**Suggestions:**

7.1 **Public sector employees:**

- In public sector banks reward and recognition for well done job or work accomplishment by employee is very less. So banks should provide recognition by giving rewards on timely basis. For e.g. praising that person in front of all or in meetings.
- In public sector monotonous work is there means same duties for longer time so for to avoid boredom bank should provide variety of responsibilities to workers or periodic change in their duties.
- After training need analysis training should be segment based and customized to needs of homogeneous groups. There should be greater emphasis on behavioural training (soft skills). Training also should provide in newer areas of specialization like risk management or even third party products like insurance and mutual funds.
- They should provide with more material and equipment which are needed to their job well done.
- Intranet facility should be provided or employees must be motivated to use this facility.
- Though Public sector employees are satisfied in terms of payment and security but their should be more accurate system for Performance appraisal and definite career growth plan for employees as well as managers.
- In globalized work to promote competitive culture seniority based promotion policies should be changed in Public sector and performance based compensation package should be introduced.
- Senior management have to invest more time for employee development. Other than monitory benefits they should involve employees in decision making process or some challenging work.
- For working conditions more facilities are required by the employees.
- Employee engagement programmes can give more satisfaction. Now a days various employee engagement programmes like employee of the month, family gatherings, trips are arranged by some Public sector banks definitely this will reduce absenteeism.
in Public sector bank employees.

- For better efficiency, banks need to educate their staff to enhance their skills by providing opportunity to learn in banks. Weekly one to two hours training programmes may help them for this.
- Bank have to utilize optimum talent of employees by exposing them to diverse fields.

7.2 Private sector employees

- In private sector job security part is very less but by providing other benefits like retirement benefits, pension and gratuity, mediclaim policies, they can give sensation of security to employees.
- Though security factor is responsible for increased attrition rate in Private sector they have to arrange more employee engagement programmes like Family gathering, picnic outdoor training programme, awards should be given for maximum number of service in same organization, birthday celebration of employee.
- So Managers should focus more on intrinsic parts of the job such as making the work challenging and interesting.
- For new private sector banks attrition rate is more at entry level employees. So for retention of that employees following policies are used by some banks like special training programs, talent pool program, on boarding of new recruits, job rotation, preferred location posting, incentives, and fast-track promotion.
- Threats of lay off is more in private sector, so employees should give more importance to quality.
- Working hours in Private sector are more, so manager should link it with payment or any other incentives so dissatisfaction of employees will be less.
- Stress release techniques should be used for private sector employees.
- Leave policies should be more liberal.

7.3 Public Sector managers:

- Actually Public sector managers are equipped with so many powers and tools that he can do work in wider range by making customer delight, popular in society with his work, co-ordial relation with staff will definitely improve the job satisfaction in managers.
• Public sector manager should give more attention towards customer complaints, then they will get more job satisfaction.
• Customized Training programmes should be arranged for to improve managerial skills, and problem solving ability.
• Payment should be increase according to adequate job responsibility.
• Flexible time and autonomy must be given to the managers which will increase their own creativity and decision making power.
• Frequent transfers should be avoided. Or preference should be given to their choice.

Fast track promotion Or banks should provide career path to each manager.

7.4 Private sector manager :
- Though they are less satisfied with their job security still it is based on performance. So reward and recognition should be there to praise committed managers.
- Private sector manager are more creative so environment of free culture should be introduced for innovative decisions.
- Diversity of work should be provided. More challenging work will always motivate the managers.
- Stress release techniques should be introduced for to reduce stress level of managers.
- More work life balance initiative schemes should be introduced.
- Flexi time and incentives and rewards with god performance will definitely improve the job satisfaction of managers.
- Top management must be cooperative and Policies should be transparent.
- Targets given should be achievable.
7.5 Model suggested by Researcher:

- Customised Training Programs
- Fair Policies for Promotion
- Stress-Free Work Environment with Future Security
- Performance Based Reward and Recognition
- Work-Life Balance Initiatives
- Work Autonomy

Job Satisfaction
The Researcher has proposed the following model which will lead to increase in Job Satisfaction amongst employees in Banking Sector of India.

1. **Fair Policies for Promotion:**
   Promotions and other performance based incentives are always a result of good and efficient performance of the employees. As a result, employees are motivated to work more and more efficiently. The employees feel that the promotion policies in their banks are not transparent and linked to performance. This proves to be a major hindrance in the job satisfaction process. This can be overcome when the bank designs fair policies for promotion and makes it accessible for all employees to see and understand. This will generate and increase confidence in the employees, thereby increasing job satisfaction.

2. **Stress-Free work environment with future security:**
   Job stress is a growing concern in the industry today. A healthy work environment ensures that work pressure does not affect the employee in a negative manner. Employees in banks feel that they are under stress due to work pressure, targets, interpersonal conflicts, lack of advancement prospects and lack of recognition in both public and private sector banks. When employees will feel they can do their work in comfortable and stress free environment without pressure of target and unsecure future, they will be able to contribute to the organization in a more positive manner. Hence, banks have to take steps to introduce new initiatives with a view to reduce the job-related stress in their employees. Then they will give their best which would enhance job satisfaction.

3. **Customized Training programs:**
   It is observed that most of the times; training is conducted without taking into consideration the training need of all individual employees. There should be a mechanism to understand and identify the training needs of employees. If training need of employee is identified and accordingly customized training is provided to particular employee then employees can give their best with confidence. This is particularly lacking in public sector banks. Hence, training should be need based and should cater to specific needs of employees.
4. **Work-Life Balance initiatives:**
Employees want to enjoy their personal as well as professional life. They feel the need to balance both their personal as well as professional lives successfully. This will definitely lead to an increase in the productivity, efficiency and commitment of employees working in the banks. Banks need to take initiatives in order to encourage employees to balance their career and personal lives. Schemes such as flexible timings, crèche services etc. for increasing the satisfaction level of employees. This will positively lead to increase in job satisfaction amongst employees.

5. **Work Autonomy:**
Work Autonomy means giving freedom to plan and act in one’s own domain. Employees should be encouraged to contribute more and more on their own. This will give them a chance to develop their own creativity and hone their decision making skills. Bank employees, especially in the public sector banks feel that they have no scope and are not given the chance to use any creativity in regular work. Hence, the employees should be given the freedom to use their creativity and innovation in their work. This will result in them being self-motivated consequently resulting in increase in productivity ultimately resulting in job satisfaction.

6. **Performance Based Reward and Recognition:**
Though security for job is not fixed in private banks but chance to get good payment with incentives and rewards which are based on employees’ efficient performance. If employees are given rewards and their good and their efficiency is recognized based on their performance, they will be encouraged and motivated to perform better and better.
7.6 Conclusion:

Banking sector of India still remains its reputation as one of the most persistently profitable sector that runs on regular government intervention and well-conceived economic policies. Public and private sector banks differ with respect to their background and work culture. For the success and sustained growth of Indian banks it is imperative to create a pool of committed employees by determining whether they are satisfied with their job or not. Following observations were found out during thesis.

Public sector employees are more satisfied in terms of security, working hours. Though they have more satisfied still absenteeism is more in Public sector. If Public banks take initiative in Career development opportunities and challenging work as well as Providing training to employees, they will become more satisfied.

Private sector employee enjoys more freedom in their work, Career development Opportunities and challenging work gave more satisfaction to them still individual initiative is lack in Private sector employees If stress level of Private bank can be reduced and provisions for security of employees will be taken care then Private bank employees will also get more satisfaction in their jobs.

Public sector Managers: are satisfied in terms of Payment, security, responsibility, work balance. Private sector managers are dissatisfied about security. But are satisfied in terms of training and development they got and challenging type of work. So for the effectiveness of organization manager or management has to give more attention towards job satisfaction of employees as satisfied employee are always having positive attitude and more committed towards work.

Job satisfaction is a wider subject and cannot fulfill in all respect as different people have different opinion about job satisfaction however a work which will gives one an immense pleasure and realization that one has done something fruitful will definitely improve the job satisfaction. So for the success of any organization including banks satisfied employee plays important role.