

## **Happiness at Work of Banking Employees - A study**

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### **Abstract**

This paper attempts to study the happiness of the bank employees at the workplace. Everybody's life is heading towards Happiness. Life satisfaction and happiness is the substance of life. In the same way the 'Happiness at Work' is of paramount importance. Happy employees are assets to an organisation. They can make things happen. Under this paper, it is attempted to study the determinants of Happiness at Work(HAW) of banking employees. The frontline/front office employees have been selected for the study. The frontline employees in a bank will face many issues or challenges related to the customer which is comparatively stressful with that of the employees at the back office operations. That is the reason why this category of the employees was taken into consideration for analysis and study. The sample size taken for this study was 60. Employees from private sector banks has been taken into study. The work stress and work load are comparatively higher than that of the public sector banks.

Under this study, Job satisfaction, Organisational commitment, Leadership behaviour and Learning and career growth opportunities has been considered as the main determinants of Happiness at Work.

### **Keywords**

Happiness at Work, Banking employees, determinants of happiness, well being, Happiness

### **Introduction**

Everybody's life is heading towards Happiness. Life satisfaction and happiness is the substance of life. In the same way the 'Happiness at Work' is of paramount importance. Happy employees are assets to an organisation. They can make things happen. Under this paper, it is attempted to study the determinants of Happiness at Work (HAW) of banking

employees. The frontline/front office employees have been selected for the study. The frontline employees in a bank will face many issues or challenges related to the customer which is comparatively stressful with the back office operations employees. That is the reason why this category of the employees was taken into consideration for analysis and study. The sample size taken for this study was 60. Employees from private sector banks has been taken into study. The work stress and work load are comparatively higher than that of the public sector banks. Out of the sample size, 34 employees belong to the manager or senior manager cadre and the rest of the 26 employees belonged to the executives, desk officers for various processes such as ATM enquiries, deposits, schemes, credit card/debit card etc.,. Under this study, Job satisfaction, Employee engagement and commitment, Leadership behaviour and Learning and career growth opportunities has been considered as the main determinants of Happiness at Work.

## **Banking Industry at a Glance**

As per the Reserve Bank of India (RBI), India's banking sector is sufficiently capitalised and well-regulated. The financial and economic conditions in the country are far superior to any other country in the world. Credit, market and liquidity risk studies suggest that Indian banks are generally resilient and have withstood the global downturn well.

Indian banking industry has recently witnessed the roll out of innovative banking models like payments and small finance banks. RBI's new measures may go a long way in helping the restructuring of the domestic banking industry.

The digital payments system in India has evolved the most among 25 countries with India's Immediate Payment Service (IMPS) being the only system at level 5 in the Faster Payments Innovation Index (FPPII).\*

## **Market Size**

The Indian banking system consists of 27 public sector banks, 21 private sector banks, 49 foreign banks, 56 regional rural banks, 1,562 urban cooperative banks and 94,384 rural cooperative banks, in addition to cooperative credit institutions. In FY07-18, total lending increased at a CAGR of 10.94 per cent and total deposits increased at a CAGR of 11.66 per cent. India's retail credit market is the fourth largest in the emerging countries. It increased to US\$ 281 billion on December 2017 from US\$ 181 billion on December 2014.

(Indian Brand Equity Foundation, 2018 ([www.ibef.org](http://www.ibef.org))).

Thus Indian banking industry is growing at a fast pacing which supports the Indian economy.

## **Happiness at Work\_ Psychological well-being among Bank Employees**

Happiness at Work is the product of job satisfaction, employee engagement and affective organisational commitment, learning opportunities and freedom to explore, leadership style and behaviour and participative decision making. In addition to these, physical working environment, interpersonal relationship and solid benefits package forms the creamy layer of Happiness of an employee. Broad classification of these factors is categorised under four domains such as Job Satisfaction, Organisational Commitment, Leadership behaviour and Learning Opportunities. When an employee has all these four factors, it results in Happiness at work and employee well-being.

“You are never given a wish without also being given the power to make it true. You may have to work for it, however.” – Illusions : The Adventures of a Reluctant Messiah(1977) by Richard Bach.(1)

Happiness may be influenced by various factors such as features of an organisation, job and the superiors, effective motivational factors, employee engagement, attachment at work, leadership behaviour, challenging job attributes, energy in the team, identification for appreciable work, learning curve of the organisation. Broad classification these factors are categorised under four domains such as Job Satisfaction, organisational commitment, leadership behaviour and learning opportunities. When an employee has all these four factors, it results in Happiness at work and employee well-being. Happiness will be hindered by hierarchical leadership styles, control mechanisms, autocratic leadership styles.

Happiness takes its form through job satisfaction when the employees are given rewards and recognition when they achieve difficult and complex goals. Happiness at work can be defined as the feeling of satisfaction and sense of fulfilment an employee obtains from the work and its characteristics and features. Happiness at work is a state that any employee can attain when he has job satisfaction, inspirational leadership, enough learning opportunities, organisational commitment, emotional attachment or bonding towards the values and ethics of an organisation. When an employee is happy at work, he also exhibits the organisational citizenship behaviour. Psychological well-being is an important aspect for effective

performance of any employee because internal feeling persuades the external performance. Psychological well-being is the subjective feeling of contentment, happiness, satisfaction with life experiences and one's role in the world of work, sense of achievement, utility, belongingness and no distress, dissatisfaction or worry etc. It emphasizes positive characteristics of growth and development.(Shah Alam and Kainat Rizvi,2012).(2)

Happy-productive employees are assets to an organisation. They can exhibit all positive, strong, productive, purposeful, encouraged, confident, assured, devoted, reliable, consistent behaviour patterns which will increase the individual productivity and satisfaction and that of the whole organisation too.

Stress influences happiness. It is a obvious fact that if an employee is undergoing distress at his workplace, it will not possible for an employee to develop himself and organisation. The emotional exhaustion, depersonalisation and overall burnout are the few factors which would cause distress among employees.

When an employee is satisfied with his job, its attributes, characteristics, environment, he develops a sense of belonging and bonding towards the management, its policies, goals and organisation. At some point of time this engagement of the employees develops into commitment of employees. The employees simply develop an inseparable bond with the organisation. The bond may be because of their need, ie., living, growth, career opportunities, development so on and so forth. The other reason could be because of desire to stay with the organisation. The employees would have desire to get committed with the organisation when they realise the 'connection' between the organisational values and beliefs. The last kind of commitment could be because of their obligation to maintain employment and the organisation. In all the above three kinds of commitment, an employee would get job satisfaction and engagement. The commitment towards the organisation leads to happiness at work. He feels that bliss when he realises that he is in the right hands at the right place doing right job.

Happiness enhances the quality of work of employees. A happy employee is a productive employee. With a positivity in his work, thinking and attitude, he can bring out his best and contribute the same at the workplace. Gradually, with time high productivity develops into a high-performance work behaviour. This will improve his standard of performance. Garg, P et

al(2009)(3) says that the psychological state of happiness and satisfaction has an effect on organisational commitment of employees. On the other hand the happy, satisfied employees are always committed with the organisational values, culture and system.

Under the hectic life schedule, an employee does not have time to feel the happiness. In an industry like banking and operations wherein accuracy, compliance, security, ethical practices are very crucial, the management must take conscious steps to make the employees feel happiness through interventions such as promoting job satisfaction, providing learning opportunities, permitting inspirational and positive leadership behaviour and encouraging commitment among the employees.

## **Job Satisfaction**

Job Satisfaction can be defined as the satisfaction derived from the job, its characteristics, the work environment by an employee. Basically, the job demands, and its content determines his level and nature of performance. The team cohesiveness, freedom at work, creativity, innovative modus operandi of work, organisational bonding, sense of belonging are the factors which are inter related with the Job satisfaction. These factors either influence or get influenced by Job Satisfaction. But the effect of these determinants could vary with the change in the job conditions and environment. The adoption of new technology, capital expenditure (CAPEX) and the capital investment, formulation of innovative and concrete strategies will determine the productivity. At the same time, when an employee is satisfied and when that leads to happiness at work, this gives him a reason for his prolonged stay at work in the same organisation, an employee gets specialised in his job thus increases his productivity. Thus, Job satisfaction acts as one of the basic foundations for Happiness at work.

Job satisfaction creates a reason to stay within the organisation. But the stress, that is the distress created in an organisation through either role conflict, role ambiguity and the role overload. Chen M.F &Lien.G.Y, (2008)(4)conducted an extensive research among the retail banking employees in Taiwan which investigates about the job stress of employees and affirms that role overload indeed have positive impacts on job stress but job autonomy has a negative impact on job stress as expected. Thus Job autonomy is one of the most important

determinants of Job satisfaction. Employees with more Job stress are more likely to move out of the organisation.

Sekaran(2009)(5) conducted a research on job satisfaction among banking employees through which he found out that the personal, job and organisational climate factors influenced the job involvement of people which influences the intra psychic reward of sense of competence that they experienced, which then directly influenced employees' job satisfaction. Job satisfaction is one of the best indicators or one of the symptoms of happy employees. When the employees are satisfied with their work, environment, relationship, characteristics of the job, they tend to commit themselves with their job, contribute out of personal interest and get involved in their jobs. These employees gradually grow up as Happy employees. When these employees do their routine jobs well, thereafter they tend to get on to innovation and invention of new processes or models in their job.

Griffin R W (1991)(6) worked on characteristics of job which would enhance Job Satisfaction. He conducted an experiment among bank employees to find out whether the job characteristics or demands. When the work, its nature, characteristics are redesigned according to the environment. It has a long term effect on the perception, attitude and behaviour of the employees. That evidently proves that when an employee is satisfied in his job and its characteristics, it enhances his behaviour towards job. In the long run, this becomes commitment and happiness at work.

Shore et.al(1989)(7) says that the specific job attitudes such as satisfaction, happiness, well-being are more closely associated with the task-related out-comes such as performance ratings. Thus happy people are potential people. When happiness is there among the employees, there would be more willing contribution towards, liking towards job and positive approach towards organisational goals.

**Table 1 – Freedom of work and Job Satisfaction**

	Frequency	Percent	Valid percent	Cumulative Percent
Strongly Agree	26	43.33	43.33	43.33
Agree	12	20.00	20.49	67.21

Neutral	10	16.67	16.39	83.61
Disagree	6	10.00	8.20	91.80
Strongly Disagree	6	10.00	8.20	100.00
	60	100	100	

More than 50 percent of the employees have agreed that, when autonomy at work is given in an organisation enhances their interest and enthusiasm in work. When the workers are allowed to work in the manner they want, automatically that leads them to take responsibility and they achieve Job satisfaction out of it.

**Organisational commitment**

Zayas-Ortiz.M, 2015(8)conducts an extensive research and confirms that there is a positive correlation between the organizational commitment and the indicators of organizational citizenship behaviour and civic virtue, courtesy and altruism dimensions shown by the employees. They also approve that dimensions of affective and moral commitment had the strongest correlation with the civic virtue dimension of organizational citizenship.

Imam et al., 2013(9) conducted an extensive study which concludes and confirms that there is a positive impact of job satisfaction. This study also revealed that increase in job satisfaction increase the facets of the organizational commitment (affective, normative and continuance commitment).

The advent of new technologies in all walks of life, coupled with globalisation and privatisation policies have drastically changed conventional patterns of work and interaction in all sectors. Extensive use of computers in this sector has changed the work patterns of the bank employees and has made it inevitable to downsize the work force. The 1990s saw fundamental policy and structural changes in Indian banks in order to prepare India to cope with a new economic world order. Globalisation and privatisation led policies forced the banking sector to reform and to adopt a competitive frame to cope with multinational led environment.

Organisational commitment entails elements as staying with an organisation, identifying with the organisation's goals and values, and being affectively attached to the organisation (Fischer, 2010).(10)

Organisational commitment refers to the connection that employees develop between organisation and his own self. Any employee who feels committed generally feel that they feel sense of bonding or belongingness with the culture and goals of the organisation. The employees feel a sense of fulfilment in the growth, benefits, system, inspiration, motivation that he receives from the organisation. Young BS.et.al,(1998)(11) conducted a research under which he found out that promotion satisfaction, job characteristics, communication, leadership satisfaction, job satisfaction, extrinsic exchange, intrinsic exchange, extrinsic rewards, and intrinsic rewards were all positively and significantly related to commitment.

*H<sub>0</sub> = There is no relationship between promotion and benefits and the employee's intention to stay within the organisation.*

*H<sub>1</sub> = There is no relationship between promotion and benefits and the employee's intention to stay within the organisation.*

*The calculated value is less than the corresponding table value 21.02. The corresponding P value is less than 0.05. The degrees of freedom is 12. Thus we reject the null hypothesis and there is a relationship between promotion and benefits and the employee's intention to stay within the organisation. This analysis was taken for the executives in various processes in the banks.*

## **Leadership behaviour**

Leaders play a vital role in an organisation. Leadership role creates a revolutionary impact in the growth of the individuals as well as the organisation. The style of leadership followed also creates impactful impact in the minds of the followers. Zareen.Met.al(2005)(12) states that there would a positive impact and increased value on employees if the leadership style followed is transactional, transformational and laissez faire. If the employees are motivated positively and guided in the right direction, they would perform well, contribute to the growth of the organisation and develop themselves. Zareen.Met.al(2005)(12) also reinstates that the

leadership style will have momentous constructive impact on employee motivation and growth.

The effects of the transformational or transactional leadership had a good impact on Job satisfaction of the employees. The self-esteem in combination with the transformational leadership will also lead to satisfaction from the job. On the other hand, transformational leadership, Romance of Leadership (RLS), and self-esteem were all related to self-perceived performance. (Awamleh.R, Evans.J&Mahate.A, 2005)(13). They conducted study on achieving higher levels of satisfaction, it was evidently proven that the transformational leadership enables employees to reach higher levels of satisfaction and increased valued performance. They also found out that transformational leadership was the important factor for job satisfaction. They confirmed that in order to enhance the level of job satisfaction to the higher level and to increase the level of performance of the bank employees, the managers/supervisors need to demonstrate transformational leadership style. This style of leadership helps the employees to overcome challenges and create a good impact on their performance and satisfaction.

When the leaders in an organisation go out of the usual way of controlling the employees and inspire, motivate and encourage them, that would make them feel and safe within the organisation. The leaders in an organisation help their followers with their self – development. When the employees realise that the organisation and its managers are interested in their efficient career planning, they feel committed and cared. The supervisors and the officials in the higher rung of the ladder in the modern human asset management should understand the vision and acts as a tool for their mission to help them achieve whatever they intend to. The employees get enthused when the leaders in an organisation are encouraged to make their followers understand the company’s strategies and decisions.

As far as the banking employees those who are considered for research consider their heads of the department or the divisional chair as their immediate supervisors/managers. So when these people tend to recognise and give rewards when they achieve complex goals, they feel happy. They develop attachment at work.

*H<sub>0</sub> = There is no relationship between leadership behaviour of supervisors and the employee's self-development.*

*H<sub>1</sub> = There is a relationship between leadership behaviour of supervisors and the employee's self-development.*

*The calculated value is less than the corresponding table value 24.996. The corresponding P value is less than 0.05. The degrees of freedom is 15. Thus we reject the null hypothesis and there is a relationship between the leadership behaviour of supervisors and the employee's self-development.*

There is a relationship between the leadership behaviour of the supervisors to take initiative to help the employees with the employee's self-development and the ability of those employees to take up any initiative or any tasks at work place. Leadership behaviour among the supervisors and the organisational leadership culture ensures that the employees can be inspired to take new initiatives in the organisation.

## **Learning opportunities**

The cross tabulation between the learning, training and development opportunities for the employees and the desire of the employees for the organisation to sustain and reach high growth standards in the industry shows a helpful and encouraging relationship. Learning curve is an important determinant for the contentment and the well being of employees. Learning enhances work engagement. Learning can happen through the organisational knowledge sharing practice and intervention. Conscious efforts to develop learned employees should be a primary strategy for any organisation. Development of one's potential has control over one's life. This also leads to optimal functioning. When an employee gets a lot of opportunities to improve his knowledge and skill, he develops into a knowledge intensive employee, a specialist and an expert.

Any passionate and growth centric employee would go behind an opportunity which would give him more learning opportunities and exposure experience. He/She would feel energetic and enthused to take up such tasks and would involve themselves into such performance. When all roads in an organisation lead to a learning destination, satisfaction and commitment

would be part of it. When employee training and development programmes are designed in order to enhance skills of employees, their performance improves gradually and steadily.

The

## **Conclusion**

Work is not only about reaching targets and quality, but also about obtaining new knowledge, social collaboration, achieving sense of fulfilment and accomplishment and obtaining the feel of commitment. A happy environment is conducive to the healthy growth of vivacious human resources.

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