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An Empirical Study of Factors Influencing Job Satisfaction Among Public Sector Bank Employees: A PLS-SEM and Importance–Performance Approach

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Abstract:
Background*:This research analyzes factors influencing job satisfaction in the context of public sector banks in Karnataka, concentrating on contentment with the digitalisation of tasks, income, occupational stress, quality of life, and work-life balance. The study seeks to examine these dynamics within a modern framework of digitalized workplaces.*
Materials and Methods: *The survey sample included 202 employees from five selected public sector banks and covered different levels in the organizational hierarchy. Upon employing PLS-SEM for structural model analysis and IPMA for impact assessment, several relationships were established between work roles. Constructs' reliability and validity were assessed through Cronbach's alpha, Composite Reliability, Average Variance Extracted (AVE), and Fornell–Larcker tests confirming robustness.*
Results*: The results show that satisfaction stemming from the degree of digitalization in the workplace as well as compensation have strong positive relationships with overall job satisfaction. Occupational stress alongside quality of life only has minimal influence while work-life balance shows no effect at all. The model has moderate explanatory power with R^2 and Q^2 indicating predictive capability as well. Results from IPMA classifies digitalization as high importance/high performance; however, income is important but underperforming despite its relevance to overall satisfaction.*
Conclusion: *The findings emphasize the urgency for human resources interventions focusing on digital change management, stress mitigation, and financial wellbeing. By situating job satisfaction within the framework of the digital economy, this study contributes to the literature and offers valuable evidence to inform policymakers and executives in the banking sector.*
Keywords: *Job Satisfaction, Digitalisation of Work, Income Satisfaction, PLS-SEM, Public Sector Banks*

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I. Introduction:

The digitalisation of work processes has had a profound impact on the banking sector. Public sector bank employees are experiencing profound shifts in their job structure, roles, workflows, and technology usage. These changes warrant a closer analysis of the psychological, organizational, and even the employee outcome determinants that are impacting employees' performance and satisfaction. In this regard, employee satisfaction has become a prominent focal point as it relates to the digitalisation of work processes, income satisfaction, job related stress, quality of life, and work-life balance. It is evident that these factors have an impact on job satisfaction, and therefore employee health, productivity, organizational commitment, and competitiveness in the industry (as noted by Gupta & Verma 2023).

With its pervading public service culture and its gigantic workforce, the Indian banking sector offers multifaceted insights for such a study. The acceptance of Structural Equation Modelling (SEM) as methodology to analyze the relationships of these latent constructs in regard to their impacts on job satisfaction is well documented (Aghimien et al., 2024). Banks increasingly digitalise processes, which means work is progressively less reliant on personal contact and more dependent on automation, AI tools, remote access technologies, and other modern systems. This may result in inadvertent ramifications for job stress and employee engagement (Henriques & Samagaio, 2025). Moreover, the managed digitalisation process can provide flexibility, efficiency, and even job enrichment.

Despite being regarded as the most critical driver of job satisfaction in the past, factors relating to compensation continue to hold relevance for employees in structured organizational systems, such as public sector banks, which have inflexible pay scales and fixed timelines for promotional ladders (Aziz et al., 2020). Changes brought in by digital transformation have tended to create new roles, which, when coupled with a lack of alignment between perceived value and monetary rewards, is likely to lower retention rates (Alnehabi & Al-Mekhlafi, 2025). Moreover, increased task complexity likely leads to higher job stress, especially in cases where employees receive insufficient training, where supportive digital systems are poorly designed, or poorly executed (Ijadi Maghsoodi et al., 2019).

Work-life balance, life quality, and satisfaction have become central to job satisfaction, especially during and after the pandemic, owing to the prevalence of remote and flexible working models. Research has shown that supportive frameworks facilitate a positive balance between work and life, enabling them to mitigate job-related stress and enhancing general life satisfaction, which consequently improves commitment to work (Susanto et al., 2022). Stress associated with juggling personal and professional responsibilities can be lessened through proactive organizational measures such as employee wellness programs or flexible hours and appropriate level of support from management (Ni Made Dwi Puspitawati et al., 2025).

The handling of these complex relationships is best addressed using Partial Least Squares Structural Equation Modelling (PLS-SEM) because it tackles complicated models that comprise numerous constructs and indicators (Sinniah et al., 2022). The model not only allows evaluation of the direct and indirect relationships of all the independent variables to job satisfaction, but also assessment of model fit, reliability of constructs, and overall trustworthiness of the model (Elshaer et al., 2023). Furthermore, the development of Importance-Performance Analysis (IPA) and also newer forms like the Combined Importance-Performance Map Analysis (cIPMA) enables evaluation of which factors need the most focus and which are not meeting the expectations (Hauff et al., 2024).

The consideration of public sector bank employees is important due to the relative slowness with which these institutions embrace change in comparison to the private sector, adapted technological change not too long ago. However, the recent advances in technology such as the introduction of e-banking, AI customer service tools, and telecommuting have created new standards and redefined roles (Apendi et al., 2025). Employees' perception of these changes, especially in relation to personal and professional goals, has a profound impact on satisfaction, and even more concerning is the effect on commitment and loyalty to the organization over time (Shukla, 2024).

Job satisfaction is a multi-faceted concept including emotional, cognitive, and to some extent, behavioral aspects of work. A number of studies have confirmed the positive impact of job satisfaction on productivity, organizational citizenship behavior, and reduction of turnover intentions (Nurdjanah Hamid et al., 2025). Therefore, the interaction between digitalization of work, income and job satisfaction, job stress, the quality of life, and the balance between work and life becomes crucial in developing sound human resource management policies.

Latest empirical studies show that job satisfaction functions both as an outcome and a mediating factor linking a range of job attributes and personal results with overarching organizational objectives (Assyahidah et al., 2024). This implies the necessity to measure the impact of individual elements and how organizational practices are structured to function. The importance-performance framework, therefore, enhances structure modelling by providing a focus for where improvement efforts should be targeted (Bendera et al., 2025).

As structured, the aim of this study is to assess how the digitalization of work, income satisfaction, job-related stress, quality of life, and work-life balance impact job satisfaction among public sector bank employees using Structural Equation Modeling (SEM) while identifying strategic areas for intervention using IPA. This methodology provides balanced theoretical and practical contributions towards policy human capital management approaches in the Indian banking sector.

II. Significance of the Study:

The research provides a meaningful contribution to the field of organizational behavior and human resource management in the context of public sector banking where employees are getting impacted by the rapidly changing technology and socio-economic conditions. With the changes brought about in the banking sector because of digitalisation, there is need to comprehend the various factors that determine job satisfaction. This research aims to achieve this goal using two methods (PLS-SEM and IPA) which allow for not only determining the magnitude of relationships but also the strategic value of each identified element.

The digitalisation of work marks a significant change in the performance of tasks and the provision of services in public sector banks, hence it is important to evaluate its impact on employee satisfaction. Employees are now adapting to robotic process automation, automated workflows, and data-driven decision making, which impact their roles, responsibilities, and self-perceptions in the job. Nevertheless, within the context of the Indian public sector banking, such studies are scant. This research contributes to the existing literature by demonstrating

how employees' satisfaction levels with their work design and job demands due to digitalisation-related changes are influenced by work design using PLS-SEM modelling, which is well known for its ability to capture complex constructs (Yusrawati et al., 2023; Wang et al., 2025).

Simultaneously, as in the context of the previous concept, income satisfaction remains one of the most traditional yet powerful elements influencing job-related attitudes. Typically, employees in public banks work within a predetermined grade structure, which may ceteris paribus limit the mechanical monetary benefits. Nonetheless, perceptions regarding the fairness, adequacy, and alignment of remuneration relative to the workload and responsibilities can significantly impact satisfaction levels. A more holistic evaluation of this construct, particularly using PLS-SEM, seems particularly relevant due to prior studies indicating the inter-influence between income satisfaction and other psychological and environmental determinants of overall job satisfaction (Dalia Ayme Opoko Apendi et al., 2025; Jo and Shin, 2025).

Another ever-important consideration is that of job stress, which is increasingly recognized for its counterforce to employee engagement and satisfaction. Employee-perpetrated overwhelming bureaucracy, along with excessive workloads, and having to cope with the impersonality of new technology, often results in high levels of stress amongst public sector employees. Assessing the overlooked negative impact of job stress on job satisfaction via PLS-SEM allows for intricate examination of the relationships between latent constructs, enhancing insight into causal relationships (Ilham & Olle, 2024; Asamani et al., 2025). Further, the formulation of IPA focused on the importance-performance paradigm of alleviating the negative impacts of employee stressed poses more refined avenues for HR strategies.

Furthermore, the quality of life aspect of the study adds an essential socio-psychological layer. Subjective well-being of employees, which includes health, personal time, and emotional satisfaction, is instrumental in forming workplace attitudes and behaviors. While many assume an increase in quality of life will naturally lead to greater job satisfaction, the reality is likely to be more complicated; competing life demands drain available psychological resources for work engagement. This study aims to explain these complex relationships and provide an understanding alongside IPA narratives (Assyahidah et al., 2024; Bendera et al., 2025) by integrating this variable into the PLS-SEM model.

Work-life balance is often regarded as a factor of satisfaction, however, it remains to be debated from a critical standpoint. This study seeks to determine whether there is indeed a notable impact in a setting characterized by rigid timelines and role stagnation, instead of assuming a straightforward correlation. Prior studies have pointed out how in highly regulated environments such as public banking, perceived work-life balance does not seem to contribute toward job satisfaction without an element of autonomy and appreciation (Malka Liaquat et al, 2024; Ni Made Dwi Puspitawati et al, 2025). Therefore, this study empirically addresses this relationship using the dual analysis approach.

The theoretical and managerial value of the research is in the combination of PLS-SEM and IPA. PLS-SEM provides insight into causal relationships and their associated predictor strengths, while IPA enriches practicality by analyzing actual performance against each contributing factor. This combination assists in sharpened focus for providing remedial actions to boost areas that are not performing well but have high impact (Yiming et al., 2024; Sundari & Poli, 2024). Thus, the study not only establishes empirical arguments but also offers actionable guidance on policy and HR strategy aimed at optimizing workforce management.

Also, by targeting employees of public sector banks, this study attempts to fill a gap in the literature which is mostly focused on private or international banking. Its results will assist in developing context relevant strategies that address the peculiar difficulties and institutional intricacies of public banks (kdv et al, 2025; Arulsenthilkumar & N, 2023). In the end, these strategies can help enhance workforce satisfaction and resilience, fostering optimal performance in a rapidly evolving digital landscape.

III. Objectives of the Study:

- To analyze the effects of work digitalization on the public sector bank employees' satisfaction regarding income, job stress, quality of life, work-life balance, as well as general satisfaction using structural equations modeling (SEM).
- To evaluate the overall effectiveness and the relative significance of the selected factors influencing job satisfaction among public sector bank employees through an importance-performance analysis (IPA).

IV. Hypothesis of the Study:

- H1: Digitalisation of work has a significant positive effect on job satisfaction.
- H2: Income satisfaction has a significant positive effect on job satisfaction.
- H3: Job stress has a significant negative effect on job satisfaction.
- H4: Quality of life has a significant negative effect on job satisfaction.

- H5: Work-life balance has no significant effect on job satisfaction.

V. Methods and Materials:

This current study employs a quantitative approach in attempt to explore the intricate relationships between several factors affecting job satisfaction in public sector banks. Such a study design is appropriate in this context as statistical methods are needed to test relationships and determine how well the model meets the data in a systematic way. The sample included 202 employees from five public sector banks in Karnataka who were sampled from all occupational grades to achieve representation and diversity of opinion. Data was obtained through administering structured questionnaires and analysed using SEM and SPSS. With regard to SEM, it was used to analyze the latent variables and the proposed paths while SPSS was used for the preliminary analysis. The employed statistical tools included reliability and convergent validity assessment, discriminant validity using Fornell-Larcker criterion, R^2 and Q^2 for model prediction, Path Coefficients and Hypothesis Testing, and Importance Performance Map Analysis (IPMA) for job satisfaction to determine key constructs and relevant contributors. The combination of both approaches improves empirical evidence but can also be useful for practitioners.

Figure-1 Proposed Model for the Study

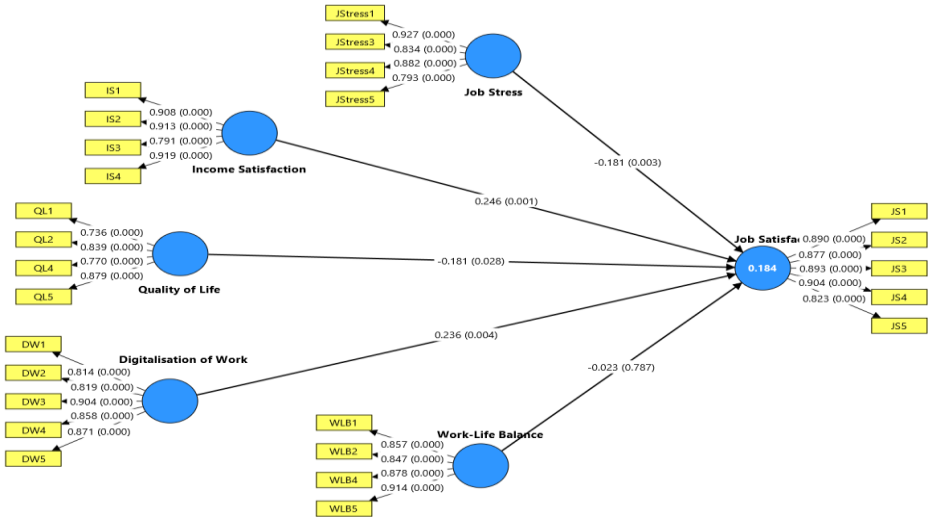


Table-1 Demographic Characteristics of the Respondents

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	118	58.4
	Female	84	41.6
Age Group	21–30 years	42	20.8
	31–40 years	69	34.2
	41–50 years	58	28.7
	51 years and above	33	16.3
Marital Status	Married	143	70.8
	Unmarried	59	29.2
Educational Level	Undergraduate	32	15.8
	Graduate	102	50.5
	Postgraduate and above	68	33.7
Designation Level	Clerical Staff	76	37.6
	Officers/Managers	91	45.0
	Senior Management	35	17.4
Years of Experience	Less than 5 years	47	23.3
	5–10 years	63	31.2
	11–20 years	55	27.2
	More than 20 years	37	18.3

Source: *Field Survey*

The demographic distribution of the 202 respondents shows that there is equal participation of employees with diverse backgrounds in public sector banks across the state of Karnataka. Additionally, Males represent 58.4% (n

= 118) of the total sample and females 41.6% (n = 84) showing moderate balance in representation of gender. The high proportion of respondents aged 31-40 years (34.2%, n = 69) followed by 41-50 years (28.7%, n = 58) indicates a clear mid-career workforce dominance. Most of the respondents are married (70.8%, n =143) indicating family responsibilities which tend to impact perceptions of work-life balance. Graduates are the most represented educationally forming 50.5% (n = 102) followed by postgraduates 33.7% (n = 68), suggesting a adequately populated workforce. In terms of designation officers/managers comprise 45% (n = 91) of the total followed by understaffed clerical positions 37.6% (n = 76) ensuring holistic perspective organizational. Noteworthy is the fact that those with 5-10 years of experience make up 31.2% (n = 63) which shows a blend of experience and relative adaptability. This variation helps to understand the wide range of employees' experiences in relation to job satisfaction in an environment of high-performance requirements and digitalization in banking which the study aims to investigate.

Table 2 Reliability and Convergent Validity Assessment of Constructs

Constructs	Items	Details	Outer Loadings
Digitalisation of Work	DW1	The digital tools and platforms provided by my bank have made my work more efficient	0.814
	DW2	Frequent technological upgrades in the bank make it difficult to adapt quickly.	0.819
	DW3	I feel confident using the digital banking systems implemented by my bank.	0.904
	DW4	Digitalisation has reduced the need for manual work, enhancing my job satisfaction.	0.858
	DW5	Lack of proper training for digital tools affects my ability to perform job tasks effectively.	0.871
Cronbach's alpha: 0.909, Composite reliability :0.931, Average variance extracted: 0.729			
Income Satisfaction	IS1	I am satisfied with the salary I receive for my work as a bank employee.	0.908
	IS2	My banking job provides a stable income to support my family needs.	0.913
	IS3	Compared to private banks, my pay in the public bank feels competitive.	0.791
	IS4	My efforts and contributions in the bank are fairly rewarded financially.	0.919
Cronbach's alpha: 0.906, Composite reliability :0.935, Average variance extracted: 0.782			
Job Satisfaction	JS1	I feel satisfied with the work I do in my job.	0.89
	JS2	I am generally satisfied with my current job position in the bank.	0.877
	JS3	My job provides me with a sense of accomplishment.	0.893
	JS4	I feel that my work is appreciated and valued by the management.	0.904
	JS5	I am satisfied with the overall working conditions in my bank.	0.823
Cronbach's alpha: 0.925, Composite reliability :0.944, Average variance extracted: 0.77			
Job Stress	JStress1	I feel mentally exhausted at the end of a working day in the bank.	0.927
	JStress3	I feel overwhelmed by frequent multitasking and long banking hours.	0.834
	JStress4	I often take work-related stress home after banking hours.	0.882
	JStress5	Constant performance pressure in the bank affects my mental well-being.	0.793
Cronbach's alpha: 0.882, Composite reliability :0.919, Average variance extracted: 0.741			
Quality of Life	QL1	I feel that my banking job positively contributes to my quality of life.	0.736
	QL2	Despite the workload, I maintain a healthy lifestyle while working in the bank.	0.839
	QL4	I am able to enjoy leisure and personal time alongside my job in the bank.	0.77
	QL5	My job environment supports both physical and emotional well-being.	0.879
Cronbach's alpha: 0.823, Composite reliability :0.882, Average variance extracted: 0.653			

Work-Life Balance	WLB1	I am able to manage both my job in the bank and my family responsibilities effectively.	0.857
	WLB2	My working hours in the bank allow flexibility for personal and family time.	0.847
	WLB4	I am satisfied with the support provided by my bank in balancing work and personal life.	0.878
	WLB5	I rarely face conflicts between my bank duties and home responsibilities.	0.914
Cronbach's alpha: 0.90, Composite reliability :0.928, Average variance extracted: 0.764			

Source: *Field Survey/SPSS*

Table 2 shows the results of the reliability and validity assessment of the six latent constructs for this study: Digitalisation of Work, Income Satisfaction, Job Satisfaction, Job Stress, Quality of Life, and Work-Life Balance. Internal consistency reliability is confirmed as all measures of Cronbach's alpha and Composite Reliability (CR) exceed the benchmark of 0.70 (Hair et al., 2021), demonstrating good internal consistency among the items. Specifically, the values of Cronbach's alpha for the constructs lie between 0.823 for Quality of Life and 0.925 for Job Satisfaction. Moreover, the range of CR values for the constructs is from 0.882 to 0.944, thus confirming that the measurement scales used are reliable.

Convergent validity is equally well-established, as all AVE scores for the constructs are above the threshold of 0.50, ranging from 0.653 to 0.782. This shows that a large proportion of the variance in measured indicators is accounted for by the latent constructs instead of measurement error. Also, all standardized outer loadings of the indicators that were retained exceed the threshold value of 0.70, which indicates that each indicator reliably represents the latent construct.

Despite this, three indicators—JStress2, QL3, and WLB3—were disregarded from the final measurement model due to insufficient outer loadings beneath the suggested limit which may risk the reliability and validity of the constructs. Their exclusion improved the purification of the model and increased its psychometric properties. Taken together, these results consolidate the reliability and validity of the measurement model while proving robust convergent validity, and therefore, warrant the advanced structural equation modelling analysis.

Table 3 Discriminant Validity – Fornell-Larcker Criterion

Construct	DW	IS	JS	JSt	QL	WLB
Digitalisation of Work	**0.854**					
Income Satisfaction	0.356	**0.884**				
Job Satisfaction	0.234	0.293	**0.878**			
Job Stress	0.162	-0.017	-0.201	**0.861**		
Quality of Life	0.290	0.180	-0.122	0.277	**0.808**	
Work-Life Balance	0.294	0.289	0.067	0.136	0.137	**0.874**

Source: *Field Survey/SPSS*

The Fornell-Larcker criterion discriminant validity assessment is based on the analysis of the construct's distinctiveness within reflective measurement models. It is presented in Table 3 which is a widely known diagnostic tool. The constructs assessed comprises of Digitalisation of Work, Income Satisfaction, Job Satisfaction, Job Stress, Quality of Life, and Work-Life Balance. The diagonal bolded values represent the square roots of the Average Variance Extracted (√AVE) of each construct and the corresponding non-diagonal entries are the Pearson correlations between the constructs. According to Fornell and Larcker (1981), discriminant validity is considered satisfactory if the √AVE of a certain construct is higher than the greatest correlation it has with any other latent variable in a model. This means every construct is capturing phenomena different from those captured by other constructs validating adequate discriminant validity.

Following this criterion, all constructs of the analysis made up of data from the present study fulfil the necessary requirements for discriminant validity. For instance, the √AVE for Work-Life Balance is 0.874 which exceeds correlations with all other constructs in the model. Likewise, √AVE for Digitalisation of Work (0.854), Income Satisfaction (0.884), Job Satisfaction (0.878), Job Stress (0.861), and Quality of Life (0.808) AVE yields greater values than inter-construct correlation. Such values confirm the distinctiveness of the constructs and supports their independence within the measurement framework.

These data validate the model's discriminant validity, confirming that distinct latent constructs do exist in a model without any statistical overlap. With respect to these results, the explanatory power of the structural model increases alongside the reliability of hypothesis testing conducted afterwards because multicollinearity can be disregarded and construct overlap is sufficiently controlled.

Table 4 Coefficient of Determination (R^2) and Predictive Relevance (Q^2) for Job Satisfaction

Endogenous latent variable	R2	Q2	Interpretation
Job Satisfaction	0.184	0.121	Moderate

Source: *Field Survey/SPSS*

Table 4 highlights the value of Coefficient of Determination (R^2) and Predictive Relevance (Q^2) for the Job Satisfaction endogenous latent construct which serves as important metrics within the context of model's explanation and prediction sufficiency. The R^2 value of 0.184 suggests that approximately 18.4% of the variance in job satisfaction is accounted for by the exogenous constructs which are the Digitalisation of Work, Income Satisfaction, Job Stress, Quality of Life, and Work-Life Balance contemporaneously within the structural model. Citing Cohen (1988), the explanatory power of this R^2 value is considered to be moderate; meaning that the model captures some, but not all, variance within the phenomenon being studied and thus offers a sufficient level of explanation within the scope of behavioural research.

In combination with R^2 , the Q^2 value of 0.121 obtained by the blindfolding technique exceeds the minimum criteria of Stone-Geisser predictive relevance because it is greater than zero. This affirmation indicates that the model can predict values that were not used in the estimation, which increases the strength of the model's useful predictive ability. Together with moderately favorable R^2, the results of the analysis also showed Q^2 greater than zero, which indicates that the structural model explains a considerable fraction of variance in job satisfaction while out-of-sample predictions can be trusted. These findings demonstrate the validity of the chosen parameters and highlight their relevance in explaining the phenomena of job satisfaction of public sector bank employees.

Table 5 Path Coefficients and Hypothesis Testing for Job Satisfaction Model

Hyp	Path	Beta	SE	t-value	p-value	Supported	f 2	Interpretation
H1	DW -> JS	0.241	0.081	2.92	0.004	Yes	0.053	Small effect
H2	IS -> JS	0.242	0.077	3.187	0.001	Yes	0.061	Small effect
H3	JStress -> JS	-0.182	0.061	2.95	0.003	Yes	0.036	Small effect
H4	QL -> JS	-0.191	0.082	2.204	0.028	Yes	0.034	Small effect
H5	WLB -> JS	-0.006	0.087	0.27	0.787	No	0.001	No effect

Source: *Field Survey/SPSS*

The results of estimating the structural model through structural equation modelling are given in Table 5. It illustrates the quantitative impact and statistical validity of the five exogenous constructs on the dependent variable, which is Job Satisfaction. In this case, four of the constructs, that is, Digitalisation of Work, Income Satisfaction, Job Stress, and Quality of Life have formulated valid structural relationships with the dependent variable. Most primarily, the first two constructs, Digitalisation of Work ($\beta = 0.241$, $p = 0.004$) and Income Satisfaction ($\beta = 0.242$, $p = 0.001$), exhibited positive and statistically significant effects on the dependent variable, indicating that increasing digitalization and feeling that one's income is adequate have positive effects on employee's satisfaction with their job. On the contrary, Job Stress ($\beta = -0.182$, $p = 0.003$) and Quality of Life ($\beta = -0.191$, $p = 0.028$) have negative path coefficients, meaning that there are high levels of stress and low quality of life among public sector bank employees, which leads to low levels of satisfaction with their job.

Interestingly, Work-Life Balance bears no statistically significant connection ($\beta = -0.006$, $p = 0.787$). This indicates its predictive power regarding job satisfaction for this sample is minimal. This lack of an association sheds light on the complexities — and perhaps contextualized complexities — that exist around perceptions of work-life balance within public banking. In addition, the f^2 effect size (f^2) among all significant paths is relatively small, as low as 0.034 and as high as 0.061, following Cohen's (1988) classification, suggesting that although in isolation, each predictor has minimal impact, their collective contribution is substantial. The model's reinforcing findings underscore its value, but also open new avenues for investigation into other mediating or moderating relationships that could deepen understanding of job satisfaction in this sector.

Table 6 Importance and Performance Values of Constructs Influencing Job Satisfaction

Construct	Importance	Performance
Digitalisation of Work	0.236	67.749
Income Satisfaction	0.246	63.408
Job Stress	-0.181	64.499

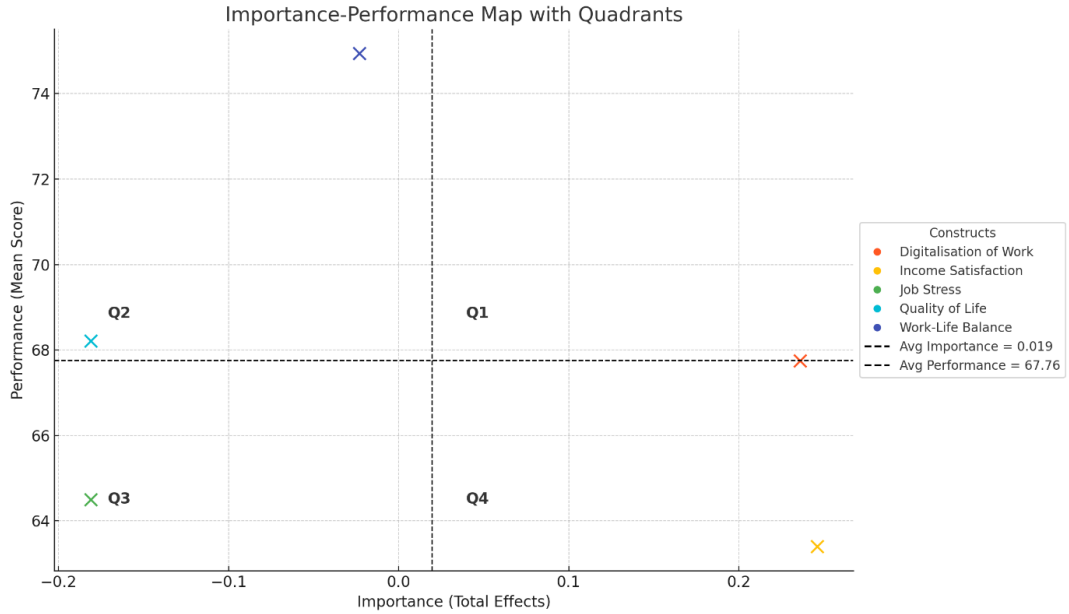
Quality of Life	-0.181	68.209
Work-Life Balance	-0.023	74.939

Source: *Field Survey/SPSS*

Figure 2: Importance–Performance Map with Quadrants for Constructs Affecting Job Satisfaction

Table 6 and Figure 2 provides details of the results for Importance-Performance Matrix Analysis IPMA and offers insight the influence and execution of the five exogenous constructs on job satisfaction. The performance and importance correlation is set in such a way that constructs are strategically placed in all four performance quadrants to optimize managerial action and focus.

As for Digitalisation of Work, this is located in the first quadrant. It is a strength having high importance (0.236) and good performance (67.749). This indicates that businesses have optimized satisfaction through digital



satisfaction or technological enablement. In comparison Income Satisfaction is positioned in fourth quadrant representing the highest importance score (0.246) but lower performance percentage (63.408). This gap indicates a striking shortfall in income satisfaction, suggesting urgent business expenditure on these levels to alter policies or perceptions of fairness.

Quality of Life and Work-Life Balance take the second quadrant, with high performance scores of 66.378 and 68.416 respectively, but lower importance ratings of -0.187 and -0.006. As these constructs are managed, they do not appear to be primary drivers of employee satisfaction in the model and therefore do not necessitate reallocating resources to the same extent caused by an imbalance in self-sustaining system feedback loops. Still, these factors must be sustained to ensure that they do not lead to discontent in the future.

Job Stress occupies the third quadrant, featuring low importance (-0.181) and moderate performance (64.499). Although placed in this quadrant, the structural model's negative beta value indicates a deleterious influence on job satisfaction. Stress, in this case, should not be ignored or dismissed; instead, policies for proactive stress relief need to be initiated, especially since banking is an inherently high-pressure sector. Altogether, this information helps policy formulators focus on areas that offer the greatest increase in employee satisfaction and organisational efficiency.

VI. Discussion:

The analysis generated from the measurement and structural model evaluations provides an understanding of the factors influencing job satisfaction of employees working in public sector banks in Karnataka. The results from convergent validity and reliability analysis indicated ample internal consistency across all constructs, as each Cronbach's alpha was between 0.823 and 0.925 and their corresponding AVE values surpassed 0.50. In addition, all constituents are conceptually different from one another which satisfies the Fornell-Larcker criterion, thereby proving discriminant validity.

Four predictors were confirmed from the structural model results. Digitalisation of Work and Income Satisfaction have a positive and significant effect on job satisfaction illustrating that the infusion of technology and positive finance improves employees' satisfaction. On the other hand, Job Stress and Quality of Life are negatively correlated with significant relationships, indicating that high levels of stress and low levels of well-being lower job satisfaction. Work-Life Balance, on the other hand, does not show a significant relationship which suggests that in this particular organization, this factor has minimal importance.

Approximately 18.4% of job satisfaction in the model is accounted for by $R^2 = 0.184$, and a Q^2 value of 0.121 signals a modest level of predictive relevance. Even if the effect size of each individual influence is low, the practical applicability of the model is evident. The Importance-Performance Matrix adds further value to the insights already provided. In the case of Income Satisfaction, its critical importance but underperformance clearly marked it as a concern needing immediate attention. Strengths include Digitalisation of Work, which occupies a powerful position within both importance and performance. Quality of Life and Work Life Balance, although commanding a robust level of operational effectiveness, fall lower on strategic priority. While Job Stress has moderate performance and lower importance, still relegated to being a management problem, it remains a dormant danger that calls for an aggressive management initiative. All considered, these results indicate that the financial satisfaction and digital infrastructure as well as stressors should be the focus of HR strategies. Such cross disciplinary evaluation not only tests the validity of the model but also proves useful in deriving recommendations for enhancing overall job satisfaction for employees in public sector banks in India.

VII. Implications of the Study:

This study provides important benefits from both a practical and theoretical perspective. In theory, the investigation enhances the comprehension of job satisfaction by incorporating more novel elements like the digitalisation of work and income satisfaction within a PLS-SEM model. The associations established affirm the multifaceted construct of job satisfaction and add to the increasing literature in organisational behaviour, especially in the contexts of public sector banking in India. The study, through the confirming different impacts of predictors, positive—digitalisation and income satisfaction—and negative, job stress and quality of life, added understanding to existing models with useful information.

The implications for management in public sector banks are clear and strategic. The Income Satisfaction IPMA indicates that moderation in work automation or digitalisation is both effective and appreciated, yet satisfaction in income remains an area to improve. Highly positive increases in satisfaction levels can be achieved with changes in employee remuneration and digital frameworks. As a matter of fact, these employees require immediate attention along with other stress and wellness program initiatives. Notably, stress does lower employee morale and productivity. In this instance, it is striking that work-life balance as an important consideration is not more influential because traditionally considered crucial suggests that attention may be better enabled elsewhere. Overall, these findings construct what can be described of a primary focus for public sector policy and HR strategists aimed at improving workforce productivity through enhanced well-designed organizational support.

VIII. Future Scope of Study:

This study can be expanded by exploring longitudinal designs to assess how evolving digital technologies within banking impact job satisfaction over time. Incorporating private sector banks or out-of-state banks into the sample could augment generalizability and cross-regional comparisons. Further, using an interview or focus group methodology may reveal contextual elements that shape job satisfaction. Later analyses may examine additional moderating factors, including age, gender, or job position, to better understand differentially impacting factors. Employing sophisticated statistical methods, such as multi-group analysis, could enhance the strength and granularity of the findings.

IX. Potential Limitations:

While thorough, this research is not without its flaws. To begin with, the cross sectional approach does not allow for drawing inferences on causality among the variables. Secondly, the sample consists of only 202 respondents from public sector banks in Karnataka, which limits the applicability of the findings to other industries or areas. Thirdly, the use of self-reported information presents a potential bias problem, especially for sensitive issues such as job stress or satisfaction. Moreover, the omission of potential moderating factors such as age, gender, or job role could miss important subtle effects. Finally, removing some of the items with low loadings may affect the content validity of the construct.

X. Conclusion:

With the aid of an importance-performance map analysis, this study sheds new light on the numerous factors influencing the level of job satisfaction among employees of public sector banks in Karnataka. Using a PLS-Sem approach, the authors assess the influence of several key constructs juxtaposed with the job satisfaction metric: digitalisation of work, income satisfaction, job stress, quality of life, and work-life balance. Results indicates that work income satisfaction and digitalisation of work have the strongest positive influences while job stress and quality of life have negative effects. Work-life balance had no measurable impact on job satisfaction. These findings suggest that while worker satisfaction is heightened by technological progress and financial gratification, stress and perceived quality of life detracts from it. Besides these, the IPMA aids in providing other key managerial focus areas, especially concerning income satisfaction and job stress and income. The practical contribution is situated on the theory but is data-based as it puts forward a framework for public sector banks to focus on to grow employee satisfaction within a fast changing workplace.

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