ years of age respondents about the statements considered in the study.

In this part, it is examined that whether there is any significant difference in the perceptions of the respondents or not pertaining to the eighteen statements/variables composed for assessing the job satisfaction of the private sector bank employees in the study. Z test has been used to test the hypothesis that ‘no significant difference exists in the perceptions of male

and female respondents pertaining to the statements considered in the study' and statistics are given in exhibit 2. Exhibit 2 shows that both the categories of the age i.e. 'less than' and 'more than' thirty five years of age respondents observed in the study have been found agreeing with the statements composed for examining the job satisfaction of the private sector bank employees.



\*\*\*js<sub>3</sub>, js<sub>4</sub>, js<sub>5</sub> and js<sub>12</sub> are significant at 1 percent level of significance  
 \*\* js<sub>13</sub> is significant at 5 percent level of significance  
 \*js<sub>16</sub>, js<sub>17</sub> and js<sub>18</sub> are significant at 10 percent level of significance

The results of Z test reported in exhibit 2 and figure 3 show that that there are significant differences in the perceptions of the two categories of respondents. The above table and figure shows that in case of difference between the respondents of two categories, the 'more than 35 years' of age of respondents have a stronger belief than the 'less than 35 years' of age of respondents that 'care of mental and physical health' (js<sub>3</sub>), 'time for work life balance' (js<sub>4</sub>), 'sense of job security' (js<sub>5</sub>), 'implementation of labour norms' (js<sub>12</sub>), 'non-discriminating transfer policies' (js<sub>13</sub>), 'rational promotion policies' (js<sub>16</sub>), 'adequate pay structure' (js<sub>17</sub>) and 'prompt grievance settlement mechanism' (js<sub>18</sub>) are the factors influencing job satisfaction. Hence, out of the total eighteen statements considered in the study for assessing the job satisfaction of bank employees of the private sector, for eight statements (js<sub>3</sub>, js<sub>4</sub>, js<sub>5</sub>, js<sub>12</sub>, js<sub>13</sub>, js<sub>16</sub>, js<sub>17</sub> and js<sub>18</sub>) the null hypothesis of 'no significant difference exists between the perceptions of the respondents' is rejected.

### **Section III**

#### **Conclusion and Recommendations**

The concept of job satisfaction is linked with the comfort, pleasure and ease of an employee with his or her assigned job. The personal attributes/profile of the employee certainly impacts the level of job satisfaction significantly. So far various studies have been conducted across the globe for examining the impact of profile on the job satisfaction of the employees. The work of Forsyth and Copes (1994), Pattanayak *et al.* (1995), Mahadevan and Amirtharajan (1997), Cherrington (1998), Gupta (2001), Kumar and Patnaik (2002), Solomon (2007), Shukla (2009), etc. is also notable for examining the different dimensions of the job satisfaction. The objective of the study is to examine the impact of age on the job satisfaction of private sector bank employees. A sample of 200 employees is selected and surveyed in Punjab. The employees 'less than thirty five' or 'more than thirty five' years of age are grouped and compared in the study for examining the impact of age on the job satisfaction of private sector bank employees.

On the basis of weighted average score (WAS) the respondents of 'less' or 'more' than 35 years of age surveyed have been found agreeing with all the eighteen statements designed for assessing the job satisfaction of the private sector bank employees in the study. To examine the impact of age on the job satisfaction of employees, the two age groups are compared with the help of the Z test in the ongoing study. The null hypotheses of 'no significant difference exists in the perceptions of 'less than 35' and 'more than 35' years of age respondents about the statements considered in the study have been set to assess the difference between the respondents examined and discussed in the study. The results of Z test show that there are significant differences in the perceptions of the two categories of respondents. The respondents having 'more than 35 years of age' of respondents have a stronger belief than the 'less than 35 years' of age of respondents that 'care of mental and physical health', 'time for work life balance', 'sense of job security', 'implementation of labour norms', 'non-discriminating transfer policies', 'rational promotion policies', 'adequate pay structure' and 'prompt grievance settlement mechanism' are the variables influencing job satisfaction. Thus, out of the total eighteen statements considered in the study for assessing the job satisfaction of bank employees of the

private sector, for eight statements (js<sub>3</sub>, js<sub>4</sub>, js<sub>5</sub>, js<sub>12</sub>, js<sub>13</sub>, js<sub>16</sub>, js<sub>17</sub> and js<sub>18</sub>) the null hypothesis of 'no significant difference exists between the perceptions of the respondents' is rejected.

It may be attributed due to this reason that when the employees get older then the concept of job hopping among them goes down on its own. They make efforts to make them satisfied with their existing jobs. The rising age adds numerous familial responsibilities. Rather to switch their present job for the search or access of other job opportunities, the employee needs to take care of the equation of work and family. For this the employee has to develop the feeling of stability, which demands them to be satisfied in the present set up of the employment. The findings of the present study are corroborated by the findings of Ronen (1978), Lynch and Verdin (1983) and Rhodes (1983), who have also found a positive association between 'job satisfaction' and 'age'. The work of Forsyth and Copes (1994), Pattanayak *et al.* (1995), Mahadevan and Amirtharajan (1997), Cherrington (1998), Gupta (2001) and Kumar and Patnaik (2002) also identified the influence of 'age' on the 'job satisfaction' of the employees.

On the basis of the results of the ongoing study, the study recommends that human resource management needs to take care of all the issues/variables that may develop the sense of job satisfaction among their employees. As far as the limitations are concerned, the present study is confined to 'two hundred respondents' and 'eighteen variables' only. It has examined the impact of only 'age' on the job satisfaction of the employees, the impact of other demographic variables such as 'gender', 'education', 'experience', 'marital status' etc. has not been examined in the present study. However, the findings of the study may be useful for the employer, employees, researchers etc. of the area for the progression of the thought of job satisfaction.

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