



# A STUDY ON POST-MERGER CHANGES IN THE LEVEL OF EMPLOYEES' JOB SATISFACTION IN STATE BANK OF INDIA (SBI)

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**Abstract-** The purpose of the study is to find the effect of mergers on job satisfaction in employees of SBI Associate bank. It has been acknowledged all around that Mergers and acquisitions is a path for increasing the upper hand locally and globally and all things considered the entire scope of businesses. Today, the saving money industry is considered as a real part of the quickly developing businesses in India. SBI merger is the greatest in the Indian managing an account industry. Effect of SBI merger and the difficulties looked at by SBI after the merger and its impact on employees. The first section of this study review the merger and acquisition article from various sources and find out the pros and cons of merger to the organization and also for employees. The second section of this study consists of a survey of 100 employees of various SBI associate banks which now work under the umbrella of the State bank of India.

Data were collected by following the survey method. For the purpose of data collection, a structured questionnaire was developed. Data were analyzed using Frequency Distribution, Cross Tabs Chi-Square, Pearson's Correlation etc. Based on the analysis conclusion was drawn. Recommendations were also provided for future research. Based on the results it can be stated that in the majority of the employees were quite satisfied with their job post-merger. They were satisfied with various aspects of the job which can have an impact on employees' job satisfaction levels. Therefore to conclude it can be stated that post-merger, the majority of the respondents had positive experiences i.e., were quite satisfied with their job postmerger.

Key Words- Job Satisfaction, banking, SBI, Working environment, merger, Acquisition etc

## INTRODUCTION

Banking can be defined as the business activity of accepting and safeguarding money owned by other individuals and entities, and then lending out this money in order to earn a profit. Banking sector is one of the core sectors in the financial sector of a country. As a result of the high competition prevailing in the industry together with global pressures banks were forced to increase their size whatever ways as possible. This results the merger of small banks with big banks or between big banks. Many mergers and acquisitions were taken place in the Indian banking industry and the merger of all associate banks of SBI with SBI is one among them.

Consequent to this, the size of SBI increased and SBI is trying to become one of the biggest banks in the world. State Bank of India (SBI) is India's largest commercial bank, in terms of assets, deposits, and employees. Owned by the Indian government, it offers a range of general banking services from loans and advances to corporate and individuals in India and abroad. Because it is state-owned, SBI is the preferred banker for most public sector corporations.

Five associates and the Bharatiya Mahila Bank have officially merged with country's largest lender State Bank of India (SBI). With this merger, SBI joins the league of top 50 banks globally in terms of assets. The five associate banks are: State Bank of Bikaner and Jaipur, State Bank of Hyderabad, State Bank of Mysore, State Bank of Patiala and State Bank of Travancore.

SBI now has 2.77 lakh employees, 50 crore customers and more than 25,000 branches and 58,000 ATMs. Its total customer base of the SBI now has reached to 37 crore across the country. Mergers and acquisitions is the area of corporate finances, management and strategy dealing with purchasing and/or joining with other companies. In a merger, two organizations join forces to become a new business, usually with a new name. Because the companies involved are typically of similar size and stature, the term "merger of equals" is sometimes used. In an acquisition, on the other hand, one business buys a second and generally smaller company which may be absorbed into the parent organization or run as a subsidiary. A company under consideration by another organization for a merger or acquisition is sometimes referred to as the target.

Job satisfaction is an integral component of work climate. While working in organizations, people develop a set of attitudes about the work, supervision, coworkers, working conditions and so on. This set of attitudes is referred to as job satisfaction. The term satisfaction generally implies the fulfillment acquired by experiencing various job activities. The term job satisfaction refers to an individual's general attitude toward his or her job.

According to E.A. Locke, job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."

An employee's overall satisfaction with his job is the result of a combination of factors like working condition, opportunity for advancement, work load and stress, relation with supervisor, respect from coworker, financial rewards etc. As a result of the high competition prevailing in the industry together with global pressures banks were forced to increase their size whatever ways as possible. This results the merger of small banks with big banks or between big banks. Many mergers and acquisitions were taken place in the Indian banking industry and the merger of all associate banks of SBI with SBI is one among them.

### **OBJECTIVES:**

- i. To understand post- merger effect on Banking system.
- ii. To study factors affecting job satisfaction of employees.
- iii. To understand post – merger changes on level of job satisfaction among employees.
- iv. To gain knowledge about the operational changes in the bank after merger.

### **HYPOTHESIS:**

- I. Merger and acquisition significantly influence organizational set-up and thus affect the level of job satisfaction of its employees.
- II. Change in work culture and policies have great impact on employee job satisfaction level.
- III. If, the factor affecting job satisfaction, in general, have same effect on employees after merger.

## METHEDODOLOGY

According to Dr. Deryck D. Pattron- "Research Methodology is defined as a highly intellectual human activity used in the investigation of nature and matter and deals specifically with the manner in which data is collected, analyzed and interpreted."

**Research design-** The present study is designed to investigate the relationship between job satisfaction and managerial effectiveness, descriptive type of research design has been used because the study is concerned with describing the characteristics of a particular individual, or of a group. As descriptive studies are concerned with specific predictions, with narration of facts and characteristics.

**Data Collection-** The present study is based on primary as well as secondary data. Secondary data would include review of existing literature on job satisfaction and Primary data for the research was collected by the help of questionnaire that was designed to achieve the study goals.

Survey method with closed ended questionnaire and technique use is interview Method.

**Sample Size** – 100 participant was selected by random sampling method from different branch of State bank of India (Previously work as SBI Associate bank).

**Data Analysis Technique Used-** Data analysis is the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. This form of analysis is just one of the many steps that must be completed when conducting a research experiment. Data from various sources is gathered, reviewed, and then analyzed to form some sort of finding or conclusion. There are a variety of specific data analysis method, some of which include data mining, text analytics, business intelligence, and data visualizations.

**Statistical Technique – Correlation** - Correlation is a statistical technique that is used to measure and describe the relationship between two variables. In my research, I used correlation as a statistical tool. Correlation is the degree of association among variables in a set of data. Statistically speaking correlation usually produces a measure of the linear relationship between two variables. Statistical calculations will be made, making extensive use of Microsoft Excel and SPSS Software Package on the computer.

## RESULT, OBSERVATION AND ANALYSIS

The present study "A study on post-merger changes in the level of Employees' job satisfaction in State Bank of India (SBI)" was analysed on the basis of response to 20 questions relating to various attributes related with job satisfaction.

It was observed during my study that 73% of employees were highly satisfied, 26% were medium satisfied and 1% Low satisfied with their job.

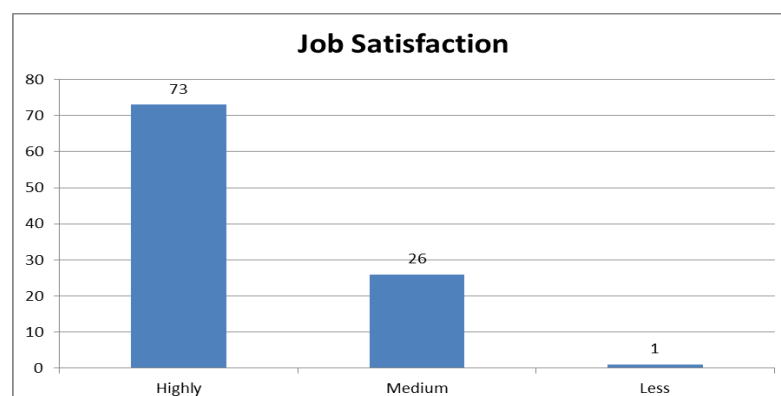


Fig 1. Job Satisfaction of Employees post merger

**Basic Demographic of Employees**

Table 1 Basic Demographic of Employees

S. no	Characteristic	Sub charecteristic	No. of Employee
1	Age	Below 30	22
		30-40	32
		40-50	26
		Above 50	20
2	Sex	Male	52
		Female	48
3	Marital Status	Unmarried/Single	42
		Married	53
		Widow	2
		Divorsae	3
4	Dwelling Status	Rented	32
		Owned	68
5	Status of Spouce	Employed	28
		Unemployed	30
		Single	42
6	Educational Qualification	SSC	15
		UG	57
		PG	28
7	Designation	Officer	22
		Clerk	57
		Sub Staff	21
8	Monthaly Salary	Up to 20K	15
		20 -40K	40
		40 – 60K	09
		60 K- Above	36
9	Work Experience	0-5 yrs	41
		5-10 yrs	17
		10-20 yrs	23
		20- above	19
10	Type of branch	Urban	26
		Rural	33
		Semi urban	41

Job Satisfaction Question and response of employees

1. I have been getting promotion as per my qualification and Experience.

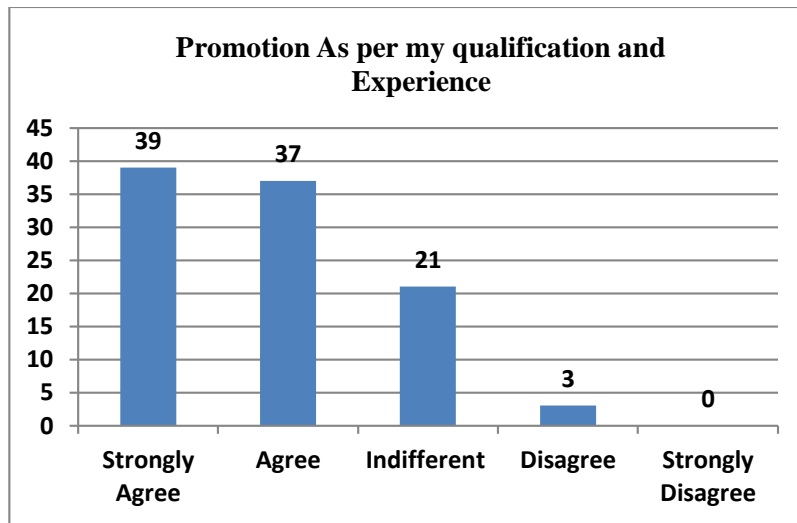


Fig 2 Bar Diagram of promotion as per my qualification and experience

2. I have full confidence in the management of this Organisation

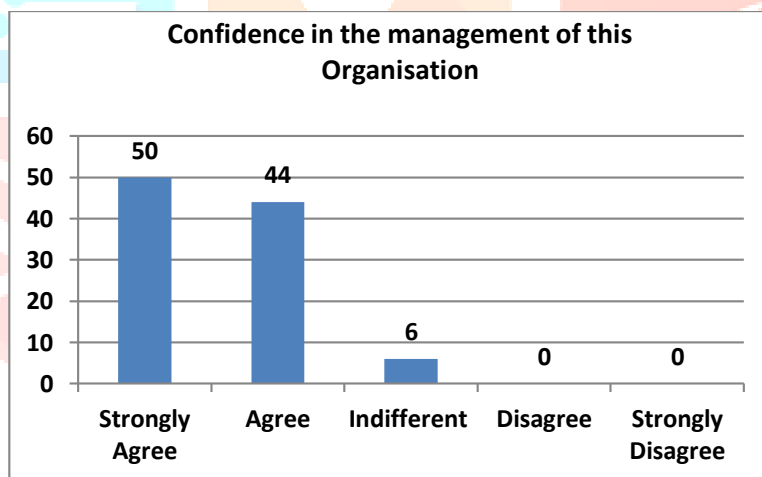


Fig 3 Bar Diagram of Question 2 Confidence in the mgmt. of organization

3. Favouritism does not have any role to play in my Organisation.

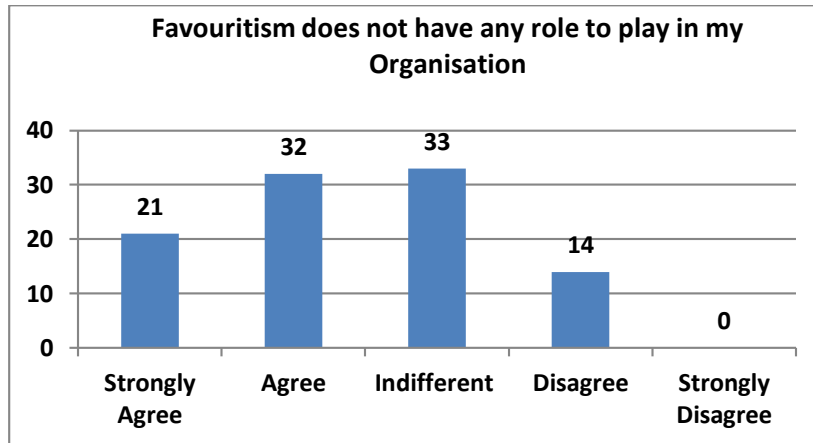


Fig 4 Bar Diagram of Question 3 response

4. On the whole, I am satisfied with the general supervision in my department.

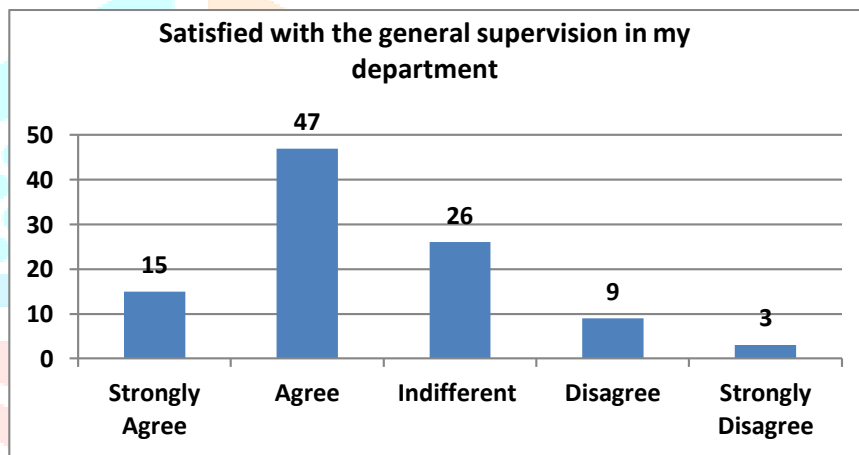


Fig 5 Bar Diagram of response of question 4

5. Working conditions in this Organisation are satisfactory

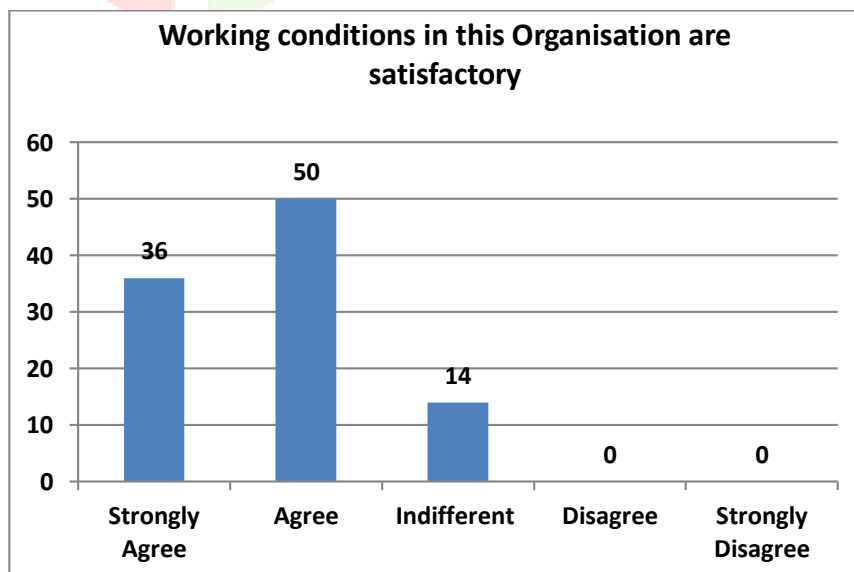


Fig 6 Bar Diagram of Working Condition Satisfactory

6. My Organisation treats its employee's better than anyother Organisation

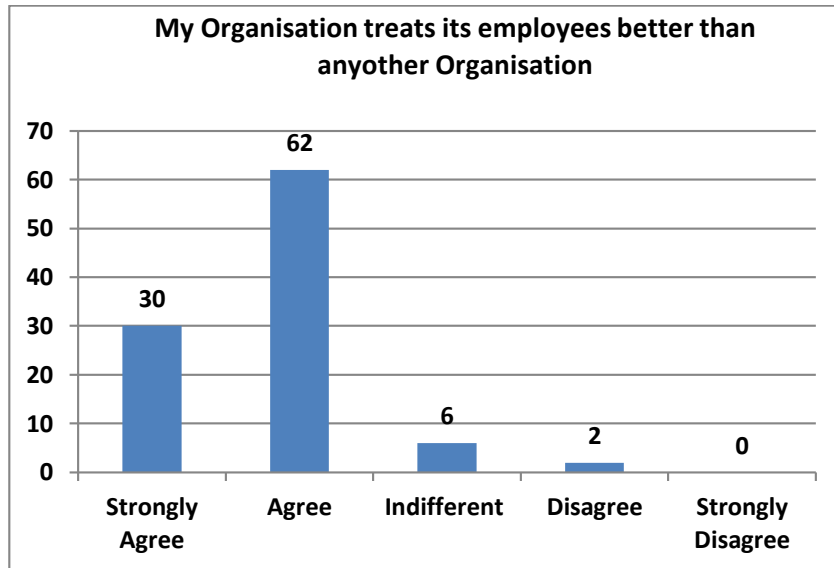


Fig 7 My Organisation treats its employees better than anyother Organisation

7. I have good opportunity to present my problems and views to the management

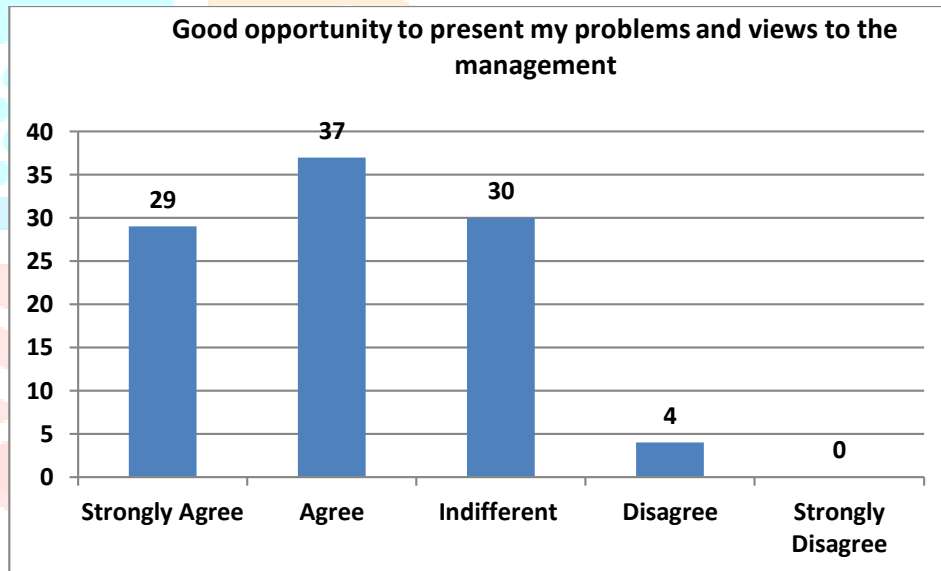


Fig 8 Good opportunity to present my problems

8. My present job is as per my ability/qualification and experience.

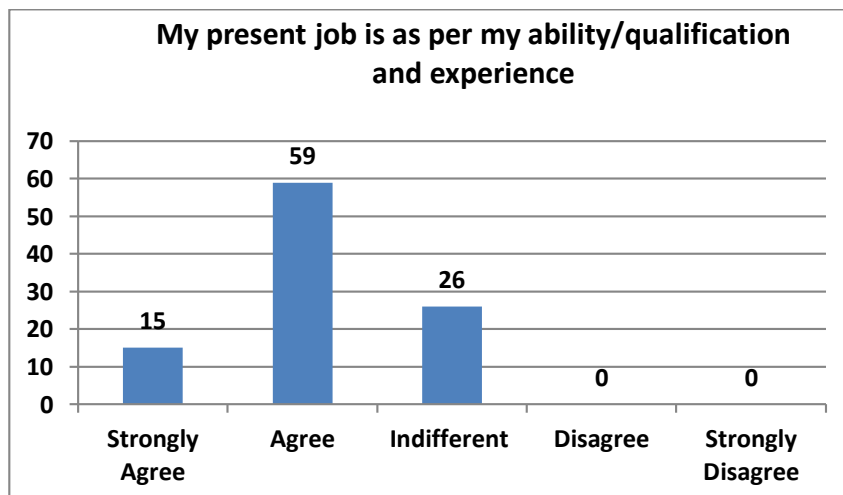


Fig 9 Job as per ability and qualification

9. I have satisfactory relations with my supervisor (Good relationship with supervisor).

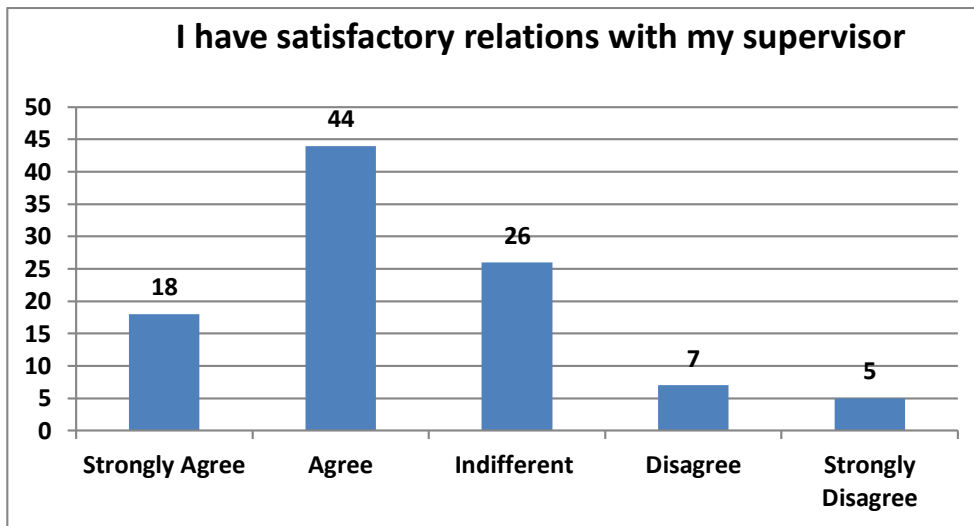


Fig 10 Satisfactory relationship with supervisor

10. Compared to the salary for similar jobs in other Organisations, my pay is better.

Table 2 Salary is better than other organisation

	Number	Percentage
Strongly Agree	33	33
Agree	50	50
Indifferent /Netural-	17	17
Disagree	0	0
Strongly Disagree	0	0

11. My supervisor takes into account my wishes and my performance

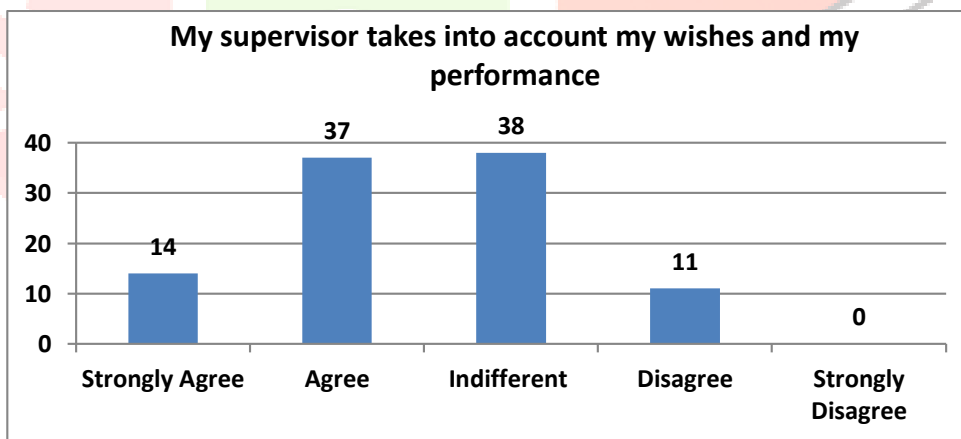


Fig 11 Supervisor care employees wishes



12. My job has helped me to learn more skills

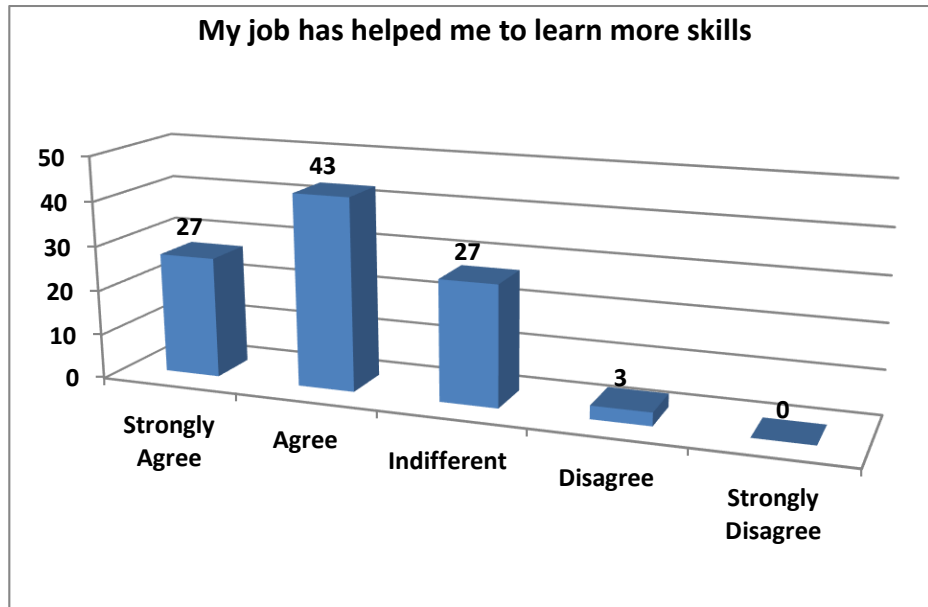


Fig 12 My Job improve my skills

13. My job is reasonably secure as long as I do good work.

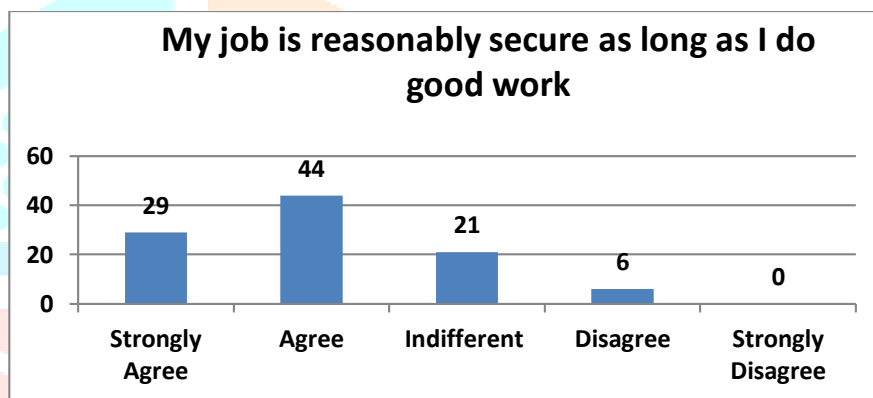


Fig 13 Security of my job

14. Promotions are made on merit in this Organisation

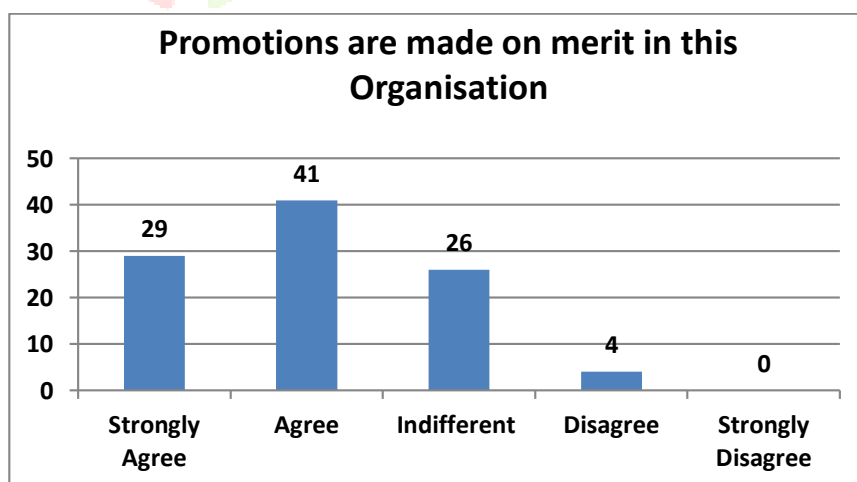


Fig 14 promotion as per merit

15. My pay is enough for providing necessary things in my life.

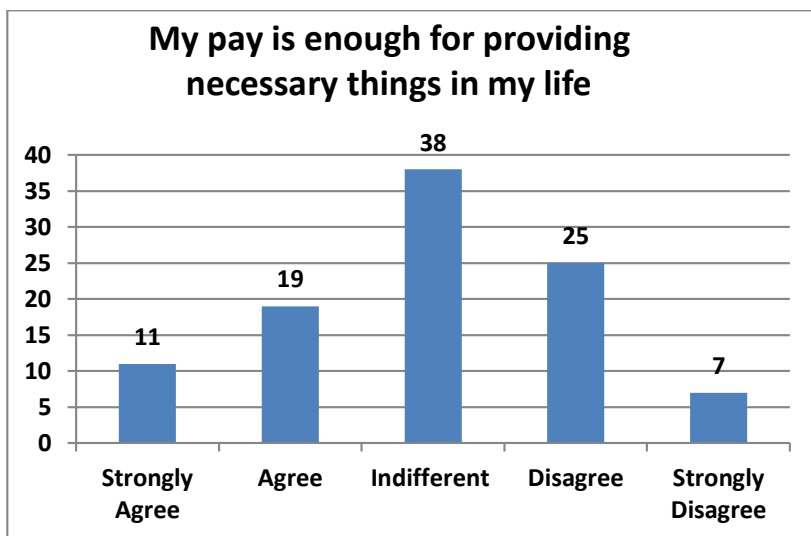


Fig 15 my pay sufficient to my need

16. There is high team spirit in the work group.

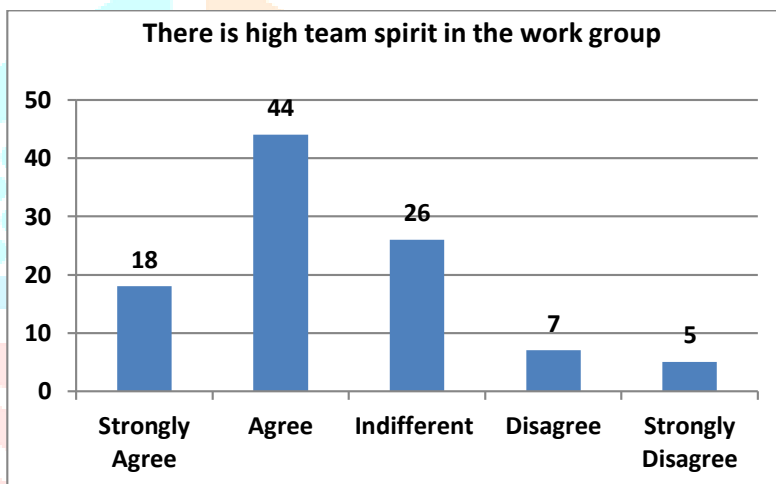


Fig 16 team sprit in group

17. I am satisfied with welfare facilities (medical etc) provided by the Organisation

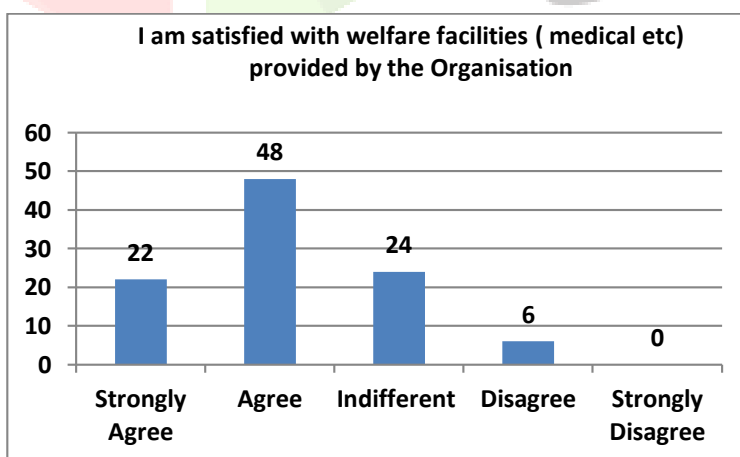


Fig 17 Welfare facilities available

**18. I have good prospects of advancement in my job**

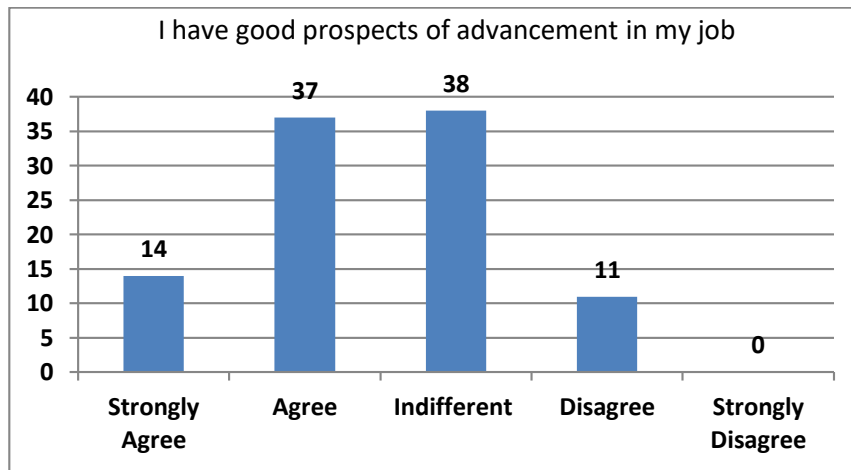


Fig 18 Advancement in my job

**Corelation between Pay, monetary benfit and Overall Job satisfaction-**

Table 3 Corelation cofficient between pay and job satisfaction

Mean of Pay and monetary benfit	Mean of Overall job satisfaction	Pearson Corelation cofficient R	Remark
3.02	76.91	0.1338	Weak positive correlation

**Interpretation-** Pay, monetary benfit and job satisfaction show a weak positive corelation. It show that only pay and monetary benfit not responsible for job satisfaction.

**Corelation between Promotion and Overall Job satisfaction**

Table 4 Corelation cofficient between Promotion and Overall Job satisfaction

Mean of promotion	Mean of Overall job satisfaction	Pearson Corelation cofficient R	Remark	P value
3.95	76.91	0.4467	Positive correlation	0.0001 Significant P<0.05

**Interpretation-** Promotion and job satisfaction have positive corelation. P value is less than 0.05 shows that it is significant. Job satisfaction depends on promotion.

**Corelation between relationship with supervisor and Overall Job satisfaction**

Table 5 Corelation coficient between relationships with supervisor with job satisfaction

Mean of relationship of supervisor response	Mean of Overall job satisfaction response	Pearson Corelation cofficient R	Remark	P value
3.63	76.91	0.3933	Positive correlation	0.000052 Significant P<0.05

**Interpretation-** Relationship with supervisor and job satisfaction has positive corelation. P value is less than 0.05 shows that it is significant. Job satisfaction depends on relationship with supervisor.

**Corelation between Work environment and Overall Job satisfaction**

Table 6 Corelation coficient between Work environment and Overall Job satisfaction

Mean of work environment response	Mean of Overall job satisfaction response	Pearson Corelation cofficient R	Remark	P value
3.54	76.91	0.4178	Positive correlation	0.000015 Significant P<0.05

**Interpretation-** Working environment and job satisfaction have positive corelation. It means job satisfaction depends on working environment. P value is less than 0.05 shows that it is significant. Job satisfaction depends on working environment.

**Corelation between Job security, stablity and Overall Job satisfaction**

Table 7 Corelation coficient of job security and job satisfaction

Mean of job security response	Mean of Overall job satisfaction response	Pearson Corelation cofficient R	Remark	P value
3.64	76.91	0.4078	Positive correlation	0.000025 Significant P<0.05

**Interpretation-** Job security and job satisfaction have positive corelation. It means job satisfaction depend on job security. If employees has no tension of loss of job then they give 100% in job. P value is less than 0.05 shows that it is significant.

**Corelation between relationship with co-worker and Overall Job satisfaction**

Table 8 Corelation coficient of relationship with coworker and job satisfaction

Mean of job security response	Mean of Overall job satisfaction response	Pearson Corelation cofficient R	Remark	P value
3.63	76.91	0.3933	Positive correlation	0.000052 Significant P<0.05

**Interpretation-** Relationship with co-worker and job satisfaction has positive corelation. It means job satisfaction depend on Co-worker relationship. If employoes have good relationship with eachother then they work better. P value is less than 0.05 shows that it is significant.

**CONCLUSION**

Based on analysis in previous chapter varios conclusion waas drawn-

1. Majority of employoes was satisfied with their present job. It was observed during my study that 73% of employees were highly satisfied, 26% were medium satisfied and 1% Low satisfied with their job.
2. In Present study 52 male employees and 48 female employees were participeted during study. Male employoesis more satisfied than female.
3. Maxium employees agree and strongly agree that promotions are made on basis of qualification and experience.
4. Maximum employees have full confidence in their organization.
5. Maxium employees agree and strongly agree it means no favouritism in the organization.
6. Maximum employees agree that working condition is good in organization.
7. SBI treat their employee's beeter than other organization.
8. SBI provide their employees good opportunity to present problems and views to the management.
9. SBI pay better salary to employees than other organization.
10. Maximum are agree and srongly agree it means they lern during their job.
11. Maximum are agree and srongly agree that they have security and stability of their job.
12. Maximum are agree or strongly agree about welfare facilities provide by SBI.
13. Highly satisfied respondent of age group 30-40 yrs.
14. Male is more satisfied than female with their job
15. Pay, monetary benfit and job satisfaction show a weak positive corelation. It show that only pay and monetary benfit not responsible for job satisfaction.
16. Promotion and job satisfaction have positive corelation. P value is less than 0.05 shows that it is significant. Job satisfaction depends on promotion.
17. Relationship with supervisor and job satisfaction has positive corelation. P value is less than 0.05 shows that it is significant. Job satisfaction depends on relationship with supervisor
18. Working environment and job satisfaction have positive corelation. It means job satisfaction depends on working environment. P value is less than 0.05 shows that it is significant. Job satisfaction depends on working environment.

19. Job security and job satisfaction have positive correlation. It means job satisfaction depend on job security. If employees has no tension of loss of job then they give 100% in job. P value is less than 0.05 shows that it is significant.
20. Relationship with co-worker and job satisfaction has positive correlation. It means job satisfaction depend on Co-worker relationship. If employees have good relationship with eachother then they work better. P value is less than 0.05 shows that it is significant.

Therefore to conclude it can be stated that post-merger, majority of the respondents had positive experience i.e., were quite satisfied with their job post-merger. They were satisfied with various aspects of the job which can have an impact on employees' job satisfaction level.

Also, job satisfaction could be high if the employees would have healthy relationship with each other; having supportive supervisor with open and transparent culture wherein free flow of communication and appreciation for doing good work would be there.

## SUMMARY

On the basis of findings it can be stated that in general, post-merger majority of the employees had positive experience leading to successful amalgamation. Therefore, to create a dynamic organization post-merger, the management of a bank needs to take care of those aspects to make the employees satisfied. Also based on the above discussion, it could be concluded that enough scope is there for future researchers to do the research related to this field.

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