ST MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

INSTITUTE OF BUSINESS STUDIES

ASSESSING ANTECEDENTS OF EMPOLOYEE JOB SATISFACTION IN THE CASE OF DEVELOPMENT BANK OF ETHIOPIA

BY

KIRUBEL AREGA ADANE

A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINSTRATION

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STATEMENT OF THE WRITER

First, I declare that this thesis is my genuine work prepared under the guidance of Temesgen Belayneh (Phd) and that all sources of materials used for this thesis have been duly acknowledged. I declare that this thesis is not submitted to any other institution anywhere for any academic purposes.

Name: _____

Place: Addis Ababa

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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St. Mary's University, Addis Ababa   July, 2015

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ABSTRACT

The purpose of this research was to identify the major determinants factors of job satisfaction of employees in the Development Bank of Ethiopia. Moreover this research also aims to find out the overall job satisfaction level among DBE's Employees, and to indicate the effect of job satisfaction on employee performance. In this research first the factors which are responsible for job satisfaction were identified through an extensive literature review then structured questionnaire was developed and reliability and validity of the questionnaire has been check through pilot study. The researcher has used stratified sampling technique and sample size determination formula developed at University Park by Jeff Watson to select appropriate samples. The sample of the study consisted of 207employees through questionnaire, of which 149 were returned and processed. For data analysis purpose the statistical software version 20.0 and excel spreadsheet was used to analyze the generated data. The collected data were analyzed using descriptive and inferential statistics that included frequencies, percentages, means, standard deviations and t-tests. The majority of the respondents appeared to be satisfied with, and well-motivated by, their jobs. In the light of the findings, working environment seems to be one of the most important ingredients of job satisfaction followed by, governance and leadership, the work itself, relationship with management and supervisors, compensation and benefit and career development opportunities. The study also revealed that the employees job satisfaction can affect employee's productivity and performance, confidence level, behavior, relationship with coworkers, contribution to the team and the quality of jobs output. The Bank should create an empowerment culture, appreciations and rewards to the employees for their hard work, support the working system of the bank with various technology and system automations, establish employee recognition framework and intrinsic motivation, provide training to meet the career needs of employees', formulate a fair promotion system, build managers capacity on coaching and mentoring and design or customize HRM practices in order to motivate the employees and gain competitive advantage by establishing a fair rewarding system and provide equitable and competitive benefit package to the financial sector. There should also be a constant communication between top management and all employees of the Bank.

Key words: *Job satisfaction, the work itself, work environment, career development, governance, Leadership, compensation, Benefits and relationship with supervisor*

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

A successful organization is one which is able to build an environment which enhances employee motivation and is realized there potential of each employee and actively contributed for the achievement of organizational vision and mission. In the modern world, the level of employee's engagement and the quality of work are directly proportional to the success of an organization and contributes towards its growth. So managers are always concerned with identifying ways to boost morale, increase productivity and gain competitive advantage. An employee will incline towards the growth and success of the organization only if he is satisfied with his work as well as with the organization. So, in order to access the level of satisfaction of employees, it is important to know exactly what matters most to them (Bajpai and Srivastava, 2010).

Job satisfaction is one's attitude towards his job (positive or negative). The basic element of employee job satisfaction is satisfaction in work and the work environment. Rifayat (2012) defines job satisfaction as the degree to which the worker's work-related expectations match his/her experiences in the work environment. It is an appraisal of the perceived job characteristics and emotional experience at work (Bajpai and Srivastava, 2010). Wadhwa (2011) defines job satisfaction as the orientation that employee has towards his work. Employee job satisfaction is determined by the presence of job pleasure and absence of job discontent.

Research has concluded that there is a relationship between job satisfaction and performance of the employees. Job satisfaction benefits the organization in many ways. It results in reduction in complaints and grievances, absenteeism, turnover, and termination; it improves punctuality and worker morale. It is also a good indicator of longevity (Jha and Bhattacharyya, 2012).

Development Bank of Ethiopia (DBE) is the main strategic governmental Bank for the last hundred years specialized in project financing. In line with this the bank needs very professional and qualified employees in order overcome the duties and responsibilities vested into it by the government to attain the maximum customer satisfaction through efficient service delivery and achieve its vision and mission the bank needs to retain its qualified and experience staffs.

Considering this fact, the Development Bank of Ethiopia has made efforts to have satisfied and productive employees which can contribute for the successful accomplishment of the Banks mission and vision.

However, the job satisfaction level of the Bank's employees is not at the expected level. In addition employee turnover is a problem for the Development Bank of Ethiopia. Well experienced and qualified professionals leave job positions they held in the bank. Thus the researcher intention to conduct this study is to identify factors that affect employee job satisfaction and recommends possible mitigating applicable solutions to the management of the Bank

1.2   Statement of the problem

Human resource plays a vital role in maintaining the sustainability of any organization. For an organization to be successful, it needs to have a motivated and inspired employees as well as well articulated management since satisfied employees naturally treat the organization's clients very well or give quality service, hence the management's awareness of the importance of keeping employees satisfied and the effectiveness of the existing motivation system contributes a lot for the quality of service and the success of the organization.

Employees are the most important assets of an organization. If they are not satisfied with the work they are assigned to perform, their service or output will be affected directly or indirectly. Considering this fact the Development Bank of Ethiopia has made efforts to have satisfied and productive employees which can contribute for the successful accomplishment of the Banks mission and vision.

Satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities and task clarity. If any employee is not being motivated by the factors, quitting tendency is observed (Bolarin, 1993; emenxhenandez, Max, Kosier, Paradiso and Robinson, 1997).

However, a Survey assessment conducted in the Development Bank as at June 30. 2014 indicated that the level of employee's satisfaction was 71 % at Bank level. In addition, as per the annual report of the Human Resource Management Process as at June, 2014 the professional attrition rate was 6.65%, in number 75 professional employees left the Bank whining a year. Research indicates, job satisfaction is very important its absence often leads to lethargy and reduced organizational commitment. Lack of job satisfaction is a predictor of quitting a job (Alexander, Litchtenstein, and Hellmann 1998).

Therefore, the above reports are used as an indicator for further researcher work need to be conducted in detail to assess antecedents of employee job satisfaction. Based on this assumption, the study focused on assessing determinants of employees' job satisfaction of Development Bank of Ethiopia. In light of these, the research attempted to answer the following leading questions:

- What are the determinant factors that affect employee's job satisfaction?
- What is the level of employee job satisfaction in Bank?
- To what extent the job satisfaction determines the employee's performance?
- What are the possible areas that needs improvement and in what way?

1.3   Objective of the Study

The General objective of the study was to identify the major determinants factors of job satisfaction of employees in the Bank. More specifically, the research was conducted to:

- To determine the overall job satisfaction level among DBE's Employees;
- To identify the possible determinant factors of employee job satisfaction in the Bank; and
- To indicate the effect of job satisfaction on employee performance.

1.4   Significance of the Study

Development Bank of Ethiopia is expected to provide a significant contribution for the achievement of the Growth and Transformational Plan of the country, so as to exercise its expectation the Bank should have a satisfied, motivated and committed human resource to achieve its objectives at the expected level. The result of this research had been significant to various reasons. Firstly, the study had tried to draw some conclusions and identify potential areas of improvement that enhance the Bank's effort for improving employees' job satisfaction and indicated factors that affected employees' job satisfaction. Therefore, it was signal to the management of the Bank to take remedial action.

Secondly, it helps as a source of reference and a stepping-stone for those researchers who want to make further study on the area afterwards. Thirdly, it provided the researcher the opportunity to gain deep knowledge in the area of job satisfaction.

1.5   Limitation of the Study

Some factors deterred the smooth implementation of this research such as less cooperation of the respondents in filling the questionnaires limit the result of the research. Moreover, less accessibility of up to date literatures and research findings was also the constraint during the study.

1.6   Delimitation of the Study

Most of studies conducted on the issue of employee's job satisfaction indicate that it is a very broad concept. Therefore the study bounded to assess factors that affects employees job satisfaction at the Development Bank of Ethiopia giving due emphasis on indicating major determinant factors for job satisfaction. Therefore, data analysis and interpretation and findings were framed based on the Development Bank of Ethiopia current scenario.

Hence, given the time and financial constraint and the broadness of the issue the study was conducted only at the Head Office and did not include employees at Regional Offices, Branches and Sub Branches.

1.7   Organization of the Paper

The rest of the study was organized as follows: The first chapter is an introduction which consists of background of the study, statement of the problem, objectives of the study, scope and limitation of the study and significance of the study. The second chapter presents review of related literature on job satisfaction. Chapter three discuss the research design and methodology employed to investigate the problem under study while data collected from respondents presented, analyzed, interpreted and discussed in the fourth chapter. The last section chapter five of the thesis contains the summary of results, concluding remarks and recommendations.

1.8   Definition of Terms

Work\job -It infers a group of homogeneous tasks related by similarity of functions and it is an activity performed in exchange for payment. It involves mental or physical effort done in order to achieve a result. A person usually begins a job by becoming an employee. A job consists of duties, responsibilities, tasks (performance elements) that are defined, specific, can be accomplished, quantified, measured, and rated. From a wider perspective, a job is synonymous with a role and includes the physical and social aspects of a work environment.

Work Environment-The term work environment is used to describe the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures. The work environment can involve the social interactions at the workplace, including interactions with peers, subordinates, and managers.

Career development -Career development is the series of activities or the on-going/lifelong process of developing one's career. It usually refers to managing one's career in an intra-organizational or inter-organizational scenario. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization, moving to a different organization. Career advancement is one of the most important elements for employee satisfaction and retention at a company.

Governance- It indicates establishment of policies and continuous monitoring of their proper implementation, by the members of the governing body of an organization. It includes the mechanisms required to balance the powers of the members (with the associated accountability), and their primary duty of enhancing the prosperity and viability of the organization.

Leadership- The term leadership denotes the activity of leading a group of people or an organization. It involves establishing a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders.

Compensation and benefit- compensation includes issues regarding wage and/ or salary programs and structures accruing from job descriptions, merit-based programs, bonus-based programs, commission based programs and so on, while benefits typically refers to retirement plans, health life insurance, disability insurance, vacation, and so on.

Employee and supervisor relationship- It emanates from the fact that employees always have supervisors. The term 'employee and supervisor relations' refers to a company's comprehensive efforts to manage relationships between managers and employees and ensure better performance accomplishment. A mutually satisfactory working relationship is of benefit to the company, the supervisor and the employee. An organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company. Good supervisors develop the kind of relationships with their employees that help provide an environment where the employees can do their best work.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1 Introduction

In this chapter the relevant literature will be reviewed to get a better understanding about the factors affecting job satisfaction as well as its importance on job performance. Its main objectives are to address the different kind of definitions, concepts and viewpoints, which was written by many authors with respect to job satisfaction. Also through this literature survey, researcher described what the factors that affect the job satisfaction are, consequences of satisfaction and previous researches and findings related to the job satisfaction.

2.2 The definitions of job satisfaction

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. According to Steyn & Van job satisfaction can be defined "as the degree to which individuals feel positively and negatively about their jobs" Steyn & Van Wyk(1999).This is more so true, if employees desired expectations are met, and then he or she will experience a feeling of accomplishment which will therefore determine the degree of satisfaction.

On the other hand Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" .Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision).

A more recent definition of the concept of job satisfaction is from Hulin and Judge (2003), who have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components.

According to Rue and Byers (1994), job satisfaction is made up of 5components:

- Attitude towards colleagues
- General working conditions
- Attitudes towards the education system
- Financial benefits
- Attitudes towards supervision

Gordon (1999 :) states that job satisfaction occurs when a job meets the expectations, values and standards of an individual and will influence their commitment and performance. The greater the degree of the expectations being met the higher will the level of job satisfaction be.

According to Bateman and Snell (1999), staff will be satisfied if they are justifiably treated by the outcomes they receive or the processes that are implemented. However, they also warn that a satisfied worker may not necessarily be a productive worker.

Job satisfaction can also be portrayed as a feeling of pleasure that stems from an employee's impression of his or her job. According to Gibson, Donnely, and Ivancevich (2000) job satisfaction is an individual expression of personal well-being associated with doing the job required.

The concept of job satisfaction according to Robbins (2001) can be described as a general attitude towards one's job; the difference between the rewards received and what they actually believe they should receive.

There are different facets to job satisfaction and the challenge to understand job satisfaction and its effects in an organization is easier said than done. This can be asserted by Mullins (2002), that job satisfaction is a complex and multi- dimensional notion, which can mean different things to different people.

Furthermore, Weis (2002) asserts that although job satisfaction is an attitude, researchers should be warned to clearly identify the objectives of cognitive evaluation, which are affected by emotions, beliefs and behaviors. In adding, Mullins (2002) agrees that job satisfaction is an attitude and an internal state that can be associated with personal feelings of achievement, either quantitative or qualitative. At the same time, Baron and Greenberg (2003) concurs that job satisfaction is an attitude towards ones job and its cognitive, affective and evaluative reactions

towards his or her job. For some people they may feel consistently satisfied with their jobs whilst others may be feeling quite dissatisfied.

McShane and Von Glinow (2005) also claims that, job satisfaction is a multi-faceted concept, that's made up of past and present oriented pleasurable feeling that results when one evaluates his or her work role.

The definitions of job satisfaction can therefore be summed as a collection of attitudes, feelings, beliefs and behavior one has towards his or her job. For the purpose of this study it can also be concluded that job satisfaction is a work related attitude that symbolizes an emotional feeling of accomplishment that can be either quantitative or qualitative, Newstrom and Davis (1997).

For the purpose of this research, three popular theories based on job satisfaction that are pertinent to this study, have been identified and will be discussed as follows.

According to Woods et al (2004), job satisfaction can be achieved when an employee becomes one with the organization, performs to the best of their ability and shows commitment; moreover, job satisfaction and performance are positively influenced by rewards Kreitner et al (2002) identified various factors influencing job satisfaction, such as the need for management to create an environment that encourages employee involvement and manages stress in the workplace.

Whereas Mayer and Botha (2004) claimed that in most companies there is a low level of employee job satisfaction, resulting in a lack of commitment to performance and the achievement of organizational goals.

It is therefore imperative that managers pay special attention to employees' attitudes as job satisfaction can decline more quickly than it develops. Managers need to be proactive in improving and maintaining employees' life satisfaction and not only satisfaction in the work environment as job satisfaction is part of life satisfaction, meaning an individual's life outside work may have an influence on one's feelings on the job Staw (1977).

2.3 Theories of job satisfaction

Having discussed the various definitions of satisfaction, it's necessary to explore the different attitudes and responses workers will reflect towards their jobs. It's these attitudes and behavior that actually determines the level of job satisfaction an individual has towards his or her job, Baron & Greenberg (2003).

For this reason scholars and researchers have produced comprehensive theories based on job satisfaction. Although there are many different approaches to understanding job satisfaction, the following particular theories are discussed because they provide best insight. (Greenberg et al, 2009).

2.3.1 Hertzberg's Two Factor Theory

Frederick Herzberg's two-factor theory (also known as motivator-hygiene theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate.

Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

2.3.2 The Job Characteristic Model

Job characteristics theory is a theory of work design. It provides "a set of implementing principles for enriching jobs in organizational settings". The original version of job characteristics theory proposed a model of five "core" job characteristics (i.e. skill variety, task identity, task significance, autonomy, and feedback) that affect five work-related outcomes (i.e. motivation, satisfaction, performance, and absenteeism and turnover) through three

psychological states (i.e. experienced meaningfulness, experienced responsibility, and knowledge of results).

According to Robbins (2001:447-449), Richard Hackman and Greg Oldham developed the Job Characteristics Model (JCM). Their research was based on work redesign, which is defined as altering jobs to increase both the quality of employees' work experience and their productivity.

The model creates a dominant framework for defining task characteristics and determining their relationship to worker motivation, performance and satisfaction. As stated by Gordon (1999:439), goals are set jointly with management and workers, and workers are liable for attaining these goals. Furthermore this would add enhancement and fortification to their jobs. According to Robbins (2001:447- 448), the JCM can be depicted in terms of five core dimensions, which will be distinguished as follows:

- Skill Variety: The degree to which a job requires various activities, requiring the worker to develop a variety of skills and talents. Jobholders can experience more meaningfulness in jobs that require several different skills and abilities than when the jobs are elementary and routine.
- Task Identity: The degree to which the job requires the jobholders to identify and complete a work piece with a visible outcome. Workers experience more meaningfulness in a job when they are involved in the entire process rather than just being responsible for a part of the work.
- Task Significance: The degree to which the job impacts other people's lives. The influence can be either in the immediate organization or in the external environment. Employees feel more meaningfulness in a job that substantially improves either psychological or physical well-being of others than a job that has limited impact on anyone else.
- Autonomy: The degree to which the job provides the employee with significant freedom, independence, and discretion to plan out the work and determine the procedures in the job. For jobs with a high level of autonomy, the outcomes of the work depend on the workers' own efforts, initiatives, and decisions; rather than on the instructions from a manager or a manual of job procedures. In such cases, the jobholders experience greater personal responsibility for their own successes and failures at work.

- Feedback: The degree to which the worker is provided with clear, specific, detailed, *actionable* information about the effectiveness of his or her job performance. When workers receive clear, actionable information about their work performance, they have better overall knowledge of the impact of their work activities, and what specific actions they need to take (if any) to improve their productivity.

2.3.3 Locke's Value Theory

According to this theory (Baron and Greenberg 2003: 155-156), the impact of the various factors of job satisfaction can be determined if we know the value a person places on a particular work-related outcome. The greater the value placed on each factor, the greater the shift in satisfaction changes that will be produced.

This theory also advocates that if too much value is placed on a particular factor; stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific to each individual

2.3.4 Need Hierarchy Theory for Job Satisfaction

According to Maslow's theory (1970), people's needs range from a basic to a high level. These needs are present within every human being in a hierarchy, namely physiological, safety and security, social, status and self-actualization needs. Failure to satisfy one need may have an impact on the next level of need. Low order needs takes priority before the higher order needs are activated, so that needs are satisfied in sequence. According to this theory, people who are struggling to survive are less concerned about needs on the higher levels than people who have time and energy to be aware of higher level needs.

Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator. As per his theory these needs are:

Physiological needs : These are important needs for sustaining the human life. Food, water, warmth, shelter, sleep, medicine and education are the basic physiological needs which fall in the primary list of need satisfaction. Maslow was of an opinion that until these needs were satisfied to a degree to maintain life, no other motivating factors can work.

Security or Safety needs **:** These are the needs to be free of physical danger and of the fear of losing a job, property, food or shelter. It also includes protection against any emotional harm.

Social needs **:** Since people are social beings, they need to belong and be accepted by others. People try to satisfy their need for affection, acceptance and friendship.

Esteem needs : According to Maslow, once people begin to satisfy their need to belong, they tend to want to be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes both internal esteem factors like self-respect, autonomy and achievements and external esteem factors such as states, recognition and attention.

Need for self-actualization **:** Maslow regards this as the highest need in his hierarchy. It is the drive to become what one is capable of becoming; it includes growth, achieving one's potential and self-fulfillment. It is to maximize one's potential and to accomplish something.

As each of these needs is substantially satisfied, the next need becomes dominant. From the standpoint of motivation, the theory would say that although no need is ever fully gratified, a substantially satisfied need no longer motivates. So if someone wants to motivate other one, need to understand what level of the hierarchy that person is on and focus on satisfying those needs or needs above that level. Maslow's need theory has received wide recognition, particularly among practicing managers. This can be attributed to the theory's intuitive logic and ease of understanding.

2.4 Factors Affecting Job Satisfaction

Finding out exactly what makes people feel satisfied about their work can become a multi - faceted issue. According to Arnold and Feldman (1996:86-86), there are a variety of factors that make people feel positive or negative about their job.

Moreover, Mullins (2002:645-646) indicates job Satisfaction is concerned with several attitudes including attitudes about the job characteristics, compensation and benefits, status, social security, carrier advancement opportunities, technological challenges and respect. Moreover, some employees may be satisfied with a few aspects of their work but dissatisfied with all other aspects,

In addition, Greenberg and Baron (2009:87) referring widely used job satisfaction research instruments i.e. Minnesota Satisfaction Question (MSQ), Job Descriptive Index (JDI) and Job Satisfaction Survey (JSS) states that factors that lead workers to hold positive or negative perceptions of their jobs have been categorized as follows: work itself, work environment, career development opportunity, governance and leadership, compensation and benefit and relationship with management or supervisor.

A. The Work Itself

The work itself can create job satisfaction leading to intrinsic motivation and increased engagement. The factors involved are interesting and challenging work, responsibility (feeling that the work is important and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, the availability of the resources required to carry out the work, and opportunities for advancement.

The nature of the work performed by employees has a significant effect on their level of job satisfaction (Larwood, 1984; Landy, 1989; Luthans, 2006; Griffen and Moorhead, 2009). Sharma and Bhaskar (1991) also assume that most significant influence over job satisfaction of employees appears from the nature of the work given to them. In addition, they assert job satisfaction can be achieved by employees if the job requires sufficient variety, discretion, challenge and scope for using an individual's own skills and abilities.

Whether a person enjoys performing the work itself has a major effect on overall job satisfaction. People who view their jobs as boring, dull, or unchallenging tend to have low levels of job satisfaction (Lussier, 1990). Supporting this Lock, as cited by Muchinsky (1990), generalized the following: Tiresome work is dissatisfying, personally interesting work is satisfying, and mentally challenging work that the individual can successfully accomplish is satisfying.

Three of the most important aspects of the work itself, as considered by Feldman &Arnold (1983) as sources of job satisfaction were: workers who were permitted to decide how that job should be done found to be more satisfied than who were not given such chances. Workers who had chances to use valued skills and abilities were found to be more satisfied than others who

didn't have such chances. And an employee who works on a "whole" piece of work or if his personal contribution to the whole is clear and visible, was found to be more satisfied.

Other studies emphasized that besides the work situation, personality of the individual contributes for job satisfaction. For example, Miner (1992) pointed out that some people continue to seek out situations where they will be satisfied, while others are drawn toward situations where they will not. Despite this difference, forces internal to the individual and external forces do operate to determine job satisfaction. Moreover, Spector (1996) stated that job satisfaction is partly caused by underlying personality of the individual. Some people are predisposed to like their jobs, whereas others are predisposed not to like their jobs.

B. The work environment

According to Luthans (2006) employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees.

An enabling, supportive and inspirational work environment creates experiences that impact on engagement by influencing how people regard their roles and carry them out. An enabling environment will create the conditions that encourage high-performance and effective discretionary behavior.

These include work processes, equipment and facilities, and the physical conditions in which people work. A supportive environment will be one in which proper attention is paid to achieving a satisfactory work–life balance, emotional demands are not excessive, attention is paid to providing healthy and safe working conditions, job security is a major consideration and personal growth needs are taken into consideration. An inspirational environment will be where what John Purcell and his colleagues (2001) refer to as 'the big idea' is present – the organization has a clear vision and a set of integrated values that are 'embedded, collective, measured and managed'.

The environment is affected by the organization's climate, which, as defined by French *et al* (1985), is 'the relatively persistent set of perceptions held by organization members concerning the characteristics and quality of organizational culture'. It is also directly influenced by its work and HR practices. As Purcell (2001) points out, the way HR practices are experienced by employees is affected by organizational values and operational strategies, such as staffing policies or hours of work, as well as the way they are implemented. He also emphasizes that work climate (how people get on in the organization) and the experience of actually doing the job (pace, demand and stress) all influence the way employees experience the work environment. This has an important effect on how they react to HR and reward practices and how these influence organizational outcomes.

Employees react in a number of different ways to practices in their organization, and this affects the extent to which they want to learn more and are committed and satisfied with their jobs. This, in turn, influences engagement – how well they do their jobs and whether they are prepared to contribute discretionary effort.

C. Career development opportunity

Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunity for promotion determines the degree of satisfaction to the employee. Opportunity for promotion, equal opportunity to grow, training program, opportunity for use skills and abilities are some of the factors which affect employee satisfaction.

The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision, Arnold and Feldman (1996).

However, Hoy and Miskel (1991), warns that those top achievers promoted too quickly can result in dissatisfaction amongst loyal, intelligent but less creative senior workers. The human resources department, at most times, is constantly asked the question "does the job position entails opportunity for advancement (promotion)."

Locke (1976) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social stays. Management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level.

According to Saks (1996) employees who have a feeling of personal accomplishment is more satisfied than those who don't, and also to when workers receive self-growth training, the level of their job satisfaction is advanced than those without such training. Martensen and Gronholdt (2001) also found that the development of individual competencies through various training programs has a positive impact on employee satisfaction. When employees attended to training programs, they achieve self-confidence of making their jobs, they observe career development opportunities and they think that their companies make investment in them. As result of this positive situation, employee satisfaction increases Jun.M. (2006).

D. Governance and Leadership

The degree to which jobs encourage engagement and positive discretionary behavior very much depends upon the ways in which job holders are led and managed. Managers and team leaders often have considerable discretion on how jobs are designed, how they allocate work and how much they delegate and provide autonomy. They can spell out the significance of the work people do. They can give them the opportunity to achieve and develop, and provide feedback that recognizes their contribution Chiang, H. (2005:112-116).

The term leadership means different things to different people. Although there is no ultimate definition of leadership exists Yukl, (2002), the majority of definitions of leadership reflect some basic elements include, group, influence, and goal Bryman, (1992). Leadership is associated with management, although the emphasis in leadership is on development, strategy, vision and adapting the organization to a changing environment.

Management is about planning, organizing and controlling, both human and non-human, to achieve the goals and objectives Riggs, (1997). As leadership focuses on the social exchange relationship between leaders and employees, possible outcomes such as subordinate satisfaction, supervisor satisfaction, performance, commitment, role conflict, role clarity and turnover

intentions (Schermerhorn et. al.2011); Yukl, 2002) can be observed. Staff-related tasks like delegating, informing and communicating also correlate positively with job satisfaction.

Howell and Avolio (1993), suggest that an awareness of the role of leaders and the effect of leadership style provides a partial explanation for developing organizational effectiveness. This is consistent with the findings of leadership theorists who suggest that the presence of certain leadership styles may significantly influence employee motivation and ultimately company performance. Furthermore, the satisfaction level in the job can be determined by the leadership style. Employee satisfaction is greatly enhanced by democratic style of leadership. Democratic leaders promote friendship, respect and warmth relationship among the employees. On the contrary, employees working under authoritarian and dictatorial leaders express low level of employee satisfaction.

E. Compensation and benefit

This is the most important variable for employee satisfaction. Compensation can be described as the amount of reward that a worker expects from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it while comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards.

According to McNamara (2006), compensation includes issues regarding wage and/ or salary programs and structures accruing from job descriptions, merit-based programs, bonus-based programs, commission based programs and so on, while benefits typically refers to retirement plans, health life insurance, disability insurance, vacation, and so on. In addition Werner (2001)and Martineau T and colleagues (2006) indicated compensation and benefits packages entail some basic features that tend to make employees satisfy on their job

The importance of how payment determines job satisfaction varies among different studies. For example, Lawer& Porter, as cited in Feldman & Arnold (1983), indicated that amount of payment in the form of wages and salaries were found to be very positively related to job satisfaction. Moreover, Dyer & Theriault (1976) revealed that keeping other things equal, level of payment correlate well with payment and job satisfaction.

Other researchers discuss the relationship between payment and job satisfaction in somewhat different ways. Organ & Bateman (1991) suggested that the most satisfied groups typically earn higher salaries than do other occupational groups. But, they noted that money is not the only source, or even the most important source of job satisfaction. Extending their explanation, they pointed out that insufficient pay or the perception of inequitable pay is a more decisive determinant of job dissatisfaction than sufficient or fair pay to determine job satisfaction. Moreover, Deci & Rayonas cited in Devoretzky (1994) stated that increasing a person's salary and reward doesn't always increase job satisfaction.

In addition, researchers have argued that rewards offered by organizations may have a powerful impact on employees' attitudes towards their jobs and the company for which they work (Lincoln & Kallerberg 1990). Moreover, Cole (2002) infers compensation as strategic to the organization's goals and thus should be able to ensure employee satisfaction.

Even though research findings vary how strong the relationship between payment and job satisfaction is, they support the idea that payment is one key determinant of job satisfaction. First, money is a means of satisfying several important needs of individuals such as food, shelter, clothing, and to pursue value - leisure interests outside of work. Secondly, pay serves as a symbol of achievement and as a source of recognition. Employees often see pay as a reflection of management's concern for them (Feldman & Arnold, 1983). Supporting this idea, Lussier (1990), Organ & Bateman (1991), and Spector (1996) indicated that money has a rich and complex symbolic meaning to most people.

F. Relationship with management or supervisor

A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding. Many staff has complained that their seniors lack human relations and supervisory skills. They have also made mention of the tremendous amount of favoritism and inequities that exist at management level.

According to Baron and Greenberg (2003), if workers view their superiors as fair and competent and sincere, the level of job satisfaction will be high. Furthermore, those workers that perceive their employers as unfair, incompetent and selfish will therefore experience a lower level of job satisfaction.

2.5 Consequences of Job Satisfaction

Job satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder, or, the opposite may occur, and he or she may work less. Job satisfaction also affects a person's general wellbeing for the reason that people spend a good part of the day at work. Consequently, if a person is dissatisfied with their work, this could lead to dissatisfaction in other areas of their life. There is sufficient evidence to warrant that job satisfaction or dissatisfaction can have positive or negative consequences for employees.

Robbins (2001, have indicated that in recent years, ample research studies have been designed to assess the effects of job satisfaction on employee productivity, absenteeism, and turnover.

2.5.1 Job satisfaction and performance

It is a commonly held and a seemingly not unreasonable belief that an increase in job satisfaction will result in improved performance. But research has not established any strongly positive connection between satisfaction and performance. A review of the extensive literature on this subject by Brayfield and Crockett (1955) concluded that there was little evidence of any simple or appreciable relationship between employee satisfaction and performance. An updated review of their analysis by Vroom (1964) covered 20 studies, in each of which one or more measures of job satisfaction or employee attitudes were correlated with one or more criteria of performance. The median correlation of all these studies was 0.14, which is not high enough to suggest a marked relationship between satisfaction and performance.

It can be argued that it is not job satisfaction that produces high performance but high performance that produces job satisfaction, and that a satisfied worker is not necessarily a productive worker and a high producer is not necessarily a satisfied worker. People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance.

However, Oshagbem (2003) stated that organizations strongly desire job satisfaction from their employees Due to important role of human resource on organization performance; they try to keep employees satisfied. Satisfied employees would produce superior performance. When

employees are satisfied with their work, would be more creative and innovative and offer advances that allow company to evolve positively over time with changes in market conditions. On the other hand, a lack of job satisfaction results in a low level of employee commitment that, in turn, affect performance and the achievement of organizational goals. Moreover, organizations that desire to improve their customer satisfaction must be concerned about internal issues related to employees" satisfaction and view their employees as customer too (Harter et al., 2002; Wangenheim et al., 2007)

Furthermore, Armstrong (2009:221) pointed out employees may be even more satisfied if they are then rewarded by extrinsic recognition or an intrinsic sense of achievement. This suggests that performance improvements can be achieved by giving people the opportunity to perform, ensuring that they have the knowledge and skill required to perform, and rewarding them by financial or non-financial means when they do perform. It can also be argued that some people may be complacently satisfied with their job and will not be inspired to work harder or better. They may find other ways to satisfy their needs.

2.5.2   Employee Turnover and Job Satisfaction

From several studies it has been observed that the more people dislike their jobs, the more likely they opt to quit the job Muchinsky, (1990). A study done by Hulin, as cited by Organ & Bateman (1990), indicated that the mean job satisfaction score for those who eventually did quit the job was significantly lower than for those who stayed in the organization.

Even though the relationship between employee turnover and job satisfaction is fairly substantial, the relationship is not direct. That is, people do not quit their job simply because they are dissatisfied. There are many factors, which intervene between satisfaction and turnover Porter & Steers, cited by Mobley, (1977). For example, economic condition is one among these factors, mild dissatisfaction may lead to turnover when jobs are plentiful; feeling of strong dissatisfaction may be endured if the only other option is unemployment (Muchinsky, 1990).

As indicated by c Spector (1996), most studies on the relationship between employee's turnover and job satisfaction explained that the two variables are positively related. The researchers first assessed job satisfaction in a sample of employees and then waiting for some periods of time to

see who quit the job. The results of these studies led them to conclude that dissatisfaction is a factor that leads employees to quit their jobs.

2.5.3   Job Satisfaction and Absenteeism

One of the more widely researched topics in Industrial Psychology is the relationship between job satisfaction and employee absenteeism Cheloha & Farr, (1980). It seems natural to assume that if individuals dislike their jobs then they will often call in sick, or simply look for a new opportunity. Yet again, the link between these factors and job satisfaction is weak. It is likely that a satisfied worker may miss work due to illness or personal matters, while an unsatisfied worker may not miss work because he or she does not have any sick time and cannot afford the loss of income. When people are satisfied with their job they may be more likely to attend work even if they have a cold; however, if they are not satisfied with their job, they will be more likely to call in sick even when they are well enough to work.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

These sections include an outline of the research methodology and comprise the following sub sections:

- The research design
- The data sources
- Data gathering tools
- Sampling and sampling techniques
- Data analysis techniques
- Methods to ensure validity and reliability
- Conceptual framework

Each of the above sections will be dealt in the discussions as follows

3.2 Research Design

According to Welman & Kruger (2004) descriptive research examines a situation as it is and enables for better understand of the way things are. Therefore, a descriptive research survey has been employed to conduct the study and to assess antecedents of employee job satisfaction in the Development Bank of Ethiopia.

3.3 Data Sources

For this study both primary and secondary data sources were used. Managers and Employees of the Bank used as the primary sources of data whereas reports, documents, minutes, Strategic Planning document and unpublished materials were used as the secondary source of data.

3.4 Data Gathering Tools

Questionnaires were used as primary data collection method. Questionnaires are helpful instruments for observing data beyond the physical reach and allow large area coverage. Standard questioner such as Minnesota Satisfaction Questionnaire and Job Characteristic index

has been used as bases for developing the data collection questionnaire. The researcher employed this instrument to gather information and views from employees and managers.

Document review of reports, previous research, minutes, unpublished materials and strategic planning document of the Bank were also used to collect secondary data's to reference the study with actual and supported facts.

3.5 Sampling and Sampling Techniques

For this study, the population was permanent professional employees of Development Bank of Ethiopia who were working in the Head Office. The Development Bank of Ethiopia has 717 staff members at the Head Office as of December 31, 2014.

The researcher used stratified sampling technique to choose appropriate samples. Since stratified sampling technique allows dividing members of the population into homogeneous subgroups before sampling; this allowed the researcher for dividing the total population into Management and non-management employees as per Bank's job category for better collection and management of data. This stratification also helps to make a comparative analysis of the views of management staff and the rest of the employees.

The population has two strata's: Management and employees of the Bank. Among this 611 are non-management and the remaining 106 are management employees. Hence, a total of 207 respondents were selected from the total population. Among this 157 were from non-management and the remaining 50 were management group.

The researcher used the following sample size determination formula developed at University Park by Jeff Watson, Research Assistance and Cooperative Extension & Outreach for calculating the sample size required.

$$n = \frac{\left(\dfrac{P[1-P]}{\dfrac{A^2}{Z^2} + \dfrac{P[1-P]}{N}} \right)}{R}$$

n: sample size required
N1: population size of Employees
N2: population Size of Management
P: estimated variance in population
A: precision desired ----5%
Z: based on confidence internal level---95%
R: estimated response rate---98%
    Source: Watson, Jeff: 2001

3.6 Data Analysis Techniques

According to Welman & Kruger (2004) descriptive research can be either quantitative or qualitative. It involves collections of quantitative information that can be tabulated along a continuum in numerical form Therefore, for this study, combinations of both qualitative and quantitative analyses were employed. The qualitative analysis used to describe the existing scenarios regarding job satisfaction in the Bank in comparison against the given literatures.

In addition, in this research descriptive and inferential statistics techniques were used. Frequency count, percentage, mean and standard deviation were employed to analyze the responses of the respondents on the variables that influence job satisfaction. On the other hand, inferential statistical tools such as t-test were used to critically scrutinize the differences in views of the respondents.

Furthermore, to investigate job satisfaction Likert-type scale ranging from strongly disagree =1, disagree=2, neutral=3, agree=4 and strongly disagree=5 were used. To make easy interpretation for the degree of respondents' satisfaction for each statement the following range of mean values are assigned to each scale 1.5 or less strongly disagree, 1.51-2.5 disagree, 2.51-3.5 neutral, 3.51-4.49 agree, 4.5 or greater strongly agree .

3.7 Method to Ensure Validity and Reliability

Validity indicates the extent to which an instrument measures the construct that it is aiming to measure Goodwin (1995). Reliability is defined as the accuracy or precision of an instrument. Reliability is also the extent to which the independent administration of the instrument will yield a similar or same result under comparable situation De Vos, Strydom, Fouche and Delport (2001).

To ensure content validity of the instrument pilot testing has been conducted using employees that did not include in the sample. After administering the questionnaire, reliability test was made. The Cronbach alpha coefficient was used to determine the reliability. Moreover, appropriate literature were consulted in order improve and make the tool more valid. Besides, expert review of the questionnaire was undertaken so as to improve its reliability.

Internal reliability of the instrument was checked by using Cronbach's alpha coefficient. The standard value of reliability is 0.7 and results indicate the value of 0.907 which is well above of the standard value 0.7 and thus it is reliable.

Table 3.1 Cronbach's Alpha

Job satisfaction	N of Items	Cronbach's Alpha
work itself	10	0.90
Work environment	18	0.88
Carrier Development	15	0.91
Governance and Leadership	10	0.87
Compensation and Benefit	14	0.92
Relationship with Supervisor	19	0.97
Total		0.90

3.8 Conceptual Framework

For better exploration of the research problem the following conceptual framework developed
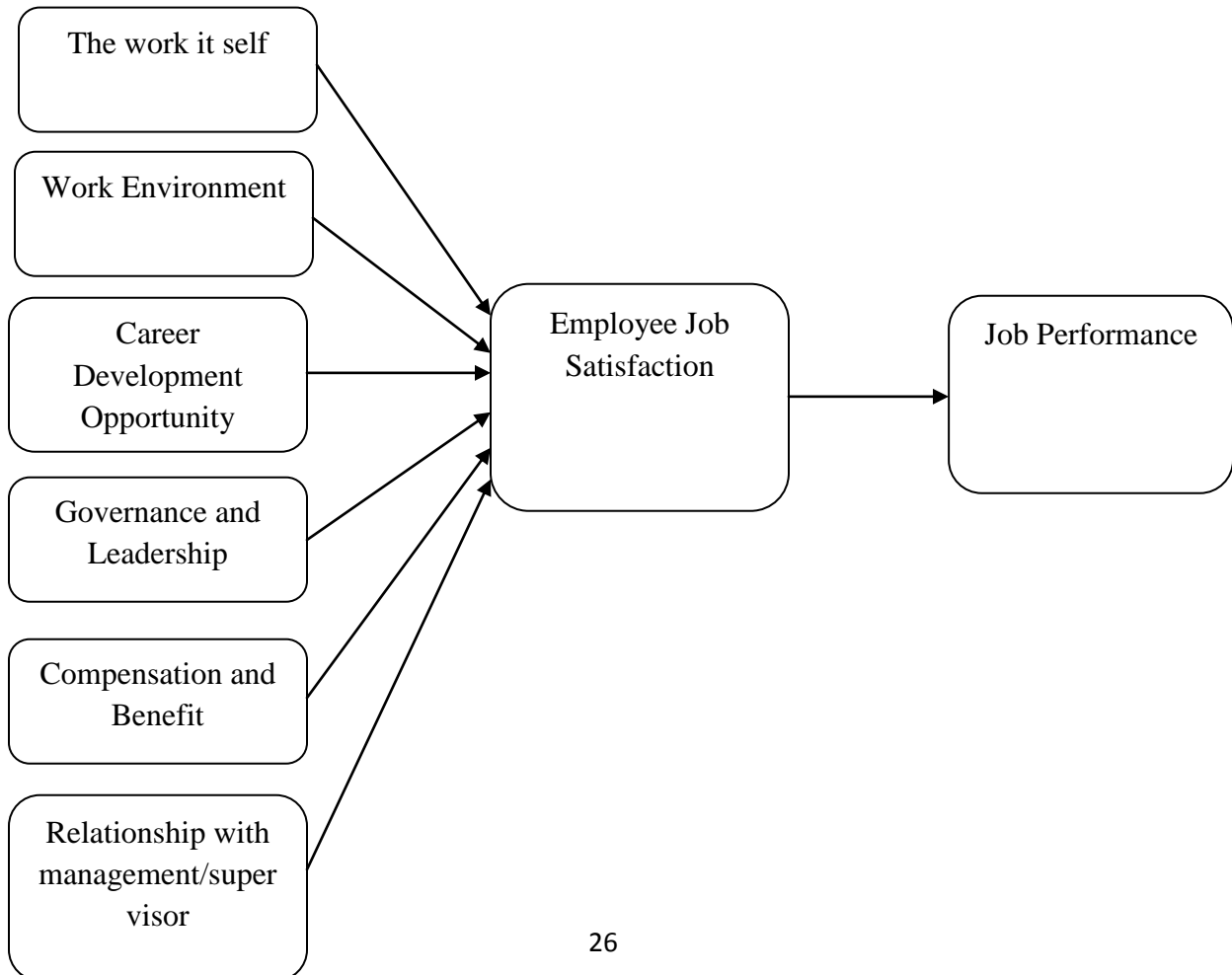
CHAPTER FOUR

DATA ANALYSIS, INTERPRETATIONAND DISCUSSION

4.1 Introduction

In this section, the data collected through questionnaires, were analyzed and discussed and interpreted as follows.

Of the 207 questionnaires distributed, 158 were returned (a response rate of 76%). Of these, 9 were incomplete, thus 149 questionnaires were used for analysis. For data analysis purpose the statistical software version 20.0 and excel spreadsheet was used to analyze the generated data. Descriptive and inferential statistical analyses were employed.

For the quantitative phase of the study, the collected data were analyzed by means of the computer using the Statistical Package for Social Sciences (SPSS).

4.2 Demographic Information of the Respondents

Figure 4.1: Gender of respondents
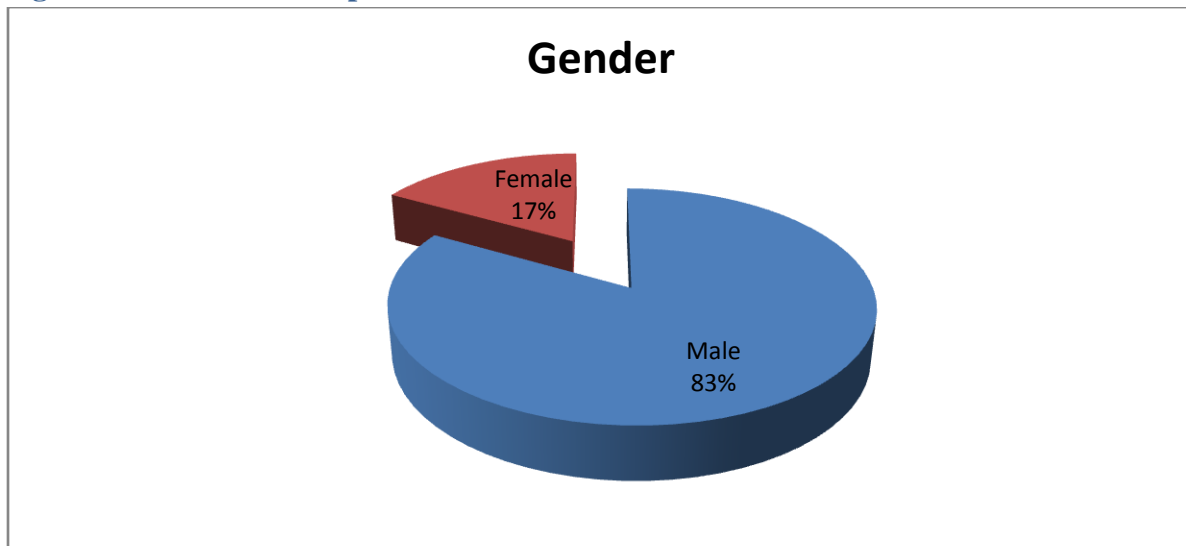
A total of 149 respondents participated in this study. The above table presents a graphical representation of the gender distribution of the selected sample. There are a larger number of male respondents (n=124), which is 83% of the sample. The female respondents (n=25) comprise 17% of the sample.

Figure 4.2: Age of respondents
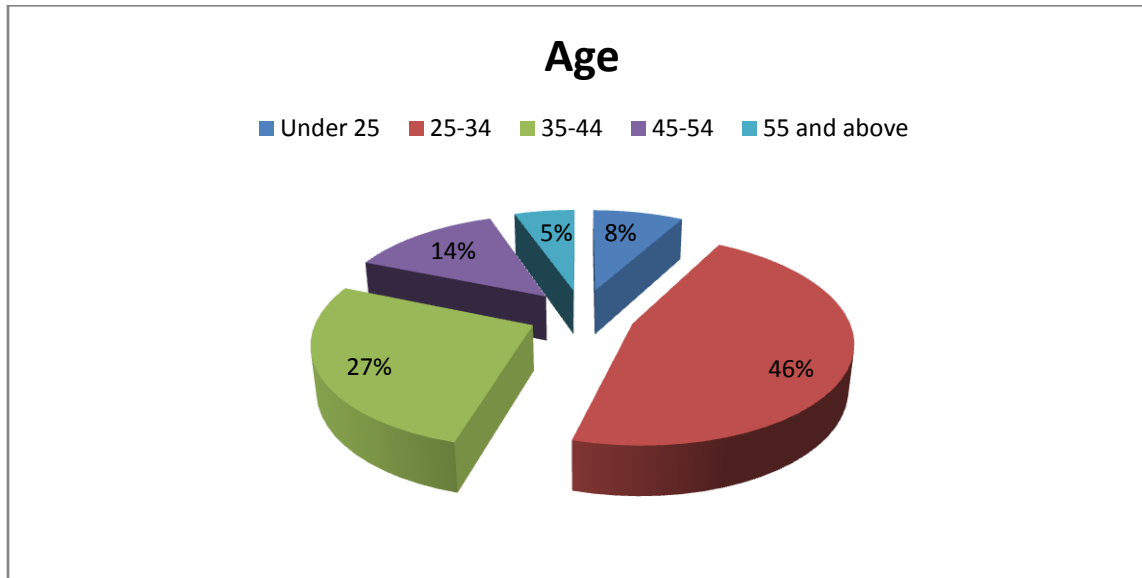
Respondents whose age is younger than 25 years old accounts (8 %, n=12). n=69 or 46% of the respondents was between the ages of 25 and 34 years old. n= 40 or 27% of the respondents was between the ages of 35 and 44 years old. n= 20 or 13% of the respondents fell between the ages of 45 and 54 years old; similarly, n= 8 or 5% of the respondents were older than 55 years old.

Figure 4.3: work experience of respondents
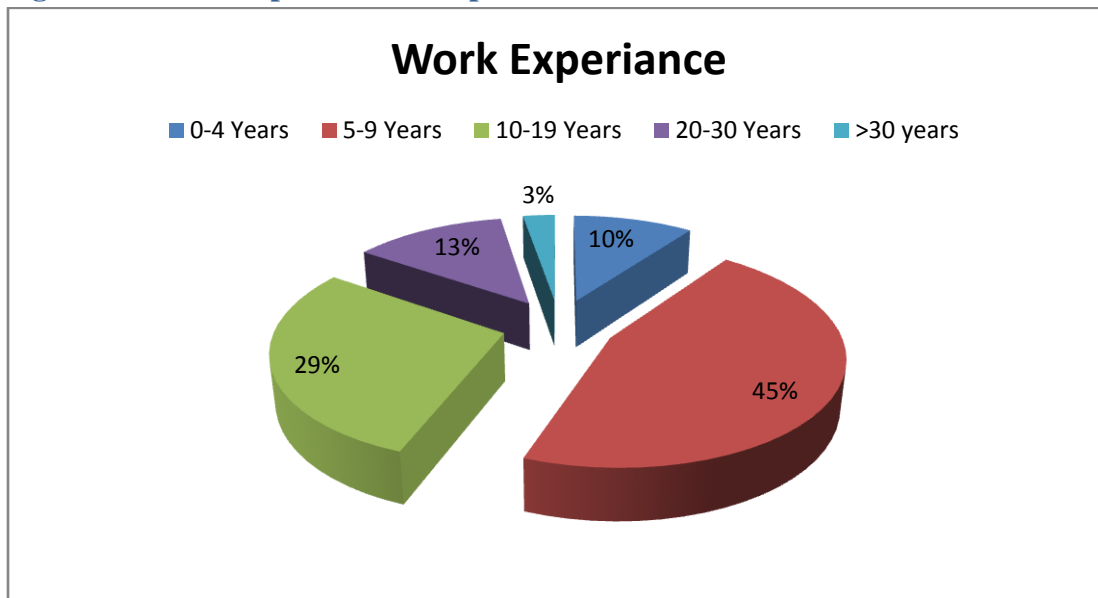
It can be viewed in Table- 1 that the majority of the respondents (n = 68 or 46%) had 5-9 years of experience, (n=43 or 29%) of respondents had 5-9 years of experience, (n=19 or 13%) of

respondents had 20-30 years of experience, (n=15 or 10%) of respondents had 0-4 years of experience and (n=4 or 3%) of respondents had 0-4 years of experience at the Bank.

Figure 4.4: Level of Education of respondents
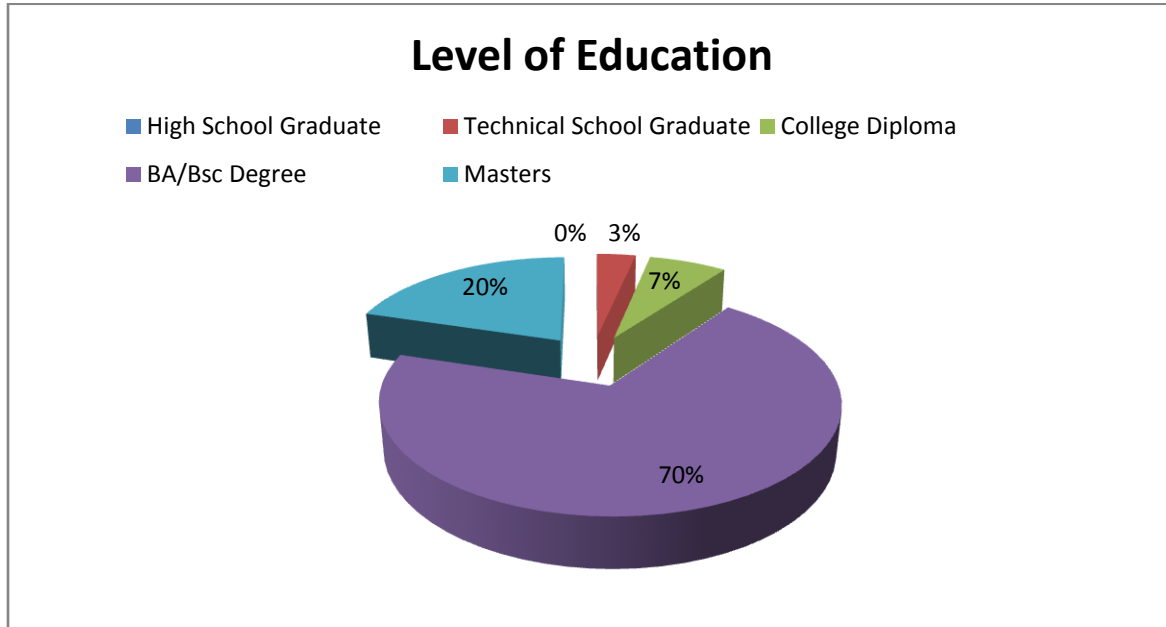
Level of Education

A majority (70%) attained a bachelors' degree. 20% held a master's degree, 7% of the respondents reported their highest degree as diploma, and 3% of the respondents were technical school graduate.

Figure 4.5: Salary of Education of respondents
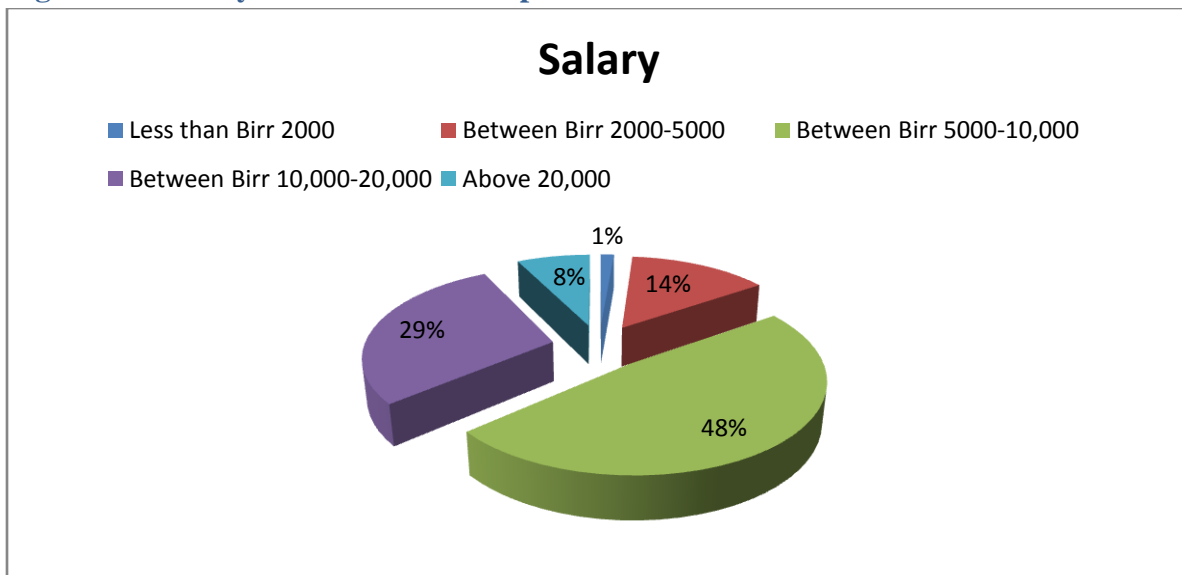
Salary

A majority (48%) of the respondent earned a salary between birr 5000-10,000, 29% of the respondents earned between birr 10,000-20,000, 14% of the respondents earned between birr 2000-5000, 7% of the respondents earned above birr 20,000 and 1% of the respondents earn below birr 2000.

4.3 Evaluation of Factors Influencing Job Satisfaction

The respondents were asked about the factors that influence job satisfaction. The subjects had to select their level of agreement with statements identified to assess their job satisfaction in seven general variables and their sub dimensions i.e. the work itself, work environment, career development opportunity, governance and Leadership, compensation and benefit and relationship with management and supervisor.

Accordingly, based on respondent's response, the factors that have the most influence are assessed and evaluated as shown below:

Table 4.1 The work itself

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
I am satisfied with my current job at the bank	25	80	32	8	4	149	3.77
%	17%	54%	21%	5%	3%	100%	
I feel a sense of pride in doing my job	42	44	26	35	2	149	3.60
	28%	30%	17%	23%	1%	100%	
I have too much paperwork	12	85	26	21	5	149	3.52
	8%	57%	17%	14%	3%	100%	
I like doing the things I do at work.	20	76	39	10	4	149	3.66
	13%	51%	26%	7%	3%	100%	
I do not feel that the work I do is appreciated	7	75	19	24	24	149	3.11
	5%	50%	13%	16%	16%	100%	
I feel overwhelmed by my responsibilities at work	5	66	29	45	4	149	3.15
	3%	44%	19%	30%	3%	100%	

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
My work activities are personally meaningful to me.	37	62	35	11	4	149	3.79
	25%	42%	23%	7%	3%	100%	
The work I do is interesting	28	59	48	12	2	149	3.66
	19%	40%	32%	8%	1%	100%	
This job adds significant pressure and anxiety to my life.	23	64	33	25	4	149	3.52
	15%	43%	22%	17%	3%	100%	
I am generally satisfied with the kind of work I do in this job.	37	93	5	11	3	149	4.01
	25%	62%	3%	7%	2%	100%	

It can be seen in Table 4.1, nearly three-quarters (a total of 70%) respondents agreed that they are satisfied with the work currently doing, while 17% not satisfied with their current jobs. About 20% of the respondents were neither happy nor unhappy with their current jobs.

In the mean while 59% of the respondents stated that they feel pride in doing their job. At the same time a total of 58% specified that they found their job to be interesting and 87% of the respondents were satisfied with the kind of work they do at the Bank.

Moreover, 55% of the employees responded that they are not recognized for their work accomplishment and 65% of the respondents stated that there is too much paper work. Similarly, their respective mean value indicates an average response of agreement for the variables. Furthermore, most of the respondents feel indifferent regarding they are overwhelmed by their responsibilities at work. While 58% felt that their job adds significant pressure and anxiety to their life.

The nature of the work performed by employees has a significant effect on their level of job satisfaction (Larwood, 1984; Landy, 1989; Luthans, 2006; Griffen and Moorhead, 2009). The respondents' mean value ranging from 3.52-4.01 indicates that respondents are satisfied with their current job and have sense of pride in doing their job. Most of them like the things they do at work and believe that they are doing meaningful and interesting job. The study also indicates that most of the respondents are found to be satisfied with the different aspects of the work itself

and aggregate level of respondent's satisfaction is found positive. This finding Share similar ideas with the above mentioned thoughts and confer that employee's satisfaction towards their job mostly determined by the nature of the work to be performed.

According to Lusseir (1990) whether a person enjoys the job it performs has a major effect on overall job satisfaction. People who view their jobs as boring, dull, or unchallenging tend to have low levels of job satisfaction. Similarly, the respondents mean value with regard to their job nature stood at 3.52 which indicates that the respondents replied that they have too much paper work and their job adds significant pressure and anxiety to their life so they are dissatisfied with these aspects of their jobs. This finding is supported by Lock (1990), generalized that tiresome work is dissatisfying, personally interesting work is satisfying, and mentally challenging work that the individual can successfully accomplish is satisfying.

Moreover, the mean value for being overwhelmed by their responsibilities at work and not feeling appreciated for work accomplishment ranges from 3.11-3.15 which infers the respondents are not satisfied. Likewise, literature suggested "having equitable workload distribution–also significantly and positively affects employee job satisfaction" (Ellickson & Logsdon, 2001).

Table 4.2 The work environment

	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree	TOTAL	Mean
Management believes that employees are the most important asset of our Bank.	27	88	1	28	5	149	3.70
	18%	59%	1%	19%	3%	100%	
Employees are constantly watched to assure that rules and procedures are followed.	2	60	48	38	1	149	3.16
	1%	40%	32%	26%	1%	100%	
Employees share a pride in their work.	14	56	33	44	2	149	3.24
	9%	38%	22%	30%	1%	100%	
The bank has a code of professional conduct that employees are expected to follow.	65	41	19	19	5	149	3.95
	44%	28%	13%	13%	3%	100%	
Management encourages creativity, innovation, and continuous improvement.	13	50	30	40	16	149	3.03
	9%	34%	20%	27%	11%	100%	
There is too much bickering and fighting at work.	18	16	58	48	9	149	2.91

	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree	TOTAL	Mean
	12%	11%	39%	32%	6%	100%	
My efforts to do a good job are seldom blocked by red tape.	8	54	23	61	3	149	3.02
	5%	36%	15%	41%	2%	100%	
I find I have to work harder at my job because of the incompetence of people I work with	40	17	33	45	14	149	3.16
	27%	11%	22%	30%	9%	100%	
I like the people I work with.	50	65	13	16	5	149	3.93
	34%	44%	9%	11%	3%	100%	
Companies policies and procedures make sense to me.	40	43	26	19	21	149	3.42
	27%	29%	17%	13%	14%	100%	
The physical working conditions (e.g., heating, ventilation, space, cleanliness) are very good.	16	61	22	26	24	149	3.13
	11%	41%	15%	17%	16%	100%	
Individual differences are respected here (e.g.,gender,race educational background, etc.)	36	27	55	13	18	149	3.34
	24%	18%	37%	9%	12%	100%	
Employees feel secure about their jobs at this company.	5	76	37	25	6	149	3.33
	3%	51%	25%	17%	4%	100%	
I believe I will be working for the bank in five years.	4	55	67	19	4	149	3.24
	3%	37%	45%	13%	3%	100%	
I would choose bank again if I had a job choice to make.	5	19	88	11	26	149	2.77
	3%	13%	59%	7%	17%	100%	
I would recommend bank as a career to my friends.	7	98	15	26	3	149	3.54
	5%	66%	10%	17%	2%	100%	
I observed or experienced some forms of discrimination or harassment (e.g. racial discrimination, sexual harassment, age discrimination, gender discrimination, Sexual orientation discrimination etc.) at the bank.	7	22	51	30	39	149	2.52
	5%	15%	34%	20%	26%	100%	
The conditions I work in are good	16	58	46	25	4	149	3.38
	11%	39%	31%	17%	3%	100%	

As can be seen in the table 4.2 a good majority (77%) of the respondents' had agreed that the Bank's management believes that employees are the most important asset of the Bank. Over half

(72%) of the respondents believed that the bank has a code of professional conduct that employees are expected to follow and moreover (78%) of the respondents indicated that they like the people they work with.

Furthermore, more than half of the respondents agreed that the physical working conditions (e.g., heating, ventilation, space, cleanliness) in which they are currently operating are very good. Whereas only 56% of the respondents indicated that the Bank's policies and procedures make sense to them and 70% of the respondents reveal that they will recommend the bank as a career to their friends.

Also, (41%) of the respondents responded that employees are constantly watched to assure that rules and procedures are followed, while only 43% of the respondents believed that Management encourages creativity, innovation, and continuous improvement and the rest did not responded positively in this aspect .

Furthermore, only 23% of the respondents believe that there is too much bickering and fighting at work and 42% responded their efforts to do a good job are occasionally blocked by red tape. In addition, 38% of the respondent believed that they find they have to work harder at their job because of the incompetence of people they work with. Moreover, nearly half (42%) believed Individual differences are respected here (e.g. Gender, race educational background, etc.).

Whereas, only 40% responded that they believe they will work at the bank for the coming five years and 54% of the employees felt secured about their jobs. In addition, only 16% responded that they would choose the bank again if they had the chance to make choice. On the other hand 19% of the respondent responded that they observed or experienced some forms of discrimination or harassment (e.g. racial discrimination, sexual harassment, age discrimination, gender discrimination, Sexual orientation discrimination etc.) at the bank.

According to Luthans (2006) Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. The more comfortable the working environment is more productive will be the employees. The mean value that ranges from 3.54-3.93 indicates that the respondents believe that the bank management recognizes them as the most important asset of the Bank and they believe that they are valued and have feeling of safety and comfort so that they are satisfied with these aspects of the work environment. Moreover, the

respondents indicates the Bank employees have a code of professional conduct expected to follow, they like the people they work with and would recommend the bank as a career to their friends and indicates their satisfaction with this aspects.

As indicated by the mean value that ranges from 2.52-3.42 which indicates that the respondents are not satisfied because they believe that management does not encourage creativity, innovation, and continuous improvement, and due to this the respondents don't share a pride in their work. Moreover, some of the respondents indicated that individual differences are not respected (e.g., gender, race, educational background, etc.)

The above result further supported Landy, (1989) and Purcell (2001) which indicates an enabling, supportive and inspirational work environment creates experiences that impact on employee engagement by influencing how people regard their roles and carry them out. An enabling environment will also create the conditions that encourage high-performance and foster innovations, creativity and continuous improvement and contributes for employee satisfaction through establishing employee engagement and creates sense of accomplishment and pride to the performer.

Furthermore, the study pointed out the respondents were not satisfied with the physical working conditions and don't feel secure about their jobs so that they are dissatisfied. Literature supported the above finding that, poor working condition brings out a fear of among employees and leads to dissatisfaction with jobs Luthans (2006).

The other findings of this study, also indicated that most of the employees of the Bank are not interested to stay and working for the Bank in the coming five years and might not choose the Bank again if they had a job choice to make. Several studies also argued that job satisfaction will affect organizational commitment (Bluedorn, 1982a; Williams & Hazer, 1986) and indicated strong positive relationship between job satisfaction and organizational commitment. Accordingly, respondents' luck of commitment to their organization might emanate from their insight of job dissatisfaction.

The respondents' mean value with ranges from 2.91-3.16 indicates that the respondents don't feel that they have too much bickering and fighting at work and having to work harder at their

job because of the incompetence of people they work with. Moreover they don't feel that they are being seldom blocked by red tape for their effort to do a good job. It was found out there is a minimal form of discrimination or harassment (e.g. racial discrimination, sexual harassment, age discrimination, gender discrimination, Sexual orientation discrimination etc.) at the bank.

According to Armstrong's (2009:221) the work environment consists of the system of work, the design of jobs, working conditions and the ways in which people are treated at work by their managers and co-workers. Moreover, working conditions need to meet health and safety requirements. The way people are treated is a matter of managerial behavior, achieving work-life balance and dealing with issues such as stress, harassment and bullying also have significant influence on employees' satisfaction. The finding in this aspect confers that, if this condition is fairly established the respondents indicated that their satisfaction and feeling of organizational belongingness will develop.

Table 4.3 Career development opportunity

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
Those who do well on the job stand a fair chance of being promoted	11	38	34	56	10	149	2.89
	7%	26%	23%	38%	7%	100%	
People get ahead as fast here as they do in other places.	14	39	55	28	13	149	3.09
	9%	26%	37%	19%	9%	100%	
I am satisfied with my chances for promotion	19	58	39	22	11	149	3.35
	13%	39%	26%	15%	7%	100%	
I have a clear path for career advancement	12	55	41	29	12	149	3.17
	8%	37%	28%	19%	8%	100%	
I'm satisfied with supervisor's efforts to identify my strengths and weaknesses	20	60	43	15	11	149	3.42
	13%	40%	29%	10%	7%	100%	
I receive adequate training to do my job well	11	41	37	25	35	149	2.79
	7%	28%	25%	17%	23%	100%	

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
I have ample opportunities for advancement in this profession.	7	40	53	27	22	149	2.89
	5%	27%	36%	18%	15%	100%	
If I felt that I needed extra training, it would be made available for me	19	25	41	53	11	149	2.92
	13%	17%	28%	36%	7%	100%	
I'm satisfied with the quality of orientation and training received for my current position in the company	11	29	51	53	5	149	2.92
	7%	19%	34%	36%	3%	100%	
I'm satisfied with the mentoring that I currently received from my senior peers	22	26	78	13	10	149	3.25
	15%	17%	52%	9%	7%	100%	
Management supports my efforts to improve my weaknesses.	15	50	26	57	1	149	3.14
	10%	34%	17%	38%	1%	100%	
There is a positive recognition by my immediate supervisor	25	46	39	38	1	149	3.38
	17%	31%	26%	26%	1%	100%	
I feel personal sense of accomplishment in my work	37	59	26	26	1	149	3.70
	25%	40%	17%	17%	1%	100%	
There is professional learning and growth opportunities in the bank	16	57	54	10	12	149	3.37
	11%	38%	36%	7%	8%	100%	
There is enough career advancement opportunities	18	43	64	13	11	149	3.30
	12%	29%	43%	9%	7%	100%	

As the above figure illustrate, only 33% of the respondents agreed that those who do well on the job stand a fair chance of being promoted and 36% of them responded positively that people get ahead as fast here as they do in other places. In addition, nearly half of the respondents (52%) and 45%of the respondents were satisfied with their chances of promotion at the Bank and the availability of clear path for advancement respectively.

Furthermore, 54% of the respondents were satisfied with their supervisor's efforts to identify their strengths and weaknesses and 64% of the respondents indicated that they feel personal sense of accomplishment in their work.

However, only 32% of the respondents believed that they have ample opportunities for advancement in their profession. Similarly, few of the respondents (35%) believed they receive adequate training to do their job well. Furthermore, 32% responded that they are satisfied with coaching and mentoring that they received from their senior peers and 44% believed that management supports their efforts to improve weaknesses. Whereas, nearly half of the respondent (48%) believed that there is a positive recognition by their immediate supervisor.

On the other hand, among the respondents only 49%of the respondents believed that there is a professional learning and growth opportunity and enough career advancement opportunities. Moreover, concerning the quality of orientation and training received for their current position only 27% of the respondents responded that are satisfied. Besides, only 30% of respondents felt that if they needed extra training if it would be available for them.
Except for feeling personal sense of accomplishment for their work they do at the bank, which the mean value indicates 3.7 that indicates the respondents agreed with the idea, the other responses for questions under career development opportunity show mean value ranging from 2.79-3.42 which infers that most of the respondents are not satisfied with the current career development opportunity provided by the bank.

The study in this aspect point out that most of the employees has feeling of personal sense of accomplishment for the work they do at the Bank so that they are satisfied. Studies, also indicates that employees who have a feeling of personal accomplishment is more satisfied than those who don't, Saks (1996).

This study indicated that most of the respondents' are not satisfied with the current career development opportunity provided by the bank. There is no fair chance of being promoted as being high performer. Several researchers share the opinion that job satisfaction has a great connection with is opportunities for promotion (Pergamit and Veum, 1999; Sclafane, 1999; Ellickson and Logsdon, 2002; Peterson et al., 2003).Moreover, McCormick (2008) mentioned that job satisfaction among employees with promotional opportunities will rely on the

promotions equity. The finding of this study also supports the idea that employees are very concerned about the availability of fair chance of promotion and they are not satisfied with these aspects.

This study also revealed that respondents' feel that there is no clear path for career advancement and don't receive adequate training to do their job well. Moreover, their dissatisfaction is further intensified by that they don't feel that they have ample opportunities for advancement in their profession and if they felt that they need extra training it would not be made available for them. Respondents' are also dissatisfied because they believe that people don't get ahead as fast here as they do in other places. Moreover, the respondents were also dissatisfied with the quality of orientation and training received for their current position in the company. Furthermore, they feel that there is a problem in professional learning and growth opportunities at the bank as well as enough career advancement opportunities.

Several studies also supports the above finding, according to Saks (1996) when workers receive self-growth training, the level of their job satisfaction is advanced than those without such training. Martensen and Gronholdt (2001) also indicated that the development of individual competencies through various training programs has a positive impact on employee satisfaction. When employees attended to training programs, they achieve self-confidence of making their jobs, they observe career development opportunities and they think that their companies make investment in them. As result of this positive situation, employee satisfaction increases (Jun.M. 2006).

As indicated in the above table respondents replied that they were not satisfied with the coaching and mentoring received from their senior peers. In addition, they feel that management is reluctant in supporting their efforts to improve their weaknesses and they believe that there is no adequate positive recognition by their immediate supervisor. Mentoring as a role relationship where one person, the mentor, offers assistance, guidance, advice, encouragement and support to another person in order to foster their vocational and professional development Armstrong (2009). Therefore, the finding in this reach pointed out that there is no sufficient employees coaching and mentoring so that employees are dissatisfied, have low motivation and the leaders are not in a position to optimality utilize the benefit of employee coaching and mentoring practice .

Table 4.4 Governance and leadership

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
Senior Management gives team members a clear picture of the direction the bank is headed.	11	61	27	50	0	149	3.22
	7%	41%	18%	34%	0%	100%	
The Bank clearly communicates its goals and strategies to me	18	89	32	10	0	149	3.77
	12%	60%	21%	7%	0%	100%	
I am satisfied with the strategic direction of the company.	3	90	56	0	0	149	3.64
	2%	60%	38%	0%	0%	100%	
Upper management seems willing to invest in the development of new team members.	14	61	50	23	1	149	3.43
	9%	41%	34%	15%	1%	100%	
I receive enough opportunity to interact with other employees on a formal level.	9	81	48	11	0	149	3.59
	6%	54%	32%	7%	0%	100%	
Upper management seems willing to accept mistakes made in the process of trying new things.	7	50	52	40	0	149	3.16
	5%	34%	35%	27%	0%	100%	
Upper management understands the problems we face on our jobs.	15	47	43	34	10	149	3.15
	10%	32%	29%	23%	7%	100%	
Upper management treats me with respect.	12	70	48	11	8	149	3.45
	8%	47%	32%	7%	5%	100%	
My job requirements are clear	7	99	16	27	0	149	3.58
	5%	66%	11%	18%	0%	100%	
I often feel that I do not know what is going on with the organization.	6	25	60	52	6	149	2.82

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
	4%	17%	40%	35%	4%	100%	

As the above table illustrate, 48% of the respondents had replied they are agreed that senior management gives team members a clear picture and direction how the bank is headed and 72% of the respondents responded positively that the Bank clearly communicates its goals and strategies to them. Moreover, 62% of the respondents were satisfied with the strategic direction of the Bank.

In addition, only 50% the respondents agreed that upper management seems willing to invest in the development of new team members and 60% of the respondents felt that they receive enough opportunity to interact with other employees on a formal level.

However, only 38% of the respondents believed that upper management seems willing to accept mistakes made in the process of trying new things and 42% of the respondents believed that upper management understands the problems they face on their jobs. Similarly 55% of the respondents indicated that upper management treats them with respect and 71% of the respondents agreed their job requirement is clear.

The mean value ranging from 3.58-3.77 shows that the management provides clear job requirement and most of respondents also satisfied with the strategic direction of the Bank. In addition there is enough opportunity to interact with other employees on a formal level and the Bank clearly communicates its goals and strategies to its employees.

The mean value ranges from 3.15-3.45 indicates that there are some drawbacks from the senior management in giving team members a clear picture in time where the Bank's headed and in willingness to invest for the development of new team members. The other area of dissatisfaction is that respondents feel that the management seems to be indifferent to understand the problems that its employees face and accepting mistakes made in the process of trying new things. Moreover, it is pointed out that the management should improve the way in treating the employees with respect.

Howell and Avolio (1993), suggest that an awareness of the role of leaders and the effect of leadership style provides a partial explanation for developing organizational effectiveness. This is similar with the findings of leadership theorists who suggest that the presence of certain leadership styles may significantly influence employee motivation and ultimately company performance. So that Bank's leadership commitment and effort to timely communicate, to treat employees in fair, to develop employees competency, to encouraging innovation and creativity and tolerating acceptable mistakes while focusing on innovation and doing new things is part of the leadership responsibility and it have significant positive influence on employees satisfaction.

The mean value of respondents with regards to not having timely communication and information and on what is going with the bank stood at 2.82 which indicate most of them are responded neutral. This infers that most of them don't feel that they don't timely know what is going in the bank to some limits. This indicated the bank's leadership effort to disseminate timely information about the Bank to the employees which has significant role in enhancing employees' sense of involvement, feeling of organizational belongingness, strengthen employee motivation and satisfaction.

Furthermore, it is indicates that respondents are concerned with governance and leadership and it is identified as the second determinant factor that affects employee satisfaction. Research also confirmed that corporate governance significantly and positively predicted employee job performance. Moreover, corporate governance significantly and positively related with employee job satisfaction Chiang, (2005). Employees constitute important drivers of organizational performance and a satisfied employee is a performing employee and conveyed a significant link between corporate governance performance and satisfaction.

Table 4.5 Compensation and benefit

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
If I do a good job I will be rewarded	2	25	79	42	1	149	2.90
	1%	17%	53%	28%	1%	100%	
I'm satisfied with my current salary	3	82	46	16	2	149	3.46

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
	2%	55%	31%	11%	1%	100%	
I'm satisfied with my Leaves of absence	1	87	40	5	16	149	3.35
	1%	58%	27%	3%	11%	100%	
I'm satisfied with the health care benefits provided by the bank	83	66	0	0	0	149	4.56
	56%	44%	0%	0%	0%	100%	
I'm satisfied with my Retirement benefits	15	60	40	34	0	149	3.38
	10%	40%	27%	23%	0%	100%	
I feel I am being paid a fair amount for the work I do	28	43	49	27	2	149	3.46
	19%	29%	33%	18%	1%	100%	
I am satisfied with the benefits I receive.	0	71	41	21	16	149	3.12
	0%	48%	28%	14%	11%	100%	
The benefits we receive are as good as most other organizations offer	1	53	44	43	8	149	2.97
	1%	36%	30%	29%	5%	100%	
I feel unappreciated by the bank when I think about what they pay me	1	24	43	65	16	149	2.52
	1%	16%	29%	44%	11%	100%	
The benefit package we have is equitable.	2	53	47	23	24	149	2.91
	1%	36%	32%	15%	16%	100%	
I feel satisfied with my chances for salary increases.	12	62	52	20	3	149	3.40
	8%	42%	35%	13%	2%	100%	
There are benefits we do not have which we should have.	32	68	38	4	7	149	3.77
	21%	46%	26%	3%	5%	100%	
I feel satisfied with the Bank's Bonus and incentive programs	19	99	27	2	2	149	3.88

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
	13%	66%	18%	1%	1%	100%	
There is a consistent and equitable system of rewards.	12	21	72	31	13	149	2.92
	8%	14%	48%	21%	9%	100%	

Almost all of the respondents replied that they are satisfied with the health care benefits provided by the bank and 79% of the respondents indicated that they feel satisfied with the Bank's Bonus and incentive programs. On the other hand 57% and 59 % of the respondents were satisfied with their current salary and with their leaves of absence respectively. Moreover, 48% of the respondents indicated that they have the opinion and feel being paid fair receive reasonable benefits as compared with the work they do.

Whereas, Only 18% of the respondents believed that if they do a good job they will be rewarded and 22% of the respondents believed that there is a consistent and equitable system of rewards. Besides, only 36% and 37% of the respondents believed that the benefits they receive are as good as most other organizations offer and it is equitable respectively. Also more than have (67%) of the respondents thought that there are benefits they do not have which they should have.

According to McNamara (2006), compensation includes issues regarding wage and/ or salary programs and structures accruing from job descriptions, merit-based programs, bonus-based programs, commission based programs and so on, while benefits typically refers to retirement plans, health life insurance, disability insurance, vacation, and so on.

The finding of this study shows that most of the respondents are satisfied with the health care benefits and bonus and incentive program provided by the Bank which their respective mean value ranges from 4.56 and 3.88. However, the respondents mean value with regard to benefits that they don't have which they should have ranges 3.77 which indicates that employees are not satisfied with the current benefits and believe additional benefit package should be incorporated

On the other hand, the respondents' mean value which ranges from 2.90-3.46 which indicates the respondents don't feel that they will be rewarded for a job well done or for extra accomplishment

performed so that they are not satisfied with the reward program of the Bank. However, researchers argued that reward offered by the organization have a powerful impact on employees' attitude towards their jobs and the company for which they work (Lincoln & Kallerberg)

Werner (2001)&Martineau and colleagues (2006) indicated compensation and benefits packages entail some basic features that tend to make employees satisfy on their job. However, as assessed above the most of the respondents are not satisfied with their salaries, leaves of absence, retirement benefit, with the existing benefit package, chance for salary increase and having a consistent and equitable system of rewards. Apart from these, most of the respondents don't feel that the benefit package they receive that are not as good as other Banks operating in the country. Moreover, most of the respondents feel that there are other benefits they don't have which they should have.

The importance of how payment and benefit determines job satisfaction varies among different studies. Lawer & Porter, as cited in Feldman & Arnold (1983), indicated that amount of payment in the form of wages and salaries were found to be very positively related to job satisfaction. The finding of this study shares some similar thoughts; respondents feel that they are less paid, they believe their chance for salary increase is minimal and they receive benefits which is not as competitive in the financial sector. So that they are dissatisfied with these issues their satisfaction with these elements of compensation and benefits is minimal.

On the other hand, Deci & Rayonas (1994) stated that increasing a person's salary and reward doesn't always increase job satisfaction. The respondents indicates that they feel unappreciated by the bank when they think about what they are paid and the respective mean value stood at 2.52 which indicate that most of the respondents were dissatisfied with this aspects. According to Cole (2002) compensation is among strategic means that guides the organization to achieve its intended goals and thus should be able to ensure employee satisfaction. However, the study revealed that the aggregate employee satisfaction with the compensation and benefit package indicates minimal satisfaction so that the Banks compensation package should be assessed to enhance employee job satisfaction.

Table 4.6 Relationship with Supervisor

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
My supervisor is knowledgeable about my work	27	88	18	4	12	149	3.77
	18%	59%	12%	3%	8%	100%	
My supervisor takes time to listen to me	16	100	19	3	11	149	3.72
	11%	67%	13%	2%	7%	100%	
My supervisor gives me fair reviews	23	79	22	4	23	151	3.54
	15%	52%	15%	3%	15%	100%	
My supervisor has reasonable expectations of my work	23	81	34	7	4	149	3.75
	15%	54%	23%	5%	3%	100%	
My supervisor is willing to support me for promotion	20	23	85	18	3	149	3.26
	13%	15%	57%	12%	2%	100%	
My supervisor trains me in whenever necessary	12	52	49	26	10	149	3.20
	8%	35%	33%	17%	7%	100%	
My supervisor makes sure I have sufficient training	7	27	68	36	11	149	2.89
	5%	18%	46%	24%	7%	100%	
I receive adequate support from my supervisors	18	47	54	23	7	149	3.31
	12%	32%	36%	15%	5%	100%	
My immediate supervisor is impartial.	26	48	41	4	30	149	3.24
	17%	32%	28%	3%	20%	100%	
My immediate supervisor gives me feedback that helps me improve my performance.	25	62	29	28	5	149	3.50
	17%	42%	19%	19%	3%	100%	
My immediate supervisor follows through on commitments.	27	43	47	25	7	149	3.39
	18%	29%	32%	17%	5%	100%	
I receive coaching and training from my immediate supervisor.	18	34	42	43	12	149	3.02
	12%	23%	28%	29%	8%	100%	
My immediate supervisor is usually available.	41	85	12	1	10	149	3.98
	28%	57%	8%	1%	7%	100%	
I receive credit from my immediate supervisor for a job well done.	12	43	54	18	22	149	3.03
	8%	29%	36%	12%	15%	100%	
I feel my job performance is fairly evaluated	19	64	49	6	11	149	3.50
	13%	43%	33%	4%	7%	100%	

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
My immediate supervisor tries to understand my point of view when he or she discusses problems or projects with me.	19	79	35	5	11	149	3.60
	13%	53%	23%	3%	7%	100%	
My immediate supervisor creates a vision and strategy for my area.	11	62	49	25	2	149	3.37
	7%	42%	33%	17%	1%	100%	
My immediate supervisor lives by the bank's ethic	29	71	39	5	5	149	3.77
	19%	48%	26%	3%	3%	100%	

Table 4.6 indicated that 77% of the respondents think their supervisor is well-informed about their work and 78% of the respondents agreed that their supervisor takes time to listen to them. In addition, 68% of the respondents agreed their immediate supervisor lives by the bank's ethic and 66% of the respondents believe that their immediate supervisor tries to understand their point of view when he or she discusses problems or projects. Besides, only 56% the respondents' feels that their job performance is fairly evaluated and 58% respondents agreed their immediate supervisor gives them feedback that helps them to improve their performance.

In this study it is also indicated that only 29% of the respondents believed that their supervisor is willing to support them for promotion and 23% of the respondents agreed that their supervisor makes sure they have sufficient training. Moreover, 35% of the respondents believed that they had received enough coaching, mentoring and training from their immediate supervisor and 23% of the respondents agreed that they receive credit from their immediate supervisor for a job well done. Nearly half of the respondents43% and 44%agreed that their supervisor trains and provides adequate support respectively whenever necessary.

The respondent's mean value regarding their supervisor's knowledge about their work , gives time to listen them, providing fair and timely feedback , having reasonable expectation about their work and trying to understand their point of view while in discussion problems or projects with them ranges from 3.54-3.77 whish shows most of them are satisfied regarding these issues. The mean value for question concerning their supervisor lives by the Bank's ethics stood as 3.77 which shows most of the respondents agreed that their supervisors are abided to the Bank ethics.

However, most of the respondents' believed that their supervisor is not willing to support them for promotion and does not ensure whether they get sufficient training so that they are not satisfied in this aspects. As well, respondents' feel that their supervisor doesn't provide timely feedback to improve their performance and gives credit for a job well done. Furthermore, the study revealed that the management is weak in coaching and mentoring and creating vision and strategy for their area which shows in the mean value that ranges from 2.89-3.50. Moreover, concerning questions connected with their supervisor is impartial or not and timely evaluate their performance respondents' mean value indicates neutral which point out that they were not satisfied in these aspects.

Baron and Greenberg (2003), indicates if workers view their superiors as fair and competent and sincere, the level of job satisfaction will be high. Furthermore, those workers that perceive their employers as unfair, incompetent and selfish will experience a lower level of job satisfaction. This study is also indicates similar finding with the above thought respondents pictured their managers doesn't care about their development and they are not obtain valuable feedback coaching and mentoring so that they are not satisfied.

Baron and Green (2003) also stated that staff's that complained about their senior's management relations and supervisory skills are nearly dissatisfied. This study also indicates respondents' have minimal satisfaction on their supervisors' basic managerial skills such as communication, planning& organizing, directing and coordinating, Job/technical knowledge and interpersonal relationship.

Many Researches reveal that supervision and job satisfaction has a positive relationship (Peterson et al., 2003; Koustelios, 2001; Smucker et al., 2003). Staudt (1997) also indicates that employees are probably feeling satisfied generally with their job if they feel satisfied with their supervisors. The finding in this study also reinforced by the above thought and it indicates respondents' overall satisfaction with their supervisor minimal and consequently their overall job satisfaction is found minimal.

Table 4.7Managers' skill

	poor	Average	Good	Very Good	Excellent	TOTAL	Mean
Communication	15	32	53	24	25	149	2.92
	10%	21%	36%	16%	17%	100%	
Planning and organizing	12	36	32	45	24	149	2.78
	8%	24%	21%	30%	16%	100%	
Directing and coordinating	21	54	37	13	24	149	3.23
	14%	36%	25%	9%	16%	100%	
Job/Technical knowledge	2	20	54	31	42	149	2.39
	1%	13%	36%	21%	28%	100%	
Interpersonal relationship	16	15	35	66	17	149	2.64
	11%	10%	23%	44%	11%	100%	2.92

In terms of communication skill, it is found that 17% respondents rated their managers as excellent while 16%, 36%, 21% and 10% rated their manager as, Very Good, Good Average, Average and Poor respectively and 16% respondents rated their managers planning and organizing skill as excellent while 30%, 21%, 24% and 8% rated their manager as, Very Good, Good Average, Average and Poor respectively.

In terms of directing and coordinating skill, it is found that 16% respondents rated their managers as excellent while 9%, 25%, 36% and 14% rated their manager as, Very Good, Good Average, Average and Poor respectively and 28% respondents rated their managers job/technical knowledge as excellent while 21%, 36%, 13% and 1% rated their manager as, Very Good, Good Average, Average and Poor respectively.

Moreover 11% respondents rated their managers' job/technical knowledge as excellent while 44%, 23%, 10% and 11% rated their manager as, Very Good, Good Average, Average and Poor respectively.

The respondents mean value concerning their manager's communication, planning& organizing, directing and coordinating, Job/technical knowledge and interpersonal relationship skills found under the range of neural which infers that respondent's satisfaction level under this aspects were minimal. The result of this assessment also supported by Baron and Green (2003) they stated that staff's that complained about their senior's management relations and supervisory skills are nearly dissatisfied.

Table 4.8 Impact of job satisfaction on job performance

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	TOTAL	Mean
My satisfaction determines my productivity and job performance	92	47	5	3	2	149	4.50
	62%	32%	3%	2%	1%	100%	
My satisfaction affects my relationship with coworkers	75	66	6	1	1	149	4.43
	50%	44%	4%	1%	1%	100%	
My satisfaction affects my contribution to the team	84	58	4	2	1	149	4.49
	56%	39%	3%	1%	1%	100%	
My satisfaction affects the quality of my jobs output	112	23	13	1	0	149	4.65
	75%	15%	9%	1%	0%	100%	
My satisfaction affects my commitment and attitude to serve customer patiently.	75	60	14	0	0	149	4.41
	50%	40%	9%	0%	0%	100%	

The study found that 97% of the employees had agreed their satisfaction determines their productivity and job performance and 93% the respondents believed that their satisfaction affects their relationship with coworkers.

Moreover, 86% of the respondents indicated that their satisfaction affects their contribution to the team and 90% of them stated that their satisfaction also affects the quality of jobs output. Likewise, 87% the respondents responded that their satisfaction affects their commitment and

attitude to serve customer patiently. Concerning the influence of job satisfaction on performance the respondents mean value for each aspect of the variables found under the ranges between 3.41-4.65 which infers that most of the respondents were agreed with ideas.

This study found out that most of the respondents believed that their satisfaction determines their productivity, job performance; their satisfaction affects their relationship with coworkers, their satisfaction affects their contribution to the team, the quality of jobs output. Furthermore, the respondents believed that that their satisfaction affects their commitment and attitude to serve customer patiently. Therefore, the study found that the existence of strong positive relationship between employee satisfaction and performance.

Several studies argued that the availability of strongly positive connection between satisfaction and performance. According to Brayfield and Crockett (1955) there was little evidence of any simple or appreciable relationship between employee satisfaction and performance. Another study conducted by vroom (1964) suggest that there is no a marked relationship between satisfaction and performance. However, the finding of this study indicated the impact of job satisfaction on performance is significant and its result is against the above findings.

The finding of this study was supported by Oshagbemi, (2003) which indicated that organizations strongly desire job satisfaction from their employees due to important role of human resource on organization performance; they try to keep employees satisfied. Satisfied employees would produce superior performance. When employees are satisfied with their work, they would be more creative and innovative and offer advances that allow company to evolve positively over time with the changes in market conditions. On the other hand, a lack of job satisfaction results in a low level of employee commitment that, in turn, affect performance and the achievement of organizational goals.

Furthermore, research suggested that for service giving companies like Development Bank of Ethiopia employees have significant effect on organization performance. It means organizations that desire to improve their customer satisfaction must be concerned about internal issues related to employees' satisfaction and view their employees as customer too (Harter et al., 2002; Wangenheim et al., 2007).

The finding on this study also consistent with this suggestions and it indicates that respondent's satisfaction towards job affects their commitment and attitude to serve customer patiently. On the other hand, Armstrong (2009) argued that some people may be complacently satisfied with their job and will not be inspired to work harder or better. They may find other ways to satisfy their needs.

Table 4.9 Summary of respondents' response on determinant factors that influence job satisfaction

Variable		n	Percentage	Mean
The work it Self	Strongly Agree	24	16%	3.58
	Agree	70	47%	
	Neutral	29	19%	
	Disagree	20	13%	
	Strongly Disagree	6	4%	
Work Environment	Strongly Agree	21	14%	3.27
	Agree	50	34%	
	Neutral	37	25%	
	Disagree	30	20%	
	Strongly Disagree	11	7%	
Carrier Development Opportunity	Strongly Agree	18	12%	3.18
	Agree	44	30%	
	Neutral	45	30%	
	Disagree	31	21%	
	Strongly Disagree	11	7%	
Governance and Leadership	Strongly Agree	10	7%	3.37
	Agree	67	45%	
	Neutral	43	29%	
	Disagree	26	17%	
	Strongly Disagree	3	2%	
Compensation and Benefit	Strongly Agree	15	10%	3.32
	Agree	58	39%	
	Neutral	44	30%	
	Disagree	24	16%	
	Strongly Disagree	8	5%	

Variable		n	Percentage	Mean
Relationship with Management/Supervisor	Strongly Agree	21	14%	3.43
	Agree	60	40%	
	Neutral	41	28%	
	Disagree	16	11%	
	Strongly Disagree	11	7%	

As per the data collected with regards to work environment, only 48% of the respondents were satisfied while the other 27% of the respondents were dissatisfied. This study also revealed that only 42% of the employees were satisfied with their carrier development opportunity while 28% of the respondents were dissatisfied. Moreover the results in relation to the governance and leadership showed that 54% of the respondents were generally satisfied and about only 19% of the respondents were dissatisfied.

Furthermore, the results with regards to the bank compensation and Benefit satisfaction showed that only 49% of the respondents who participated in this study were satisfied with the compensation and benefit they receive in the Bank. And 21% of the respondents were dissatisfied with the benefits and compensation they get. Besides to this 54% of the respondents indicated that they were satisfied with their relationship with management/ supervisor while 18% of the respondents were dissatisfied.

Respondent's aggregate mean value for the work itself stood at 3.58 which infers that most of the employees are satisfied with different aspects of this sub dimension of job satisfaction. Whereas, in summary, the respondents 'collective mean value for other aspects of job satisfaction such as the work environment, carrier development, governance and leadership, compensation and benefit, and relationship with supervisors found under the range of neutral which infers that minimal level of satisfaction.

4.4 Job Satisfaction levels of Employees and Ranking of Determinant Factor

The respondents were asked to indicate their overall satisfaction level as an employee of the Bank. The summary of the response is indicated here under in the table:

Table 4.10:-overall Job Satisfaction Levels of Employees

Variable		N	Percentage
Overall satisfaction level of employees in The Bank	Very Satisfied	25	17%
	Somewhat satisfied	73	49%
	Not very satisfied	38	26%
	Not at all Satisfied	13	9%

The above table 4.10 indicates that 34% of DBE employees were generally dissatisfied while working at the bank while 66% of them expressed that they were satisfied working in the bank.

Moreover the respondents have ranked the following six factors based on their level of impact on their overall job satisfaction.

1. The work itself
2. Work environment
3. Career Development Opportunity
4. Governance and leadership
5. Relationship with management or supervisor
6. Compensation and Benefit

Figure 4.6 rank of job satisfaction determinant factors
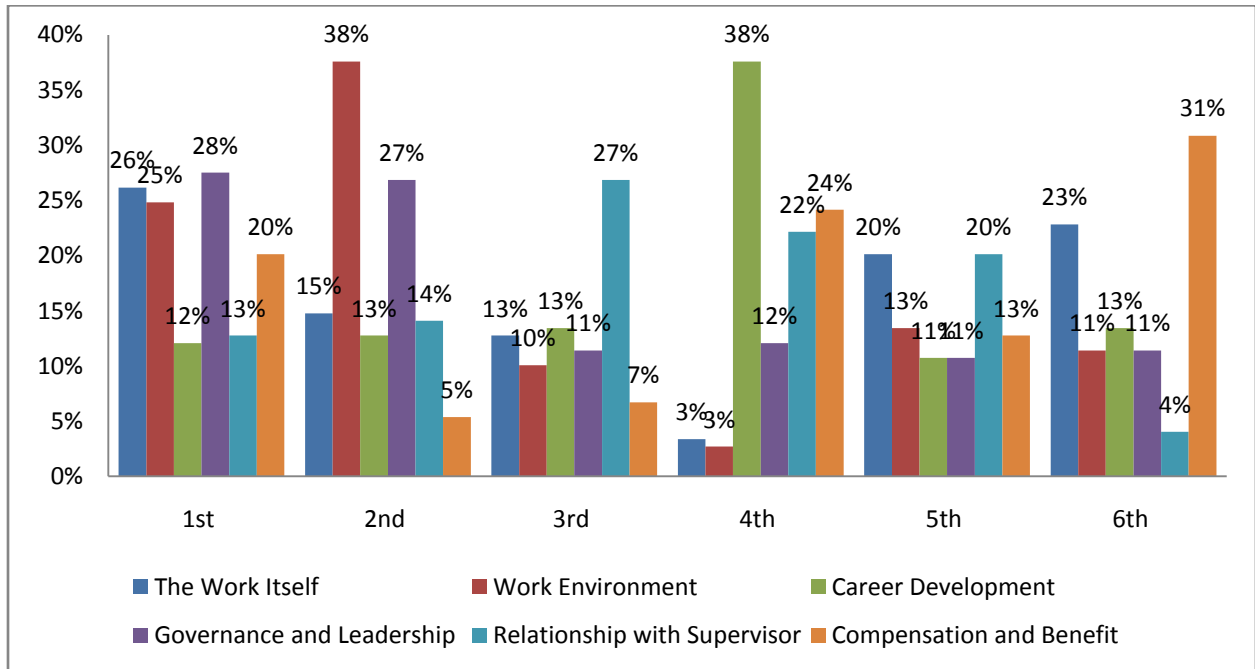
The researcher categorized the factors ranked 1st and 2nd as high attitude, 3rd and 4th as moderate and 5th and 6th as low attitude.

Figure 4.7 Employee attitudes toward the work itself
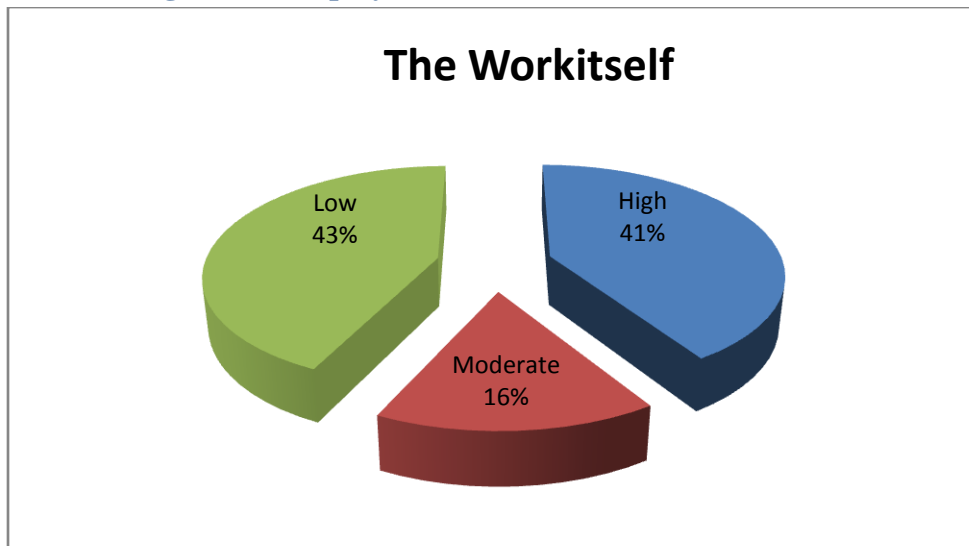
According to collected data, 61 employees had high attitudes with the work its self and they represented 41% of the total sample. 24 employees were moderate and it represents 16% of the

total sample. Out of the sample, 64 employees had low attitude with the work itself and they represented 43 % of the total sample.

Figure 4.8 Employee attitudes toward the work environment
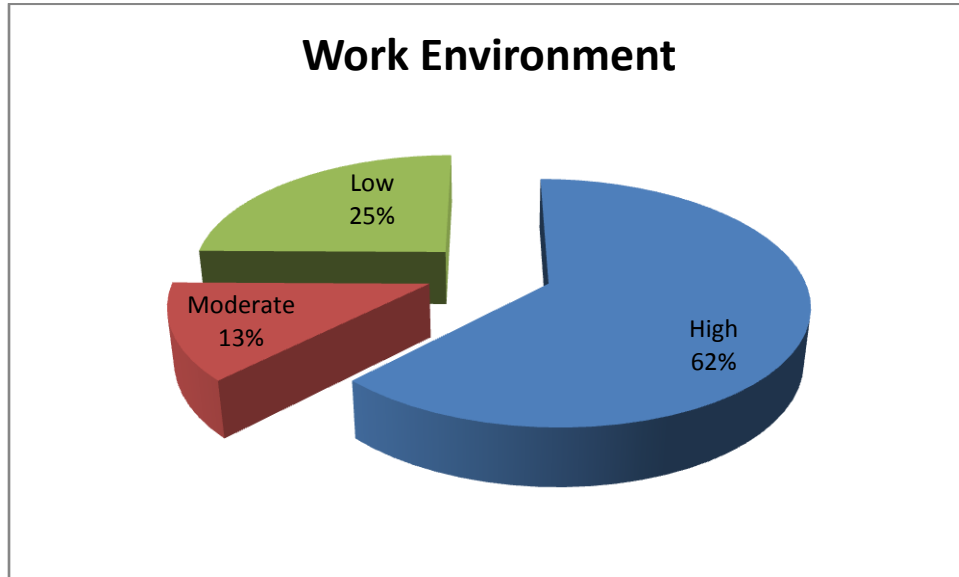
Concerning work environment, according to summarized data, 93 employees had high level attitudes with work environment and they represent 62% of the total sample. 19 employees were moderate level and 37 employees were low level attitudes towards the working responsibility. They were represent 13% and 25% accordingly of the total sample.

Figure 4.9 Employee attitudes toward career development opportunity

Career Development Opportunity

Low
24%
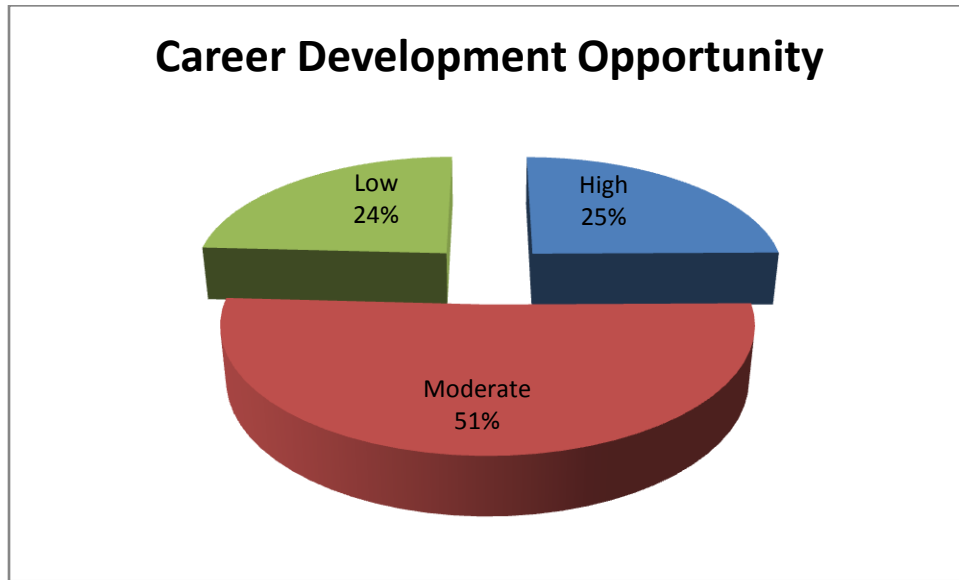
High
25%

Moderate
51%

Moreover according to collected data, 37 employees had high attitudes towards career development and they represented 25% of the total sample. There are 76 moderate employee attitudes about promotion sand where they represent 51% of the sample. 36 employees had low attitudes about promotions and representing 24% of the total sample.

Figure 4.10 Employee attitudes toward governance and leadership

Governance and Leadership

Low
22%
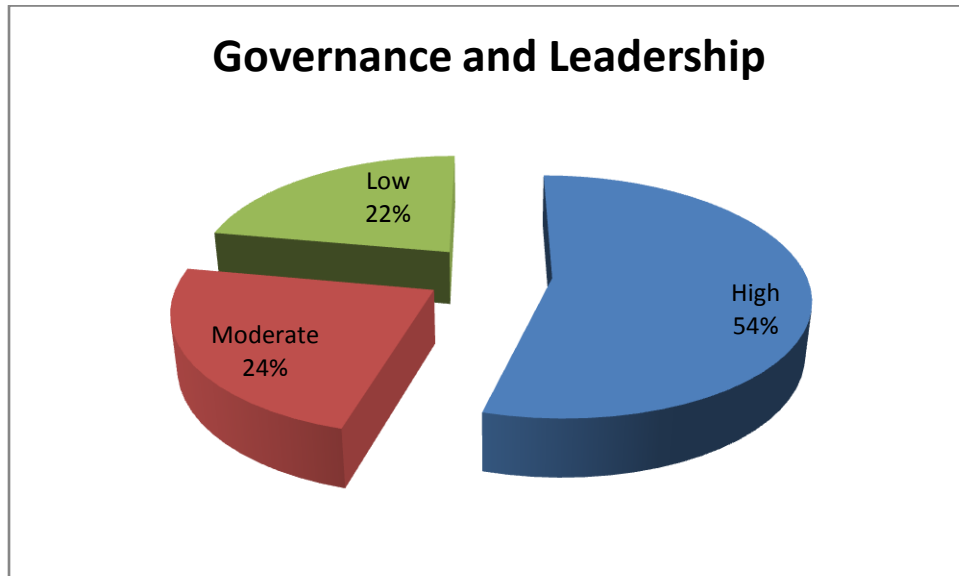
High
54%

Moderate
24%

This component indicates employee attitude towards governance and leadership. According to collected data, 81 employees had high attitudes and they represent 54% of the total sample. Out

of the sample, 35 employees were moderate and representing 23% of the sample. 33 employees had low attitudes and they represent 22% of the total sample.

Figure 4.11 Employee attitudes toward management or supervisor

Relationship with management and supervisor

Low 24%
High 27%
Moderate 49%
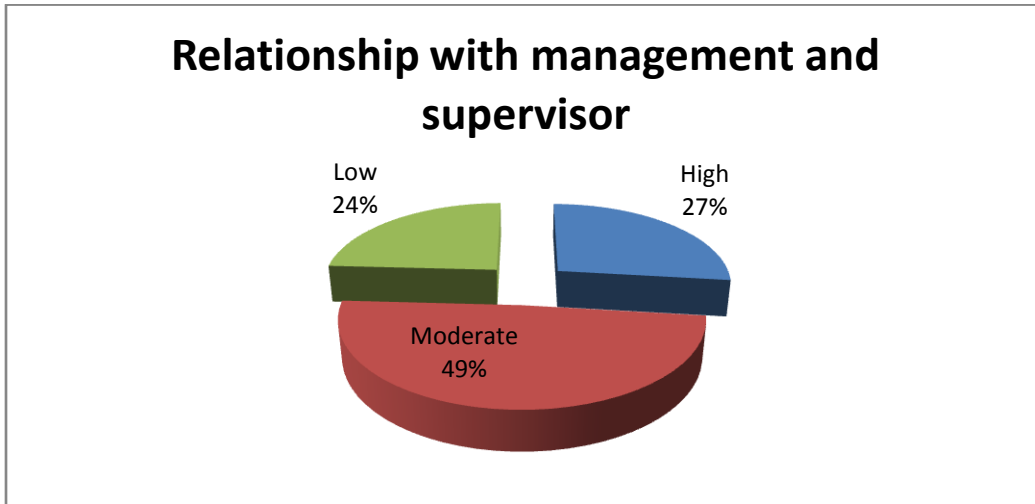
According to collected data, 40 employees had high attitudes towards their relationship with supervisor and they represented 27% of the total sample. There is 73 moderate employees and who represents 49% of the total sample. In the third category, 36 employees had low attitudes were they represent 24% of the total sample.

Figure 4.12 Employee attitudes toward compensation and benefit

Compensation and Benefit

Low 44%
High 25%
Moderate 31%
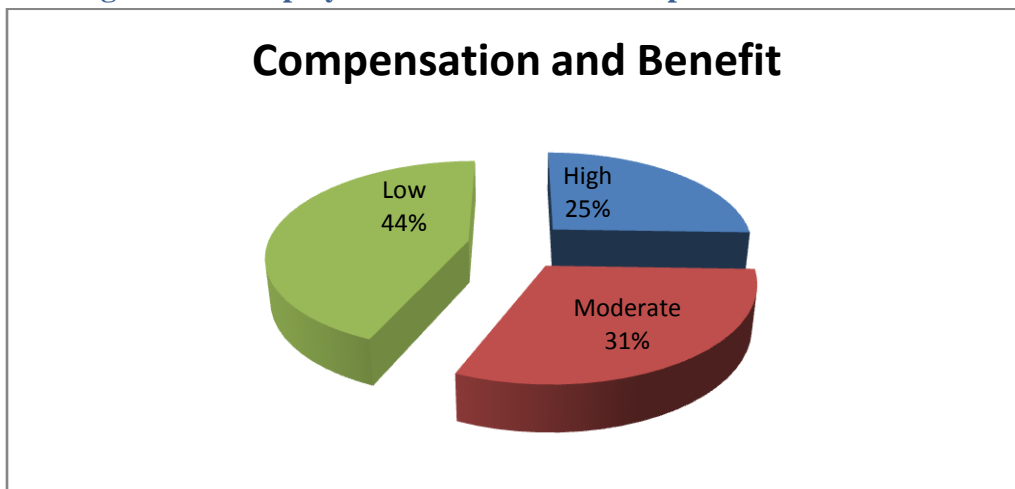
This component indicate that employee attitudes towards the compensation and benefits provided by the Bank. According to the collected data 38 employees were high attitudes and they represent 26% of the total sample. Out of the sample 46 employees were moderate attitudes and they represent 31% of the sample. 65 employees were low attitudes and they represent 44% of the total sample.

Employee's satisfaction on different variables of job satisfaction

This part discusses the respondents' overall perception of employee job satisfaction sub-dimensions such as work itself, work environment, career development opportunity, governance and leadership, compensation and Benefit and relationship with supervisor. The findings are presented in frequencies and percentages

Table 4.11Employee's satisfaction on different variables of job satisfaction

Factor	Percentage				Rank
	High	Moderate	Low	Total	
Work Environment	62%	13%	25%	100%	1st
Governance and Leadership	54%	23%	22%	100%	2nd
The work it Self	41%	16%	43%	100%	3rd
Relationship with Management/Supervisor	27%	49%	24%	100%	4th
Compensation and Benefit	26%	31%	44%	100%	5th
Carrier Development Opportunity	25%	51%	24%	100%	6th

Table 4.12: Comparison of dimensions of job satisfaction (the work itself and compensation and benefits) between managerial staff and non-managerial staff
Group Statistics

		N	Mean	Std. Deviation
I am satisfied with my current job at the bank	Non manager	112	3.87	0.80
	manager	37	3.46	1.07
I feel a sense of pride in doing my job	Non manager	112	3.47	1.23
	manager	37	3.97	0.87
I have too much paperwork	Non manager	112	3.69	0.81
	manager	37	3.03	1.17
I like doing the things I do at work.	Non manager	112	3.56	0.84
	manager	37	3.95	1.00
I do not feel that the work I do is appreciated	Non manager	112	3.04	1.21
	manager	33	3.15	1.15
I feel overwhelmed by my responsibilities at work	Non manager	112	3.16	1.04
	manager	37	3.27	0.65

		N	Mean	Std. Deviation
My work activities are personally meaningful to me.	Non manager	112	3.83	0.91
	manager	37	3.86	1.06
The work I do is interesting	Non manager	112	3.53	0.85
	manager	34	4.00	1.02
This job adds significant pressure and anxiety to my life.	Non manager	112	3.55	0.88
	manager	37	3.41	1.40
I am generally satisfied with the kind of work I do in this job.	Non manager	112	4.00	0.82
	manager	37	4.11	0.91
If I do a good job I will be rewarded	Non manager	112	2.90	0.76
	manager	37	3.22	0.82
I'm satisfied with my current salary	Non manager	112	3.49	0.78
	manager	37	3.76	0.68
I'm satisfied with my Leaves of absence	Non manager	112	3.39	0.93
	manager	37	3.22	1.11
I'm satisfied with the health care benefits provided by the bank	Non manager	112	4.70	0.46
	manager	32	4.00	0.00
I'm satisfied with my Retirement benefits	Non manager	112	3.29	1.01
	manager	33	3.45	0.51
I feel I am being paid a fair amount for the work I do	Non manager	112	3.46	1.08
	manager	33	3.24	0.75
I am satisfied with the benefits I receive	Non manager	112	2.91	1.07
	manager	37	3.81	0.46
The benefits we receive are as good as most other organizations offer	Non manager	112	2.87	0.93
	manager	37	3.30	0.94
I feel unappreciated by the bank when I think about what they pay me	Non manager	112	2.59	0.94
	manager	37	2.32	0.78
The benefit package we have is equitable.	Non manager	112	2.72	1.15
	manager	36	3.42	0.65
I feel satisfied with my chances for salary increases.	Non manager	112	3.46	0.89
	manager	37	3.41	0.93
There are benefits we do not have which we should have.	Non manager	112	3.91	0.91
	manager	37	3.54	0.96
I feel satisfied with the Bank's Bonus and incentive programs	Non manager	112	3.89	0.75
	manager	37	3.97	0.37
There is a consistent and equitable system of rewards.	Non manager	112	2.94	0.97
	manager	37	3.65	1.06

Table 4.12 shows the results of mean comparison between management staff and non-managerial staff with regards to dimensions of job satisfaction regarding the work itself and compensation and benefit. The mean values indicated that there is no significant difference between the two groups for most dimensions of job satisfaction.

Highest mean value is observed in the item that refers satisfaction with regard to the health care benefits provided by the bank. The mean values for non-mangers and manager were found to be 4.7 and 4.0, respectively. It can thus be inferred that both groups were satisfied with the health care provided by the bank.

Regarding satisfaction towards the benefits employees received, the mean values by the managers and non-managers were found to be 3.81 and 2.91, respectively. It can be deduced that there is significant variation between the two groups of respondents concerning the benefit received. The mean values infer that managers are more satisfied as compared with non-managers.

On the other hand, relatively significant mean difference was there for the last item that refers consistency and equitability of reward system. The mean value by the managers was found to be 3.65 and the value for non-managers was 2.94. This may show that there is a difference between managers and non-managers on their perception towards equitability of reward system in the bank.

McShane and Von Glinow (2005:122-123) claims that, job satisfaction is a multi-faceted concept, that's made up of past and present oriented pleasurable feeling that results when one evaluates his or her work role. This idea is further strengthened by Baron and Greenberg (2003) concurs that job satisfaction is an attitude towards ones job and its cognitive, affective and evaluative reactions towards his or her job. For some people they may feel consistently satisfied with their jobs whilst others may be feeling quite dissatisfied.

Therefore, from the above literatures it is possible to infer that job satisfaction is differ from individual to individual and it is a multi-faceted. Its determinant factors also differ to individual and from company to company.

This study also indicated that the determinant factors of job satisfaction based on their level of impact on their overall job satisfaction. Accordingly, the respondents ranked working environment, governance and leadership, the work itself, relationship with management and supervisors, compensation and benefit and career development opportunities as 1st, 2nd, 3rd, 4th, 5th, and 6th of the most determining factor contributing for their satisfaction respectively

Moreover, it is also indicates the existence of difference between managers and non-managers on their perception towards on some elements of the work itself and commendation and benefits.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the major findings

Based on the data collected, analysis has been made and the following findings were obtained:-

- The respondents ranked working environment, governance and leadership, the work itself, relationship with management and supervisors, compensation and benefit and career development opportunities as 1st, 2nd, 3rd, 4th, 5th, and 6th of the most determining factor contributing for their satisfaction in the Bank respectively.

- It is also found that most of the employees are satisfied with different aspects of the work itself. Whereas, the respondents satisfaction for other aspects of job satisfaction such as the work environment, carrier development, governance and leadership, compensation and benefit, and relationship with supervisors found minimal level of satisfaction.

- The results in relation to the work itself showed that most of the respondents were generally satisfied with work they do at the Bank. However, some of the respondents were dissatisfied with their work because they feel that don't get enough appreciation for their accomplishment. They also feel that their work has too much paperwork and are overwhelmed by their responsibilities at work. Moreover their job adds significant pressure and anxiety to their life.

- With respect to work Environment, only nearly half of the respondents were satisfied while the rest of the respondents were dissatisfied because they identified that management does not encourage creativity, innovation, and continuous improvement, and due to this the respondents don't share a pride in their work. Moreover some of the respondents indicated that individual differences are not respected (e.g., gender, race, educational background, etc.)

- It is also revealed that only 42% of the employees were satisfied with their carrier development opportunity while 28% of the respondents were dissatisfied mainly because that they feel that there is no a fair chance of being promoted as being high performer, the believe that people don't get ahead as fast here as they do in other places. They also feel that there is no clear path for career advancement and don't receive adequate training to do their job well. The other reason for their dissatisfaction is that they don't feel that

they have ample opportunities for advancement in their profession and if they felt that they need extra training, it would not be made available for them.

Moreover, the respondents were also dissatisfied with the quality of orientation and training received for their current position in the company. They are not satisfied with the coaching and mentoring that they currently received from their senior peers. In addition they feel that management is reluctant in supporting their efforts to improve their weaknesses and they believe that there is no adequate positive recognition by their immediate supervisor. Furthermore they feel that there is a problem in professional learning and growth opportunities at the bank as well as enough career advancement opportunities.

- The results in relation to the governance and leadership showed that the only nearly half of the respondents (54%) was generally satisfied with governance and leadership at the bank. And about 19% of the respondents were dissatisfied because they feel that senior Management does not gives team members a clear picture of the direction where the bank is headed and upper management seems not to understands the problems they face on their jobs. Moreover they believe that upper management seems unwilling to accept mistakes made in the process of trying new things.

- The results related to the compensation and benefit satisfaction showed that only 49% of the respondents who participated in this study were satisfied with the compensation and benefit they receive in the Bank. And 21% of the respondents were dissatisfied with the benefits and compensation they get because they feel that they will not be rewarded if they do a good job, they don't feel that they are being paid a fair amount for the work they do, they were not satisfied with the benefits they receive since they are not as good as most other banks offer in the banking industry.

- It is also revealed that 54% of the employees were satisfied with their relationship with management/ supervisor while 18% of the respondents were dissatisfied mainly because that the respondents feel that their supervisor are reluctant to support them for promotion, doesn't trains them whenever necessary, doesn't makes sure whether they have sufficient training, doesn't provide adequate support, doesn't follow through on commitments, doesn't provide enough coaching and training, doesn't creates a vision and strategy for

their area. Moreover they also feel that they don't receive credit from their immediate supervisor for a job well done. Even some of the respondents don't believe that their supervisor is impartial.

- With regard to the impact of job satisfaction on employees performance it is found that 97% of the employees strongly agreed or agreed (69%+28%) their satisfaction determines their productivity and job performance and 93% the respondents believed that their satisfaction affects their relationship with coworkers. Moreover 86% of the respondents indicated that their satisfaction affects their contribution to the team and 90% of them stated that their satisfaction also affects the quality of jobs output. Furthermore 87% the respondents responded that their satisfaction affects their commitment and attitude to serve customer patiently.

- Thus it can be concluded that the employees job satisfaction can affect employee's productivity and performance, confidence level, behavior, relationship with coworkers, contribution to the team and the quality of jobs output.

5.2 Conclusion

Based on the analysis made the research earmarked the following conclusion:

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. In order to gain competitive advantage and adapt to the dramatic changing environment it is important for the Bank to achieve management efficiency by increasing employee satisfaction. The majority of survey respondents appeared to be satisfied with, and well-motivated by, their jobs. In the light of the findings, working environment seems to be one of the most important ingredients of job satisfaction followed by, governance and leadership, the work itself, relationship with management and supervisors, compensation and benefit and career development opportunities.

Management must create a work environment that encourages creativity, innovation, and continuous improvement. Apart from this, the bank Management must give a timely and clear picture of direction where the bank is headed and should understand problems faced by employees while doing their jobs.

Every employee working at the Bank should be provided with the opportunity to improve their work and encouragement to increase their morale for outstanding job accomplished by them. Management should support the working system of the bank with various technology and system automations so that to minimize too much paper work at the bank which adds significant pressure and anxiety to employees' life.

Other factors found to be important in influencing job satisfaction was superior-subordinate relationship. The supervisors or managers should provide enough scope for the employees in terms of promotion and transfer and make sure that they have sufficient training and adequate support through continuous coaching and mentoring. They should also give credit for a job well done without any partiality.

Besides this there were also factors that led to dissatisfaction of employees such as compensation and benefit and career development opportunities. The research indicates that the Bank should design customized HRM practices in order to motivate the employees and gain competitive advantage by establishing a fair rewarding system and provide equitable benefit package which is competitive to the financial sector.

The research on the subject has put forth that building of employees' competencies and self-confidence through training, feedback and recognition should be a regular practice in an organization. Furthermore there should be a fair chance of being promoted for high performer and a clear path for career advancement.

This study also concluded that the employees job satisfaction can affect employee's productivity and performance, confidence level, behavior, relationship with coworkers, contribution to the team and the quality of jobs output.

5.3 Recommendations

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of Development Bank of Ethiopia to enhance its employee satisfaction.

- The bank should provide its employee the opportunity to improve their work and encourage them to increase their morale for the outstanding job accomplished by them.

- Management should create an empowerment culture by encouraging employees" to exercise initiative and imagination in solving problems, improve processes and meet customer needs. Moreover the reward system should encourage innovation and recognize success in achieving change.

- The bank should formulate a fair promotion system to increase employees' motivation and their job satisfaction.

- The kind of work given to an employee should be according to his/her abilities and knowledge and their efforts for doing a particular task must be valued by giving appreciations and rewards to the employees for their hard work so that their level of motivation increases.

- Management should support the working system of the bank with various technology and system automations so that to minimize too much paper work at the bank which adds significant pressure and anxiety to employees' life.

- Management should establish employee recognition framework and intrinsic motivation through the work itself so as to increase employee's engagement, which is highly enhanced on the way in which jobs are designed. Thus it is essential to the bank management redesign jobs to avoid employees" boredom and lack of interests through job enrichment and job enlargement.

- Training should be provided to all employees" to improve the ability of co-workers to perform the promised service to the internal consumers dependably, accurately and timely without error.

- The bank management should develop strategies to meet the career needs of all employees' to foster their competence and further enhance organizational productivity i.e. sponsoring further education, creating merit and ability based promotion. Moreover

awareness must be created to line managers that they should support their employee's professional development.

- Any organization going through change must stay in constant communication with all its employees". If employees, feel included and informed about organizational change timely and how it is impacting them on an ongoing basis, there is a greater likelihood that they will see themselves as part of the whole team and pull together for the good of the organization. Therefore, the management should facilitate different formal and informal forums to employees" in order to create trust and communication between them.
- To improve the coordination of employees' in the organization, the management of the Bank should create transparent and conducive environment. Therefore, top management should work hard to bridge the gap between management and employees' like, approaching lower level employees" to communicate and gather feedbacks on the existing situation to avoid insubordination.
- Managers capacity should be build on coaching and mentoring and managing the talent of their subordinate.
- The bank should design or customize HRM practices in order to motivate the employees and gain competitive advantage by establishing a fair rewarding system and provide equitable and competitive benefit package to the financial sector.

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Appendix 1

T-value for Comparison of dimensions of job satisfaction (the work itself and compensation and benefits) between managerial staff and non managerial staff

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
I am satisfied with my current job at the bank	Equal variances assumed	8.968	.003	2.455	147	.015	.40661	.16565	.07926	.73397
	Equal variances not assumed			2.124	49.971	.039	.40661	.19140	.02217	.79105
I feel a sense of pride in doing my job	Equal variances assumed	31.188	.000	-2.289	147	.024	-.49976	.21833	-.93124	-.06828
	Equal variances not assumed			-2.720	87.427	.008	-.49976	.18373	-.86492	-.13460
I have too much paperwork	Equal variances assumed	20.594	.000	3.839	147	.000	.66047	.17206	.32044	1.00050
	Equal variances not assumed			3.201	47.860	.002	.66047	.20631	.24563	1.07531
I like doing the things I do at work.	Equal variances assumed	.397	.530	-2.302	147	.023	-.38345	.16658	-.71266	-.05424

		Levene's Test for Equality of Variances		t-test for Equality of Means							
										95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
	Equal variances not assumed			-2.105	53.667	.040	-.38345	.18217	-.74872	-.01817
I do not feel that the work I do is appreciated	Equal variances assumed	.541	.463	-.487	143	.627	-.11580	.23779	-.58583	.35423
	Equal variances not assumed			-.502	54.845	.618	-.11580	.23061	-.57799	.34639
I feel overwhelmed by my responsibilities at work	Equal variances assumed	43.165	.000	-.600	147	.550	-.10956	.18266	-.47053	.25142
	Equal variances not assumed			-.752	99.708	.454	-.10956	.14569	-.39861	.17950
My work activities are personally meaningful to me.	Equal variances assumed	6.913	.009	-.192	147	.848	-.03451	.17975	-.38974	.32073
	Equal variances not assumed			-.178	54.644	.860	-.03451	.19405	-.42345	.35444
The work I do is interesting	Equal variances assumed	.026	.872	-2.717	144	.007	-.47321	.17416	-.81745	-.12898
	Equal variances not assumed			-2.469	47.846	.017	-.47321	.19165	-.85859	-.08783

		Levene's Test for Equality of Variances		t-test for Equality of Means							
										95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper
This job adds significant pressure and anxiety to my life.	Equal variances assumed	36.633	.000	.757	147	.450	.14817	.19571		-.23861	.53494
	Equal variances not assumed			.604	45.675	.549	.14817	.24522		-.34554	.64187
I am generally satisfied with the kind of work I do in this job.	Equal variances assumed	4.209	.042	-.679	147	.498	-.10811	.15916		-.42265	.20643
	Equal variances not assumed			-.644	56.576	.522	-.10811	.16778		-.44414	.22792
If I do a good job I will be rewarded	Equal variances assumed	.108	.743	-2.141	147	.034	-.31443	.14687		-.60468	-.02418
	Equal variances not assumed			-2.057	57.693	.044	-.31443	.15285		-.62042	-.00844
I'm satisfied with my current salary	Equal variances assumed	1.402	.238	-1.845	147	.067	-.26569	.14402		-.55031	.01893
	Equal variances not assumed			-1.975	69.715	.052	-.26569	.13450		-.53395	.00258
I'm satisfied with my Leaves of absence	Equal variances assumed	3.320	.070	.951	147	.343	.17664	.18570		-.19034	.54363

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
	Equal variances not assumed			.872	53.868	.387	.17664	.20252	-.22942	.58270
I'm satisfied with the health care benefits provided by the bank	Equal variances assumed	172.904	.000	8.508	142	.000	.69643	.08185	.53462	.85824
	Equal variances not assumed			15.958	111.000	.000	.69643	.04364	.60995	.78291
I'm satisfied with my Retirement benefits	Equal variances assumed	26.976	.000	-.876	143	.383	-.15990	.18254	-.52073	.20093
	Equal variances not assumed			-1.231	108.330	.221	-.15990	.12984	-.41727	.09746
I feel I am being paid a fair amount for the work I do	Equal variances assumed	10.348	.002	1.101	143	.273	.22186	.20145	-.17634	.62006
	Equal variances not assumed			1.337	74.963	.185	.22186	.16598	-.10878	.55251
I am satisfied with the benefits I receive	Equal variances assumed	28.032	.000	-4.957	147	.000	-.90010	.18157	-1.25892	-.54127
	Equal variances not assumed			-7.119	137.100	.000	-.90010	.12644	-1.15012	-.65007

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The benefits we receive are as good as most other organizations offer	Equal variances assumed	.665	.416	-2.449	147	.015	-.43123	.17606	-.77915	-.08330
	Equal variances not assumed			-2.431	60.771	.018	-.43123	.17738	-.78594	-.07652
I feel unappreciated by the bank when I think about what they pay me	Equal variances assumed	4.012	.047	1.539	147	.126	.26496	.17219	-.07532	.60525
	Equal variances not assumed			1.690	73.395	.095	.26496	.15675	-.04741	.57733
The benefit package we have is equitable.	Equal variances assumed	18.070	.000	-3.445	146	.001	-.69345	.20130	-1.09128	-.29562
	Equal variances not assumed			-4.525	106.775	.000	-.69345	.15324	-.99725	-.38965
I feel satisfied with my chances for salary increases.	Equal variances assumed	.503	.479	.293	147	.770	.04995	.17039	-.28678	.38668
	Equal variances not assumed			.287	59.447	.775	.04995	.17399	-.29815	.39805
There are benefits we do not have which we should	Equal variances assumed	.098	.755	2.123	147	.035	.37017	.17436	.02559	.71476

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
have.	Equal variances not assumed			2.061	58.645	.044	.37017	.17957	.01081	.72954
I feel satisfied with the Bank's Bonus and incentive programs	Equal variances assumed	12.771	.000	-.623	147	.534	-.08012	.12867	-.33440	.17417
	Equal variances not assumed			-.855	124.997	.394	-.08012	.09369	-.26554	.10531
There is a consistent and equitable system of rewards.	Equal variances assumed	4.233	.041	-3.776	147	.000	-.71115	.18832	-1.08332	-.33898
	Equal variances not assumed			-3.612	57.287	.001	-.71115	.19689	-1.10537	-.31693

ST. MARRY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

QUESTIONNAIRE TO BE FILLED BY STAFFS OF DEVELOPMENT BANK OF ETHIOPIA

Research Topic: - Factors affecting employees job satisfaction in the case of Development Bank of Ethiopia

Dear Respondents:-
I would like to express my earnest appreciation for your generous time, honest and prompt responses.

Objective:
This questionnaire is designed to collect data about the factors affecting employee's job satisfaction in Development Bank of Ethiopia (DBE). The information that you offer me with this questionnaire will be used as a primary data in my case research which I am conducting as a partial requirement of MBA degree at ST. Marry University under the School of Business Administration. Therefore, this research is to be evaluated in terms of its contribution in understanding the factors affecting employee's job satisfaction at Development Bank of Ethiopia and its contribution to improvements in these areas.

General Instructions
- There is no need of writing your name.

- In all cases where answer options are available please tick (√) in the appropriate box.

- For questions that demands your opinion, please try to honestly describe as per the questions on the space provided

Confidentiality
I want to assure you that this research is only for academic purpose authorized by the St. Marry University. No other person will have to access this data collected. In any sort of report I might publish, but, I will not include any information that will make it possible to identify any respondent.
Thank you again!!!

Section I: Participant Information

1. Sex: ☐ Male
☐ Female

2. Which of the following age categories describes you?
☐ Under 25
☐ 25-34
☐ 35-44
☐ 45-54
☐ 55 and above

3. Number of years you have worked for the Bank (in years):
☐ 0-4
☐ 5-9
☐ 10-19
☐ 20-30
☐ 30 years or more

4. Educational Qualification:

☐ High school graduate ☐ Technical school graduate
☐ College Diploma ☐ BA/BSc Degree
☐ Master's Degree
☐ PhD Other (please state_____

5. Employment status

☐ Management ☐ Staff

6. Your present salary is

☐ Less than Birr 2000 ☐ Between Birr 2000-5000
☐ Between Birr 5000-10,000 ☐ Between Birr 10,000-20,000
☐ Above 20,000

1. **Please indicate your level of agreement with each of the following statements.**
   A. **The Work Itself**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with my current job at the bank					
I feel a sense of pride in doing my job					
I have too much paperwork					
I like doing the things I do at work.					
I do not feel that the work I do is appreciated					
I feel overwhelmed by my responsibilities at work					
My work activities are personally meaningful to me.					
The work I do is interesting					
This job adds significant pressure and anxiety to my life.					
I am generally satisfied with the kind of work I do in this job.					

   B. **Work Environment**

	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Management believes that employees are the most important asset of our Bank.					
Employees are constantly watched to assure that rules and procedures are followed.					
Employees share a pride in their work.					
The bank has a code of professional conduct that employees are expected to follow.					
Management encourages creativity, innovation, and continuous improvement.					
There is too much bickering and fighting at work.					
My efforts to do a good job are seldom blocked by red tape.					
I find I have to work harder at my job because of the incompetence of people I work with					

	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
I like the people I work with.					
Companies policies and procedures make sense to me.					
The physical working conditions (e.g., heating, ventilation, space, cleanliness) are very good.					
Individual differences are respected here (e.g.,gender,race educational background, etc.)					
Employees feel secure about their jobs at this company.					
I believe I will be working for the bank in five years.					
I would choose bank again if I had a job choice to make.					
I would recommend bank as a career to my friends.					
I observed or experienced some forms of discrimination or harassment (e.g. racial discrimination, sexual harassment, age discrimination, gender discrimination, Sexual orientation discrimination etc.) at the bank.					
The conditions I work in are good					

C. Career Development Opportunity

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Those who do well on the job stand a fair chance of being promoted					
People get ahead as fast here as they do in other places.					
I am satisfied with my chances for promotion					
I have a clear path for career advancement					
I'm satisfied with supervisor's efforts to identify my strengths and weaknesses					
I receive adequate training to do my job well					
I have ample opportunities for advancement in this profession.					

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
If I felt that I needed extra training, it would be made available for me					
I'm satisfied with the quality of orientation and training received for my current position in the company					
I'm satisfied with the mentoring that I currently received from my senior peers					
Management supports my efforts to improve my weaknesses.					
There is a positive recognition by my immediate supervisor					
I feel personal sense of accomplishment in my work					
There is professional learning and growth opportunities in the bank					
There is enough career advancement opportunities					

D. Governance and Leadership

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Senior Management gives team members a clear picture of the direction the bank is headed.					
The Bank clearly communicates its goals and strategies to me					
I am satisfied with the strategic direction of the company.					
Upper management seems willing to invest in the development of new team members.					
I receive enough opportunity to interact with other employees on a formal level.					
Upper management seems willing to accept mistakes made in the process of trying new things.					
Upper management understands the problems we face on our jobs.					
Upper management treats me with respect.					
My job requirements are clear					
I often feel that I do not know what is going on with the organization.					

E. Compensation and Benefit

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
If I do a good job I will be rewarded					
I'm satisfied with my current salary					
I'm satisfied with my Leaves of absence					
I'm satisfied with the health care benefits provided by the bank					
I'm satisfied with my Retirement benefits					
I feel I am being paid a fair amount for the work I do					
I am satisfied with the benefits I receive.					
The benefits we receive are as good as most other organizations offer					
I feel unappreciated by the bank when I think about what they pay me					
The benefit package we have is equitable.					
I feel satisfied with my chances for salary increases.					
There are benefits we do not have which we should have.					
I feel satisfied with the Bank's Bonus and incentive programs					
There is a consistent and equitable system of rewards.					

F. Relationship with management or supervisor

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My supervisor is knowledgeable about my work					
My supervisor takes time to listen to me					
My supervisor gives me fair reviews					
My supervisor has reasonable expectations of my work					
My supervisor is willing to support me for promotion					
My supervisor trains me in whenever necessary					
My supervisor makes sure I have sufficient training					
I receive adequate support from my supervisors					
My immediate supervisor is impartial.					

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My immediate supervisor gives me feedback that helps me improve my performance.					
My immediate supervisor follows through on commitments.					
I receive coaching and training from my immediate supervisor.					
My immediate supervisor is usually available.					
I receive credit from my immediate supervisor for a job well done.					
I feel my job performance is fairly evaluated					
My immediate supervisor tries to understand my point of view when he or she discusses problems or projects with me.					
My immediate supervisor creates a vision and strategy for my area.					
My immediate supervisor lives by the bank's ethic					

How would you rate your manager in each of the following areas? Please assign a rating on a scale from 1 to 5, where 1 represents "Poor" and 5 represents "Excellent".

	Poor	Average	Good	Very Good	Excellent
Communication					
Planning and organizing					
Directing and coordinating					
Job/Technical knowledge					
Interpersonal relationship					

2. Overall, how satisfied are you as employee of the Bank?

_____Very satisfied

_____Somewhat satisfied

_____Not satisfied

_____Not at all satisfied

3. **Please indicate the top five areas that contribute most for your satisfaction within the bank?**

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4. **Please indicate the top five areas that contribute most for your dissatisfaction within the bank?**

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5. **Please indicate the top five areas that needs improvement within the bank to enhance employee satisfaction within the Bank?**

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6. **Overall, what do you suggest to enhance employee satisfaction within the bank?**

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7. **Overall my level of Performance at work is determined by the level of job satisfaction**
   - --------- ---Strongly Agree
   - ------------ Agree
   - -------------Neutral
   - ------------Disagree
   - ------------Strongly Disagree

8. **Please give us your opinion how your level of job satisfaction affects your job performance?**

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9. **Please indicate your level of agreement with each of the following statements.**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My satisfaction determines my productivity and job performance					
My satisfaction affects my relationship with coworkers					
My satisfaction affects my contribution to the team					
My satisfaction affects the quality of my jobs output					
My satisfaction affects my commitment and attitude to serve customer patiently.					

10. **Please rank the following job satisfaction factors based on their impact on your level job performance?**

[____] **The work itself**

[____] **Work environment**

[____] **Career Development Opportunity**

[____] **Governance and leadership**

[____] **Relationship with management or supervisor**

[____] **Compensation and Benefit**