



**ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTER OF BUSINESS ADMINISTRATION PROGRAM**

**ASSESSMENT OF JOB SATISFACTION: THE CASE OF
COMMERCIAL BANK OF ETHIOPIA**

**BY
BETELHEM MULATU**

JUNE, 2017

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL
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DECLARATION

I, the undersigned, declare that, this is my original work, prepared under the guidance of Dr. Temesgen Belayneh (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

St. Mary's University College, Addis Ababa

Signature

June, 2017

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ACRONYMS AND ABBREVIATIONS

CBE	Commercial Bank of Ethiopia
NAAD	North Addis Ababa District
JSS	Job Satisfaction Survey
SPSS	Statistical Packages for the Social Sciences
SHRM	Society for Human Resource Management
JCSO	Junior Customer Service Officer
CSO	Customer Service Officer
SCSO	Senior Customer Service Officer
ATM	Automated Transfer Machine
KYC	Know Your Customer

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ABSTRACT

Job satisfaction has been a question mark and in debate by the researchers since long. It gained much importance due to its significance for the achievement of objectives of any organization. The purpose of this paper is to assess job satisfaction of employees in five purposely selected North Addis District branches of Commercial Bank of Ethiopia (Addis Ababa, Arada Giorgis, Aratkilo, Selassie and Mehate Ghandi) in Addis Ababa. This paper, therefore, aims to identify employee's satisfaction among the factors such as pay, promotion, supervision, benefit, rewards, operating procedure, coworkers, work itself and communication. So as to achieve the objectives of this study, information was gathered through Spector standardize questionnaire. Qualitative research approach and Descriptive Study was employed from a sample of 206 respondents. These respondents were selected using yemane sampling technique. The data collected from the questionnaire were analyzed using statistical tools such as mean, standard deviation, percentage and tables. According to the findings of this study the researcher conclude that employees were most satisfied with relationships that they have with their co-workers and communication in the organization and least satisfied with the pay and benefit that they earn; generally employees of the bank enjoy average level of overall job satisfaction. Finally, recommendations were made based on findings in order to enhance the job satisfaction of CBE employees in Addis Ababa, and for further research.

Key words: Job satisfaction, Employee, CBE, satisfaction

CHAPTER ONE

INTRODUCTION

This chapter presents the introductory part of the study. It discusses about background of the study, statement of the problem, research question, and objective of the study, definition of terms, significance of the study and organization of the study. This topics has been discusses briefly as follow.

1.1. Background of the problem

Man power is the backbone of any organization because without it other resources cannot be efficiently and effectively used (Armstrong, 2010). People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs (Ibid). It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs. Because of internal and external factors, most employees of any organization however may be satisfied or dissatisfied with their jobs. Armstrong (2006, p., 264) defined the term job satisfaction as the “attitudes and feelings people have about their jobs”. For Armstrong (2006) and Qasim, Cheema and Syed (2012), positive or favorable attitudes about the work and the work environment indicate job satisfaction, and the inverse, referring to negative or unfavorable attitudes towards the work indicate job dissatisfaction. Workers job satisfaction as a function of the perceived relation between what one wants from his or her job, and what one perceives the job/work is offering to a worker (Armstrong, 2006). This means that job satisfaction is understood as an employee’s end-state of feeling after accomplishing a task. This feeling may lead him/her to have either a positive or negative attitude towards the job.

The organization affects employees’ job satisfaction and their job satisfaction affects the organization productivity and profitability. Employee behavior is important in service firms like banking. Employees’ job satisfaction in any organization creates improved and conducive working conditions. Satisfied employees are less prone to turnover, and offer quality services for customers that build customer satisfaction and loyalty (Langton and Robbins, 2006). Such

employees also develop loyalty or commitment to the firm which result in greater productivity. In line with this, kreintker and kinicki (1992) realized that more effective organizations have more satisfied employees than those organizations with fewer satisfied workers. They concluded that organizations with more satisfied workers are more productive. A satisfied, happy and hardworking employee is thus the biggest asset of any organization because workforce of any firm is responsible to a large extent for its productivity and profitability (Ibid).

In contrary, job dissatisfaction contributes to negative behavior at the work place (Dupre & Day, 2007). Put simply, dissatisfied bank employees are likely to give poor quality and less efficient service (Dessler, 2004). For instance, a dissatisfied customer service officer may be unwilling to discuss the different services that the bank provides and disappoint bank customers (Ibid). These could be counted as obstacles to the achievement of organizational objectives. That makes the success of banks largely dependent upon employees' attitude, motivation and job satisfaction; and on human resource management. So, for the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not investigating different aspects of the job and the work environment. According to Falkenburg and Schyns (2007, p., 709), job satisfaction is seen as satisfaction with different aspects of the job and the work environment or situation. In line with this, (Spector, 1977) identified aspects such as from pay, promotion, supervision benefit, rewards, operating procedure, coworkers, work itself and communication as the factors affecting employees' job satisfaction or dissatisfaction.

The history of banking in Ethiopia dates back to the turn of the 20th century. In 1905, the bank of Abyssinia was established in Addis Ababa, under the reign of Menelek II. Commercial Bank of Ethiopia where the study of this paper is concerned comes just before the third classification of the 1942. It is pioneer to introduce modern banking to the country and western union money transfer service in Ethiopia in the early 1990s. Currently it is working with other 20 money transfer agents like money gram, Atlantic International, Express Money and so on. It has more than 1100 branches stretched across the country. CBE is the leading African bank with assets of 414.576 billion birr as of 2016/17 semiannual report shows. In line with this, it plays a catalytic role in the economic progress and development of the country. It is the first bank in Ethiopia to introduce ATM service for local users. Currently, it has more than 11 million account holders

and the number of mobile and internet banking users has also reached close to a million (www.com.bank.eth.et).

Job satisfaction is an essential policy for reducing the level of job dissatisfaction and the cost of its effects on the bank. The banking sector has undergone a huge transformation over the years, which has put additional challenges and responsibilities before the bank employees. The Bank has been operational in Ethiopia since 1905. Currently, CBE has several branches stretched across the country as well as the largest number of customers, account holders, and mobile and internet banking users (www.com.bank.eth.et). Recently, the Bank sector has got much attention in Ethiopia. However, the CBE faces the challenges of job satisfaction problem. A study made by TG banking and finance consulting PLC (2012) indicated that the level of job satisfaction in the CBE is low. Hence, the sector is unable to meet the job satisfaction requirements. This has resulted in employees' frequent absence, lack of discipline in performance, high turnover and boredom in work place (Beck, 1983). Giving poor quality and less efficient service (Dessler, 2004). Such adverse effects and low level of job satisfaction thus suggest employees' job satisfaction is a critical problem. This makes the importance of understanding the assessment of employees' job satisfaction or dissatisfaction at specific city and CBE branch's level imperative.

The factors influencing its success or failure and the level of job satisfaction, however, are not clearly understood. In this respect, many factors can affect employees' job satisfaction level. Working conditions, opportunity for advancement, job safety and security, work load and stress level, relationship with co-workers and management, organizational policies, leadership behavior, supervision, financial reward, the level of pay and benefits, the job itself etc. are some of the factors. Nevertheless, such factors operate in different manner in different organizations, banks (private or government), study site and CBE branches contexts. As bank branch issues require branches specific knowledge, it is very important to clearly understand what is happening at branches level in CBE. This may result at different levels of job satisfaction for each factor between this and other branches. In the absence of district branches specific level study, it is difficult to fine tune intervention geared towards achieving high level of job satisfaction and the bank objectives.

Therefore, district specific branches exploration gives precise information for future intervention. This calls for a careful and detailed study of job satisfaction in some selected branches' of CBE

in the North Addis District to tackle the adverse effects of job dissatisfaction. Within this context, this study will be carried out to determine the prominent satisfaction of employees working in CBE, investigate to what extent the CBE satisfies its employees about these factors and draw conclusions that will contribute to design and implementation of job satisfaction policies. To this end, this research will add some insights to existing scientific knowledge on the assessment of employee satisfaction.

1.2. Statement of the problem

Employees' job satisfaction is one of the threats facing the business firms of the today's world, including the banking sector in Ethiopia. Most employees experience a degree of satisfaction or dissatisfaction with their jobs (Dessler, 2004). Employees' job satisfaction has become increasingly apparent that it is emanated from pay, promotion, supervision benefit, rewards, operating procedure, coworkers, work itself and communication. The treat of job satisfaction has caused concerns among scholars as it affects labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover could be severely affected by employees' job dissatisfaction (Diaz-Serrano and Cabral 2005). Moreover, job satisfaction is considered not only as an indicative of good work-adjustment (Specter, 1997) and a strong predictor of overall individual well-being, but also as a critical success factor for any organizations (Diaz-Serrano and Cabral 2005). As a result, job satisfaction is a frequently studied subject by authors from several disciplines such as psychology, economics and management sciences in work and organizational literature (Ibid).

In spite of this, the banking sector in Ethiopia is challenged by job satisfaction problem. The country employees' job satisfaction level in CBE is 40.4 percent (TG, 2012). Similar to other banks in other part of Ethiopia and CBE, employees are suffering from low level of job satisfaction. According to Spencer (1997) the absence of job satisfaction suggests that a problem exists either in the job or in the person. This low level of job satisfaction has resulted in employees' frequent absence, lack of discipline in performance, high turnover and boredom in work place, poor quality and less efficient service (Dessler, 2004). Accordingly, TG banking and finance consulting PLC (2012) revealed that CBE has experienced low motivation, absenteeism; employees spend more time searching other jobs and high turnovers. For instance, competition

among the Ethiopian private banks and CBE has increased the demand for employees in particular and high level professional employees in general. This has aggravated the turnover rate of such employees from the CBE. It has to do with employees' job dissatisfaction in the CBE. This in turn may depress CBE's productivity and profitability. This implies that employees' job satisfaction is a critical problem in CBE. In view of this, it would be worthwhile to investigate the factors that influence job satisfaction.

The CBE has made efforts towards averting the problem of job dissatisfaction and delivering better job satisfaction level as well as to enhance the banks productivity and profitability and win the competition for employees and high level professionals thereby maintaining them. CBE actions against low level of job satisfaction did not produce the intended result. It rather has experienced frequent turnover of employees, absenteeism, boredom, low motivation to work etc. (TG, 2012). This situation has negatively affected the bank sector productivity and profitability in particular and the overall economy of the country in general. This is particularly true in the bank sector under CBE where the job satisfaction level is low. This suggests that employee job satisfaction is considered as a critical success factor for any organizations. Thus, the understanding of the multiplicity nature of the problem of job satisfaction is very crucial in designing appropriate policies to enhance job satisfaction levels; and a prerequisite to take any meaningful measure in order to minimize its effect and achieve the objectives of the bank.

As per the researcher knowledge from critical examination of previous related studies and preliminary discussions with some employees who were working in CBE, has come to understand that there was a significance gap in the employee satisfaction of CBE. CBE has largest number of customers in the country consequently, Employee in this bank have high workload which result in stressed environment, but they are earning low salary and incentive mechanisms, this can be supported by employee satisfaction survey of CBE, made by business development process in 2016 overall satisfaction rate of employees were 59.2% and least satisfaction was seen on salary and benefit showing 42.6% and also according to CBE's 2016/17 semiannual performance report of attrition plan was 125 but actual was seen 224 and this indicate more turnover was registered. In line with this in order to mention discussion made by the researcher with six x-staff of CBE on date 21 January 2017 they strongly argue that the

reason for their turnover was salary and benefit. So that the researcher can say that these are causes for high turnover of employee and employee's instability.

Different studies have attempted to study the level of job satisfaction and their determinant factors in private banks of Ethiopia and CBE in different branches in Addis Ababa. TG banking and finance consulting PLC (2012) investigated the determining factors for a successful achievement of bank objectives and job satisfaction at macro level. This might make the result vague to generalize about specific site or city bank branches and its employees. In line with this, other studies were conducted at the city level from several branches of CBE. Tseday (2015), for instance, tried to study several factors affecting employees' job satisfaction. Nevertheless, this study ignored Communication, and Operating procedure variables, which are vital factors to determine the level of employees' job satisfaction. However, no research has been conducted a detailed study specifically in selected branches in Addis Ababa using qualitative research approach. Thus these are the knowledge gaps that this intends to bridge.

Therefore this study has been attempt to provide an empirical explanation on how much are employees satisfied with pay, promotion, supervision, benefits, rewards, operating procedures, coworkers, work itself, and communication. A better knowledge of to what extent the CBE satisfies its employees about these prominent factors and how much such factors affect employees' job satisfaction can provide the necessary baseline data for policy makers in designing job satisfaction rules and strategies that will be better tailored to the needs of the employees in Addis Ababa selected branches of CBE.

1.3 Research Questions

1. What is the overall level of job satisfaction of CBE employees?
2. How much is CBE employees satisfied with the following work factors; namely: pay, Promotion, Supervision, benefits, reward, operating procedure, co-workers, nature of work And communication?
3. What are the major factors of job satisfaction?

1.4 Objectives of the study

1.4.1 General Objective

The major objective of this study is to assess job satisfaction in commercial bank of Ethiopia.

1.4.2 Specific Objectives

The study is design to meet the following specific objectives:

1. To identify the overall level of job satisfaction of CBE employee.
2. To assess the satisfaction of CBE employees with the following work factors; namely: pay, Promotion, Supervision, benefits, reward, operating procedure, co-workers, nature of work And communication.
3. To investigate the major factors of job satisfaction.

1.5. Operational Definition of terms

Job: - grouping of task & responsibility that consists the total work assignment for an employee (Stephen, 2005).

Job Satisfaction: - is a level of positive feelings related to the role of a work (Locke 1976; Kallerberg 1977).

Job Dissatisfaction: - is a level of negative feelings or being unsatisfied

Employees: - a person who works for another in return for financial or other compensation. (Harputlu, 2014).

Motivation: -is a psychological processes that origin the stimulation, direction, and persistence of behavior (Luthans, 2005).

Turnover: - the process in which employee leave an organization & have to be replace (Shajahan, & Shajahan, 2004).

1.6. Significance of the Study

The result of this study primarily benefit Commercial Bank of Ethiopia to design appropriate strategies and take important measures in improving employees' job satisfaction through an understanding of their employee's level of satisfaction and a means to achieve the organizational objectives. In addition, the study help to develop and maintain a quality work life, which provide

an opportunity for employee's job satisfaction and self-actualization. The results of this study could also be used by other public sector institutions to improve their employee job satisfaction level. Further, the findings of this study again add additional insights to the existing literature on employees' job satisfaction. Finally, the study will be used as a base reference material for those individuals or researchers who want to conduct research in this topic for the future.

1.7. Scope of the Study

The study focuses on Commercial Bank of Ethiopia North Addis Ababa District in Selected branches namely Addis Ababa, Arat Kilo, Aada Giorgis, Mehite Meghandi and Selassie Branch. The study was mainly limited and focuses on the clerical and non-Management employees of the bank. And also the study is limited to identify the assessment of job satisfaction on specifically factors like (pay, promotion, supervision, benefits, rewards, operating procedures, coworkers, work itself, and communication).

1.8. Limitation of the Study

The study was more important, if all private and government commercial banks were included. It was unattainable to conduct due to many constraints. Therefore this study was focus only on Commercial Bank of Ethiopia practically in North Addis Ababa District Selected branches.

The main limitation of the study was constraints of resources, access, and time. The finance and material resources needed for a census for this study was difficult. Language was another limitation as it was difficult translating some statements Amharic into English because of the limited Vocabulary.

1.9 Organization of the Paper

The research paper has five chapters. The first chapter is introduction. The second chapter deals with literature review which critical reviews previous related work. The third chapter discusses about research design and methodology used to undertake the research. It includes the design of the study, the sample size, source and tool of data collection, instrument development, and procedure of data collection and method of data analysis. Chapter four discusses the findings of

the study with data analysis, presentation and interpretation. Finally the fifth chapter offers the summary of the major findings, conclusions and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This section focus on empirical and theoretical frameworks of the study, such as definition of job satisfactions, theories of job satisfactions (theory x and y, equity theory, and Herzberg theories and so on), and determinants of job satisfaction.

2.1 Definition and Concepts of Job Satisfaction

There is no universally accepted definition of employee satisfaction, but there are many definitions of job satisfaction in the literature. The reason is that job satisfaction means different things to different people, since people are affected by various different factors including personal characteristics, needs, values, feelings and expectancies (Harputlu, 2014). Also, it varies from organization to organization, since job satisfaction influencing factors such as working environment, job characteristic, opportunities for employees and working environment differ according to organization (Harputlu, 2014).

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). The concept and assessment of job satisfaction began in 1911 with the research of Taylor. Taylor (1911) stated that rewards like the earnings of the job, incentive payments, promotion, appreciation, and opportunities for progress could lead to increased job satisfaction (as cited by Aslan, 2001). Various researchers have defined the term job satisfaction. Wiener (1982) states that, job satisfaction is an attitude towards work-related conditions, facets, or aspects of the job. Feinstein (2000) was of the view that Job satisfaction is more of a response to a specific job or various aspects of the job.

Job satisfaction is an important element from organizational perspective, as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development (Feinstein, 2000) additionally growth, effectiveness and efficiency of the organization and low employees' intentions to leave the organization (Mosadeghard, 2000).

Obstinately, dissatisfied individuals leave the organization and deflate the motivation of those staying there (Feinstein, 2000) and as a result worker's loose performance and efficiency and might sabotage the work and leave the job (Sonmezer & Eryaman 2008, as cited by Ahmed et al 2010).

Various researchers have contributed their research findings from organizational set ups, in order to increase employee job satisfaction and have given various suggestions to boost up the satisfaction. Feinstein (2000) says in order to increase individual's satisfaction level employees should be given advancement opportunities. Similarly changes in organizational variables, such as pay scales, employee input in policy development, and work environment could then be made in an effort to increase organizational commitment and overall outcome. Elton Mayo found that interaction within the group is the biggest satisfier. Safety, relation to work and success are followed by intergroup relations (Bektas, 2003). Mosadeghard (2008) gave Job satisfaction dimensions like nature of the job, management and supervision, task requirement, co-workers, job security, and recognition and promotion had more effect on employee's organizational commitment in organizational set up. Pensions and profit-sharing plans are positively associated with job satisfaction (Bender and Heywood, 2006). According to Stephen (2005), one would be wrong to consider one single measure of job satisfaction and there may be number of reasons that need to be considered. He further found that actual work was the biggest satisfier and working conditions were the least satisfier; job security was also big determinant of job satisfaction. Penn et al. (1988) found that opportunity for professional development is the biggest determinant to differentiate satisfied and non-satisfied employees. An employee will be satisfied if he has reached the ideals in his profession; he will develop positive feelings towards his profession.

As a conclusion, the job satisfaction is the concept, which is affected by multiple factors, and is understood by many dimensions. At first sight the job satisfaction is seen as an abstract concept, however, it is actually in every aspect of the work life. It determines the coordination of the workers in the organization. The job satisfaction cannot be separated from the life of the work itself because it is related to the human conditions and as mentioned above, it reflects all considerable judgments which are; what the individual wants, and the importance of what is wanted, and what he or she perceives as getting.

2.2 Theories of Job Satisfaction

Job satisfaction is defined in the literature with several theorists according to their own workable conditions. This part of the section purposes to provide a highlight of the main theories and to give a broad perspective of the main developments in job satisfaction over the last decades.

According to Beck (1983) theories on job satisfaction involve motivational, emotional and informational components, as do other attitude theories. Job satisfaction theories have a strong overlap with theories explaining human motivation.

A survey of literature about the theories of job-satisfaction suggests that theories are commonly grouped either according to the 'nature of theories' or their 'chronological appearance.' Dr S. Shajahan & LinuShajahan (2004,P.,90-99) have noted that there are: '**Content-theories**': (Maslow's needs hierarchy, Herzberg's two factor theory, Douglas McGregor theory X and theory Y, Alderfer's ERG theory, and McClelland's need for achievement theory) And '**Process-theories**': (Goal Setting theory, Expectancy theory, Equity theory, The Range of Affect Theory, Dispositional, Job characteristics model, Discrepancy, Behavioral, modification, Cognitive and other relevant theories).

2.2.1 Content Theories

Content theories focus on identifying the needs, drives and incentives/goals and them prioritization by the individual to get satisfaction (Luthans, 2005 p., 240). Experts have been preparing multiple lists of biological, psychological, social and higher level needs of human beings. Interestingly, almost all the researchers categorize these needs into primary, secondary and high level employee requirements, which need to be fulfilled when the worker is needed to motivated and satisfied. Following are the well-known content theories that are widely used by the management.

2.2.1.1. Maslow's Hierarchy of Human Needs theory

Maslow's needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. Maslow's needs hierarchy was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction.

A.H. Maslow developed the hierarchy of human needs model during 1940-50's. Maslow's hierarchy of needs is leading one of the fundamental motivation theories with regarding to satisfy their need. According to Maslow's theory, human needs divided into five categories. These categories contain all human activities, which are "Physiological or Basic Needs", "Security or Safety Needs", "Belonging or Affection Needs", "Esteem or Ego Needs" and "Self-Actualization Needs" (Maslow,1954). According to Maslow, people tend to satisfy their needs, in a certain order of precedence; within each level, there are needs that employees would like to be fulfilled. For instance, when physiological and security needs are satisfied, higher needs that are belonging, esteem, and self-actualization become important. In other words, the assumption of this model is that, only feeling satisfied, to a certain level, about needs of a lower level creates a desire to implement a need on a higher level (Sypniewska, 2013). Each employee of an organization would prefer to move to the next level after achieving the needs in the low level, then, the old need loses its importance since it is satisfied.

Five basic human categories of Maslow's hierarchy are as follows in detail:

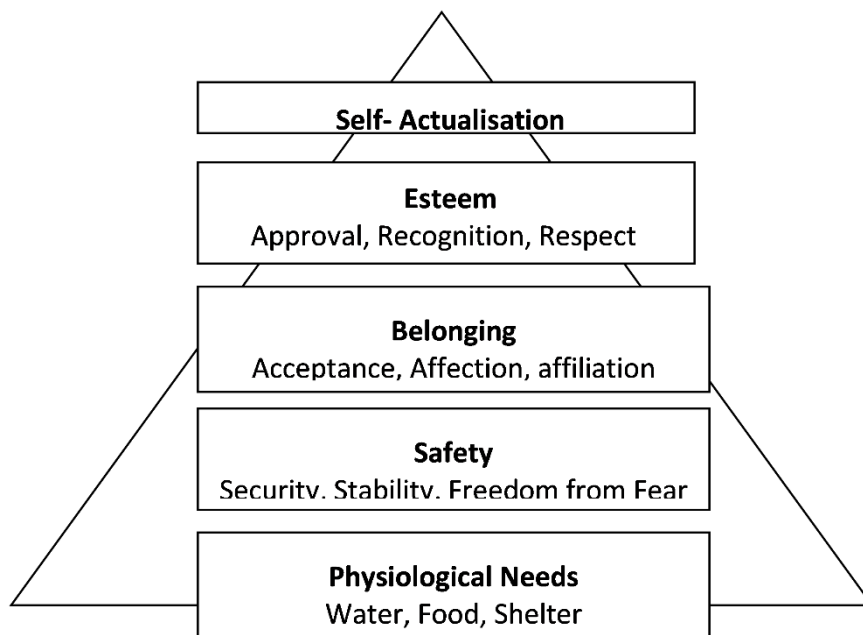


Figure 2 1.Hierarchy of Human Needs

Physiological or Basic Needs: This is the first level of needs in the Maslow's hierarchy of needs model. In this level of hierarchy, these are necessary to be satisfied in order to stay alive. Physiological needs consist of food, water, drink, shelter, warmth, sleep and other factors necessary for survival (Ibid).

Security or Safety Needs: These are the needs in the second level of the hierarchy, these include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictable and orderliness (Mullins, 2011 p., 174).

Belonging or Affection Needs: This is the third level of needs that an employee would like to achieve. These needs are friendships, companionship and grouping of people for various activities, affection, love, family, relationships and work group etc. Belongingness needs relate to desires for friendship and love.

Esteem or Ego Needs: The fourth level of needs consists of self-esteem, achievement, mastery, independence, status, dominance, prestige and managerial responsibility, possession, authority and receiving respect by other employees. These types of needs can be faced in work and social life.

self-Actualization Needs: These are the fifth and the highest level of needs, which are self-fulfillment, realizing personal potential, seeking personal growth and experiences, personal growth and development. These kinds of needs represent to make the fullest of capabilities, to develop oneself and to be creative in the work environment (Gerçeker, 1998). The theory makes a significant contribution to modern business life about motivation (Luthans, 1995) and it provides organizations to motivate their employees in the point of view that motivated employees expected to be more satisfied. Thanks to fundamental approach of this theory, an organization offer different incentives to workers in order to fulfill needs of them and to progress up the hierarchy.

This theory has gained great acceptance due to its clarity and its structure. However, many researches criticized the theory and additional changes that are made based on the theory. The most prominent criticized point about the theory is related with its assumption: after a lower level of need is fully met, a worker is motivated of satisfying the next need up in the hierarchy. In the real life, it appears that various categories of needs simultaneously can be satisfied and certain behavior can be aimed at higher needs, while the lower ones have not been satisfied yet. Moreover, the other criticized points by some researchers that the theory simplifies

According to Graham (1992), Maslow's table underestimates the needs of people and it simplifies them by grouping into five classes, and, according to this hierarchy of needs, dissatisfaction toward a need cannot be explained.

The Need Hierarchy theory can be considered as theory which identifies other needs of the employees that can lead to high level of job satisfaction. For instance, if a director found that employees are having higher concern with some needs such as salary and incentive, he can provide these needs for them and by encouragement and bring a higher level of satisfaction for the organization.

2.2.1.2 Herzberg's Two Factor Theory

The debate on job satisfaction started when Herzberg published his book "THE MOTIVATION TO WORK" (1959). In 1959 Herzberg and his co-workers had performed an in depth analysis of sources of satisfaction and dissatisfaction among 200 engineers and accountants in the Pittsburgh area. A conventional approach to the problem would call for the experimenter to measure overall job satisfaction on a scale, and then relate these scores to various factors making up or surrounding the individuals' jobs. Herzberg chose a somewhat different "semi structured" interview approach, in which he and his co-workers asked a few general questions and then pursued items as they saw fit, without attempting to force the responses into any preconceived scalar format (Behling, Labovitz & Kosmo 1968, p., 99-108). According to those situations he divided work dimensions in two elements Motivators and Hygiene factors. All those factors those caused exceptionally good feelings were motivators and satisfying factors; achievement, recognition, work itself, responsibility, advancement, and growth. While recalling about the exceptionally bad events, they responded following points, administration of the company and its policy, supervisory behaviour, relationship with superiors, working environment, salary, relationship with co-workers, relationships with subordinates, status, personal life, and safety measures.

Herzberg described the above as Hygiene factors and related these events with external context of the work, and the motivators are going to deal with internal mind state. He compared his theory with traditional approach in motivation that assumes that salary, supervision or company policy leads employees towards higher job satisfaction. According to Herzberg job satisfaction is

not through improving these hygiene factors but by escalating the six motivators. Moreover, an absence of the motivator factors will not cause job satisfaction e.g. when employees were not offered recognition or achievement or any other motivator for their work this will not cause the dissatisfaction of job yet they are not going to be motivated. The concept parallel to job satisfaction is not job dissatisfaction but no job satisfaction, and similarly opposite of job dissatisfaction is not job satisfaction but no job dissatisfaction (Ibid).

According to Herzberg (1967) as quoted in Ukaegbu (2000), intrinsic elements of the job are related to the actual content of work, such as recognition, achievement and responsibility and these were referred to as 'motivational' factors and are significant elements in job satisfaction. By contrast, Herzberg described extrinsic factors as elements associated with the work environment, such as working conditions, salary, class size, staff assessment and supervisory practices, and benefits which these were referred to as 'Extrinsic' or 'hygiene' factors which are related to job dissatisfaction. Herzberg concluded that satisfaction and dissatisfaction are not on the same continuum. As a result, he argued that motivational factors can cause satisfaction or no satisfaction, while hygiene factors cause dissatisfaction when absent, and no dissatisfaction when present. (p. 299). Such theories are, of course, somewhat tenuously founded in Maslow's theory of a hierarchy of needs as applied to work situations, with lower order needs requiring satisfaction before higher-level needs emerge and determine motivation. According to Plunkett & Attner, (1986) hygiene factors are the primary causes of unhappiness on the job. They are extrinsic to the job- that is, they do not relate directly to a person's work, to its real nature. These are part of a job's environment it is context, not its content this means when an employer fails to provide these factors in sufficient quality to its employees, job dissatisfaction will be the result. When they are provided in sufficient quality, they will not necessarily act as motivators-stimuli for growth and greater effort. They will only lead to workers to experience no job dissatisfaction. The factors include: (p.315).

Salary- adequate wages, salaries and fringe benefits

Job security- company grievance procedures and seniority privileges.

Working conditions - adequate heat, light, ventilation, and hours of work.

Status – privilege, job titles, and other symbols of rank and position.

Company policies – the policy of the organization and the fairness in administering those policies.

Quality of technical supervision – whether or not the employee is able to receive answers for job related questions.

Quality of interpersonal relationships among peers, supervisors, and subordinates – social opportunities as well as the development of comfortable operating relationships.

Motivational (intrinsic) factors are the primary causes of job satisfaction. They are intrinsic to the job because they relate directly to the real nature (job content) of the work people perform. When an employer fails to provide these factors in sufficient quality to employees, they will experience no job satisfaction. When they are provided in sufficient quality, they affect and provide job satisfaction and high performance. People require different kinds and degree of motivation factors. What will be stimulating to one may not be to another. To individuals who desire them, motivation factors with the right amount of quality act as stimuli for psychological and personal growth. These factors include: (Herzberg, 1975, p. 16-17).

Achievement – opportunity for accomplishment and for contributing something of value when presented with a challenge.

Recognition – Acknowledgement that contributions have been worth the effort and that the effort has been noted and appreciated

Responsibility – actuation of new duties and responsibilities, either through the expansion of work or by delegation.

Advancement – opportunity to improve one's organizational position as a result of job performance.

The work itself – opportunity for self-expression, personal satisfaction, and challenge.

Possibility of growth – opportunity to increase knowledge and develop through job experience.

Herzberg theory's implication for managers is that, they can use it to focus their efforts on insuring the presence of and quality in hygiene and motivation factors as a foundation on which to build motivation. In the absence of quality, employees may face an unclean environment, which can lead to dissatisfaction for the workforce (Plunkett &Attner, 1986, p. 316).

2.2.1.3 McGregor of Theory X and Theory Y

Douglas McGregor introduced Theory X and Theory Y, which contains two different assumption sets corresponding to relationships between managers and employees (De Cenzo & Robbins, 1994). The main assumption of Theory X is that employees dislike work and have tendency to avoid it. This kind of people must be continuously controlled and threatened with punishment in order to succeed the desired aims. On the other hand, Theory Y is assumed that employees could have self-direction or self-control if he/she is committed to the jobs (Gerçeker, 1998). According to McGregor, Theory Y is considered as more valid and greater job involvement, autonomy and responsibility; given employees, increase employee motivation (De Cenzo & Robbins, 1994).

According to McGregor suggests Theory X and Theory Y based on extreme assumptions about people and work. Theory X assumes that average employees dislike work, and that the only way to maintain or increase productivity is to simplify the operational process, supervise the employees closely, and motivate them in short term through financial incentive schemes. Theory Y assumes that average employee's desire self-direction and self-control, seek and accept responsibility, enjoy physical and mental effort, and have the potential to be self-motivating. (p.304).

As a conclusion, McGregor Theory X is a theory towards human nature and behavior at work that assumes that most people are lazy, have inherited dislike of work and must be coerced, controlled and directed through a central system of organization and the exercise of authority, and that motivation occurs only at the lower level needs. And McGregor Theory Y is a theory towards human nature and behavior at work that assumes that most people enjoy work, are creative, can exercise self-direction and control and want to accept responsibility and motivation occurs at the higher as well as lower level needs (Mullins, 2011 p., 491).

2.2.1.4 Alderfer of the ERG Theory

Clayton Alderfer (1969) proposed Existence-Relatedness-Growth Theory. The ERG theory is an extension of Maslow's hierarchy of human needs theory. Alderfer stated that needs could be classified into three categories, rather than five and these are; existence needs, psychological and safety needs; and relatedness needs. Existence needs are similar to Maslow's physiological and

safety need categories. Relatedness needs involve interpersonal relationships, which are similar to Maslow's belongingness and esteem needs. Growth needs are related with the attainment of one's potential, which are associated with Maslow's esteem and self-actualization needs (Burnet & Simmering, 2006).

Alderfer and Maslow's theories are similar, but Alderfer (1969) suggest that when an individual is continually unable to meet upper-level needs, the lower level needs become the major determinants of their motivation. In other words, the ERG theory differs from the hierarchy of needs in which it suggests that lower-level needs must not be completely satisfied before upper-level needs become satisfied (Burnet & Simmering, 2006).

Alderfer also stated that individuals are motivated by moving forward and backward between these levels (Ramprasad, 2013). In detail, according to Alderfer (1972), in the case of relatedness satisfaction decreases, the existence desires tend to increase while growth desires decrease (backward movement). On the other hand, in the case of relatedness satisfaction increases, growth desires tend to increase while existence desires decrease (forward movement).

2.2.1.5 McClelland of Need for Achievement Theory

Need for Achievement Theory was developed by McClelland (1951, 1961) and Atkinson (1964). Individuals' needs are divided into three psychological needs. These primary needs in this theory are the need for affiliation, for power, and for achievement. Firstly, the need for affiliation reflects a desire to establish social relationships with others. Secondly, the need for power is a desire to control one's environment and influence others. Thirdly, the need for achievement is a desire to take responsibility, set challenging goals, and obtain performance feedback (Garrin, 2014).

This theory has been a corner stone for many empirical and experimental researches. The main point of the theory is that when one of these needs is strong in a person, it has the potential to motivate behavior that leads to its satisfaction. Thus, especially managers should effort to develop an understanding of whether and to what degree their employees have these needs, and the extent to which their jobs can be structured to satisfy them (Higgins, 2011).

2.2.2.Process Theories

Process theories are more concerned with ‘how the motivation takes place?’ Similarly, the concept of ‘expectancy’ from ‘cognitive theory’ plays dominant role in the process theories of job-satisfaction (Luthans, 2005 p.246). Thus, these theories strive to explain how the needs and goals are fulfilled and accepted cognitively (Perry et al., 2006). Several process-based theories have been suggested. Some of such theories have been used by researchers as hypotheses, tested and found them thought-provoking. The well-known theoretical models for process motivation are:

2.2.2.1 Goal-Setting Theory

Goal Setting Theory is developed by Locke and Latham, and according to the theory, goal setting is one of the most significant components of job satisfaction. Goal-setting theory emphasizes the importance of specific goals in obtaining motivation and satisfaction. In goal setting process, people want to achieve goals in order to get satisfied on emotions and desires (Luthans, 1995). One of the findings of goal setting theory, specific and difficult goals necessitates the higher performance. Another is that goal setting would be most effective if effective feedback process exists. Therefore, manager should assess the reasons why objectives are reached or not, rather than giving punishment (Luthans, 1995).

The theory is suggests that employees’ goals help to explain motivation, job satisfaction and performance. The Theory assumes that behavior is a result of the individuals’ conscious goals and intentions. According to Locke, when employees perceive that the goals they set for themselves or are set by the managers, are fulfilling and attainable, their commitment and productivity will increase. This could lead to job satisfaction.

Successful attainment of the intended goal creates a pleasurable emotional state (called job satisfaction) on the part of the individual. Exceeding the set goals increases satisfaction. The more goal-success an employee has attained, the higher his/her job satisfaction.

2.2.2.2 Expectancy Theory

Expectancy can be defined as a belief, which concerns a particular action following by a particular outcome (Lunenburg, 2011). An American psychologist, Edward C. Tolman, introduced “Expectancy Theory” in the 1930s. This theory indicates that human behavior is motivated by the expectations. According to the theory, an individual decides to behave in a certain way to achieve the desired reward, motivates himself/herself to select a specific behavior concerning what they expect the result of that behavior (Ugah and Arua, 2011). For instance, if workers need more money to satisfy their needs, they are assured that if they work harder; they will receive more money.

Victor Vroom (1960) applied the concepts of behavioral research in the following years, which was introduced by Tolman. Expectancy Theory is a process theory of job satisfaction and motivation. This theory describes expectations in which an individual’s effort is determined by the expected outcomes and the values of outcomes in a person’s mind (Liao, et al., 2011). In other words, the concept of expectancy is based on individual perception and personal behavior. In addition, Locke (1976) states that needs are regardless of what the person wants, while values are subjective depending on the standards in the person's mind. It means that while people have the same basic needs, value of the needs differs according to people’s standards.

According to Expectancy Theory, there is strong relationship between the effort, the performance, and rewards they get from their effort and performance. They become motivated when they believe that strong effort will lead to a good performance, and good performance will lead to a desired reward (Lunenburg, 2011).

Vroom presented three basic variables in his theory: expectancies, instrumentalities, and valances:

Expectancy: is the degree to how much people believe that putting forth effort leads to a given level of performance.

Instrumentality: is the degree to how much people believe that a given level of performance results in certain outcomes or rewards;

Valence: is the extent to what the expected outcomes are attractive or unattractive.

2.2.2.3 Equity Theory

Equity Theory is a motivation theory but there are important points about satisfaction and dissatisfaction in it. According to Adams satisfaction is determined by the perceived input-outcome balance. He states that, employees aim to reach a balance between their “inputs” and their “outcomes”. Inputs are factors such as educational level, experience, ability, skill, effort, responsibility, age and effort, while outcomes are the things like performance, salary, good working conditions, work insurance, promotion, recognition, status, and opportunity (Holtum, 2007).

J. Stacy Adams opined that employees tend to judge fairness by comparing their relevant inputs to the outcome they received and also by comparing the ratio to those of others people. Inequity occurs when a person perceives that the ratio of his or her outcome to input and the ratio of a relevant other outcome to input are unequal. Equity Theory shows how a person views fairness in regard to social relationships such as with an employer. A person identifies the amount of input (things gained) from a relationship compared to the output (things given) to produce an input/output ratio. They then compare this ratio to the ratio of other people in deciding whether or not they have an equitable relationship. Equity Theory suggests that if an individual think there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal.

Focuses on people’s feeling of how fairly they have been treated in comparison with the treatment received by others. It is based on exchange theory. Social relationship involves an exchange process (Mullins, 2011).

2.2.2.4 The Range of Affect Theory

The “Range of Affect” theory or Affect theory introduce by Edwin A. Locke. It is the most widely-known among the theories which are related to the job satisfaction. This theory maintains that there are two factors which job satisfaction is depend on them. First one is the expectations which he has from his job; second one is the thing that he will get from the job. The smaller gap between each these two, the more satisfaction with job. According to this theory the aspect which can more affect the level of job satisfaction is person prioritizes. For instance an employee prioritizes salary, when his salary is high enough; he may be having a greater job satisfaction.

2.2.2.5 Dispositional theory

Judge and colleagues introduced the "Dispositional theory" is also a noticeable theory in employee satisfaction sector, and in compare to the other theories regarding job satisfaction, it is probably the only one that focuses solely on the natural disposition of a person. This theory says that an important factor to determine the level of satisfaction which person has is one's personality. For example, an employee who turned inward and cannot show his talent may have lower level of job satisfaction in compare to an employee who has self-confidence and more independent.

This dispositional approach suggests that job satisfaction is closely related to personality. It postulates that an individual has a strong predisposition towards a certain level of satisfaction, and that these remain fairly constant and stable across time. The evidence for this approach can be divided into indirect studies and direct studies.

2.2.2.6 Job Characteristics Models

One of the job satisfaction theories is the Job Characteristics Model. This theory is one of the most job-focused theories of job satisfaction used and also it explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. This model lists five elements of a job which have more influence on a person.

- a) Skill variety
- b) Task identity
- c) Task significance
- d) Autonomy: The more independence employee, the more responsible employee.
- e) Feedback or evaluation

Therefore, from an organizations' point of view, it is thought that by improving the five core job dimensions this will subsequently lead to a better work environment and increased job satisfaction.

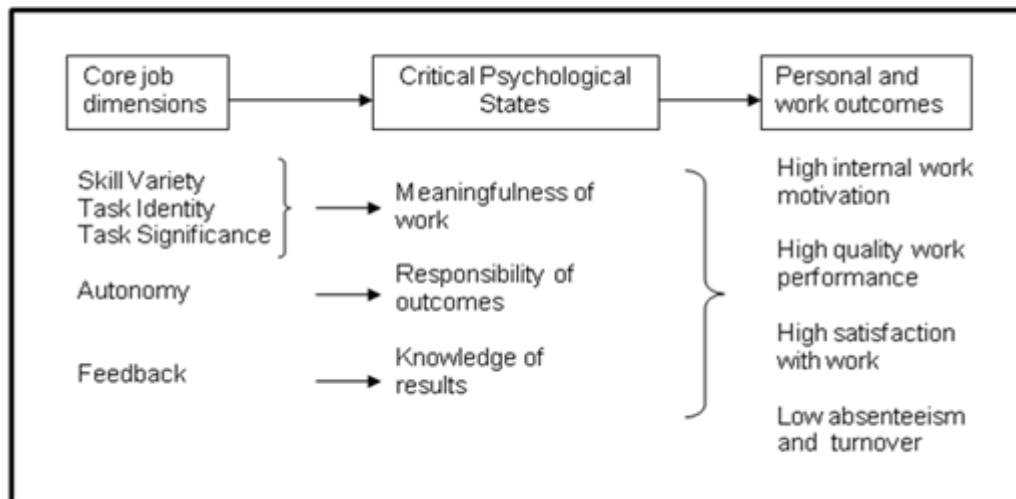


Figure 2.2: Job Characteristics Model (<https://oshwiki.eu/wiki>).

2.2.2.7 Discrepancy Theory

The principle behind this theory is that job satisfaction depends on what a person expects to receive from his job and what he actually receives. When the reward actually received are less than the expected rewards it causes dissatisfaction. The difference between what an employee expects to receive and what he received is satisfaction (Locke, 1976). Locke proposed that perceived discrepancy is important, and satisfaction is determined by the difference between what people wants, what they receive/perceive and what they expect to receive (Atasoy, 2004).

A: Expected outcomes received

B: Outcome which received

If $A > B$ -perceived dissatisfaction

If $A = B$ -perceived satisfaction

If $A < B$ -perceived over satisfaction

2.2.2.8 Other Relevant Theories

According to Balance Theory, people create many relationships with other people, and these relationships have various impacts on people's attitudes and behaviors according to Rogers & Kincaid (1980). Furthermore, balancing in relationships can be important because it affects positively an individual's cognitive or emotional (Chatzoglou, et al., 2011). Cognitive Evaluation Theory is proposed by Deci, who states "individuals aim at deciding about their own behavior so that regarding themselves as the causal of that behavior.

Finally, the job satisfaction theories are too much many, the researcher tries to cover as much as possible with the regards of the researcher topic, nevertheless other theories may not include such as behavioral modification, The Range of Affect, Social References Group, Situational, The range of Affect Theory and others theories due to the shortages of time and resources.

2.3 Determinants of Job Satisfaction

Employee satisfaction and could be influenced by many variables either positively or negatively. Some of the key variables often discussed in the literatures are briefly reviewed below.

Operational Procedure It refers to variables that describe characteristics of jobs being performed by employees. A job characteristic is an attribute that creates conditions for high work motivation, satisfaction, and performance (Hackman and Oldham, 1980). According to Hackman and Oldham (1980) model the core job characteristics are skill variety, task identity, task significance, autonomy, and feedback. Jobs that are high on the core job characteristics provide individuals with the room and incentive to bring more of themselves into their work or to be more engaged (Kahn, 1992). Positive relationship is presumed to exist between decent or better jobs and employee satisfaction and engagement.

Salary, Benefits and Recognition these are the most important variables 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 should be satisfied with it when comparing their pay packages with those of the outsiders who are working in the same industry. Employees are more likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances (Saks, 2006). A feeling of satisfaction and higher level of engagement could be attained through fair and equitable rewards and recognition.

Relation with Supervisor A relationship with immediate supervisor is an important antecedent of employees' job satisfaction (Dupre and Day, 2007). The consideration a supervisor has for his/her subordinates' feelings, well-being, and contributions are important predictors of job satisfaction and engagement (Gagnon and Judd, 2004). In addition, the relation with one's immediate manager can have a dramatic impact on an individual's perceptions of the work

environment. A supportive, and non-controlling, relationship should foster perceptions of safety and enhance employee creativity (William, 2015).

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 (Sageer et al, 2012).

Work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules. Arnold and Feldman(1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

Relationship with coworkers when employees have rewarding interpersonal interaction with coworkers, treated with dignity, respect and value for their contribution, they are likely to be satisfied and engaged (William, 2015).

Communication According to SHRM research report Management's communication of the organization's goals and strategies has a significant impact on the organizational culture in general. As organizational plans and strategies may shift while footing is regained, it is important to effectively communicate any adjustments in business objectives and the organization's vision. It is also helpful to reiterate organizational goals even if they remain unchanged because consistent messages promote unity and employee morale. A transparent organization supports open communication lines, which can stimulate creativity and innovation through collaboration. Clear and open communication creates a healthy work environment and also results in good employees feeling.

2.4 Empirical studies

This section reviews the relevant studies on job satisfaction carried out to find out the research gap. So that I can be easy to differentiate areas of more research have been done Reviewing the previous literature not only highlights the historical works in the area, but also helps to identify the niche in the area. Further, reviewing helps to study the methodology and techniques used in these studies so that the present study can be set up in a new dimension of methods.

Mosammod (2011) study tested factors affecting job satisfaction for pharmaceuticals companies. Based on the results for the standardized values, it is able to see that work conditions, fairness, promotion and pay are key factors affecting Pharmaceuticals Company's employee's job satisfaction. Furthermore, a study made by Muh 2009 about factors that influence job satisfaction of government employees in Indonesia finds out that there were eleven dominant factors that influence employee's job satisfaction at the institution. These eleven dominant factors include salary, benefits and facilities, the relationship between supervisors and subordinates, the relationship among coworkers, development opportunity, safety at work, education, policies with in the organization, conflict resolution and career achievements consecutively.

The study entitled job satisfaction among government officials conduct survey among officers working in the cooperative audit and administrative department in the Karnataka (India) government services. It revealed that a healthy organization should minimize job dissatisfaction by improving availability of various hygiene factors like better work environment. It may generate motivation and job satisfaction. Besides job environment recognition, appreciation, opportunities for learning and growth generate a high degree of satisfaction (Anandan 1996).

Rama (1994) in her study on, "Job Satisfaction of Bank Employees - A Study with Reference to Kamarajar District", has stated that public sector banks have social values, interpersonal relationship and modernization whereas private sector banks have instincts, economic rewards and better work environment as job satisfaction factors. There were no much differences in job satisfaction between private and public sector banks. The study identified salary, other benefits and responsibility as the major dissatisfaction area in banks.

Sinha (1988) in his study on, “Job Satisfaction: A Study of the Bank Employees” has revealed that job satisfaction of an employee is related to an individual expectation of different characteristics such as work environment, income, security, prestige and promotion of the job. The perception of job satisfaction as to its attainment in the job is also related to job satisfaction. According to Jayashri Desai (1964) in her study, “Employees Job Satisfaction”, have found that job satisfaction is related to the belongings, employees’ interest, work environment, interrelation and the employee’s personality

Dubey *et al.* (1983) in their study entitled, “Job Satisfaction and Need Hierarchy among Bank Officers”, observed that both the satisfied group and dissatisfied group ranked money and status as the two most satisfying factors on the job. The satisfied and dissatisfied. According to Jayashri Desai (1964) in her study, “Employees Job Satisfaction”, have found that job satisfaction is related to the belongings, employee’s interest, work environment, interrelation and the employee’s personality.

2.5 Conceptual framework

The conceptual framework represent the model for the study which shows the link between job satisfaction and job satisfaction factors like (pay, promotion, supervision benefit, rewards, operating procedure, coworkers, work itself and communication).

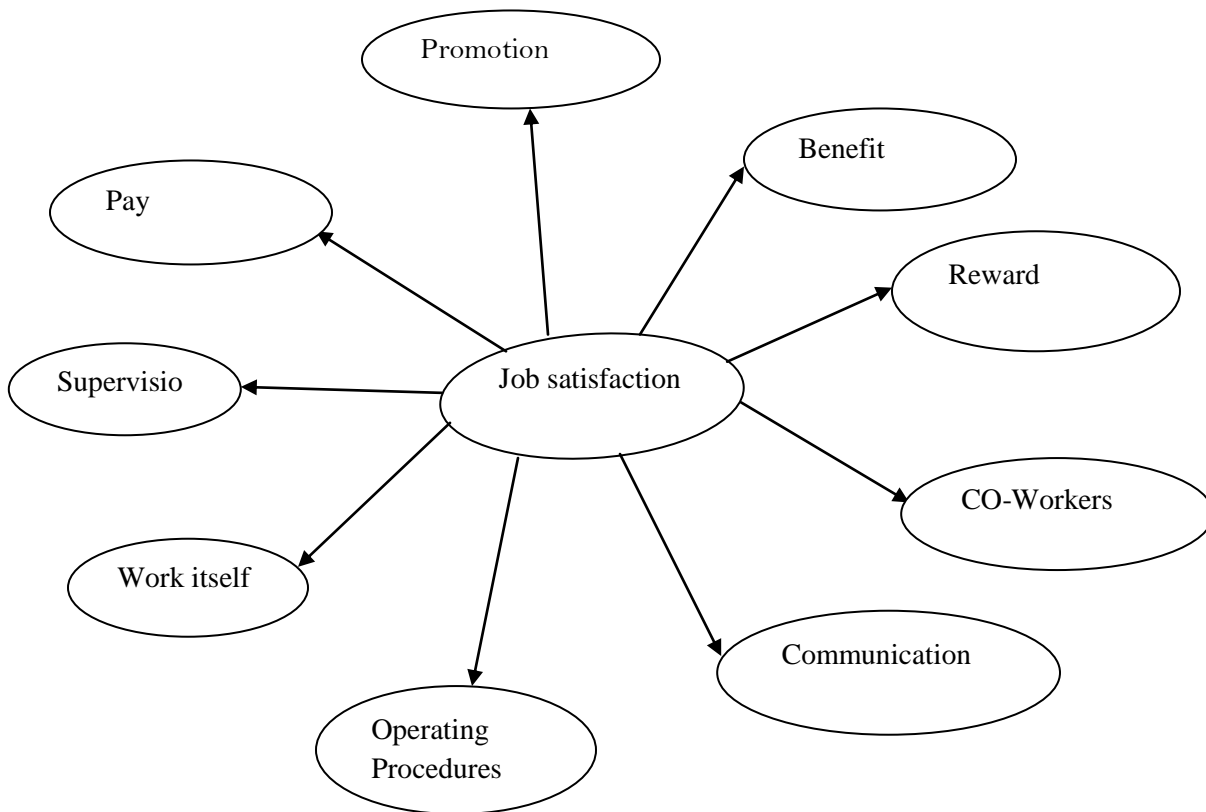


Figure 2.3 conceptual Framework of job satisfaction

Source: -Own Survey

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This research will be conducted on assessment of job satisfaction of CBE employees (mainly limited and focus on the clerical and non-management employees of the bank in NAAD).

3.1 Research Design

Best and Kahn (2006) pointed out that research can be qualitative, if it describes events and persons scientifically without the use of numerical data while quantitative research consists of research in which data can be analyzed in terms of numbers. Mixed approach is an approach, which combines both qualitative and quantitative ones. In this study the researcher has employ qualitative research methods.

This research is descriptive in its nature. Descriptive research can be described as relating something, some occurrence or any specific state (Creswell, 1994) defined descriptive researches are those researches that explain the current situation instead of deducting and making decisions. The main purpose of the descriptive study is the verification of the proposed objectives that depicts the present situation. This kind of study delivers information about the existing scenario and emphasize on past or present for example quality of life in a community or customer attitudes in the direction of any marketing goings-on (Kumar, 2005). In this section, population, samples and sampling techniques will be identified; and data collection instruments and data analysis methods will be presented.

3.2 Target population and sampling techniques

This study has been conducted in North Addis Ababa selected branches of CBE, These branches are chosen by purposively as the study site because it has the largest number of employees from all educational backgrounds, since the branches are high graded. It helps to undertake a detailed study and to understand the lived experiences of employees in detail and thus will save time by generating representative data. The target population of this study is employees of CBE Selected Branch's namely: Addis Ababa, Arat Kilo, Aada Giorgis, Mahite meghandi and Selassie Branch of North Addis District.

Table 3. 1. Population distribution in five Branches of north Addis District CBE.

Branch Name	Male	Female	Total No. of Employees
Addis Ababa	111	54	165
Arat Kilo	45	36	81
Arada Giorgis	39	39	78
Mahite Meghandi	23	18	41
Selassie	32	28	60
Total	314	210	425

Source: -CBE NAAD Human resource 2017

The total number of the selected branch employees were 425. This particular study thus has taken 206 of these employees, as respondents for questionnaire. Sample size for this research has been determined by using yemane (1967) formula.

$$n = \frac{N}{1 + n(e)^2}$$

where n is the required sample size

N is the population size and

e is the level of precision

$$n = \frac{425}{1 + (425)(0.05)^2} = \frac{425}{1 + 425 * 0.0025} = \frac{425}{2.06} = 206$$

By using the above formula, 206 respondents were selected from the total population of 425 of the 5 Branches. The 206 respondents were selected from each Branch on proportion basis. The number population taken from each Branch indicated in table 3.2 below.

Table 3. 2. Proportionate sample for each division

Branch Name	Total No.of Employees	Sample proportion (%)	Sample Size
Addis Ababa	165	0.39	80
Arat Kilo	81	0.19	39
Arada Giorgis	78	0.18	38
Selassie	60	0.14	29
Mahite Meghandi	41	0.10	20
Total	425	1.00	206

Source: - Own Survey

After the sample taken from each branches on proportion base questionnaires were distributed to all senior positions(SCSO,KYC) and for other(CSO and JCSO) random distribution of questionnaires' were applied.

3.3 Sources of data

This research has collected data using both primary and secondary data sources. The primary data was collected using questionnaire from the field to address the research questions and objectives of the study. The questionnaire has been composed of 6 Likert scale types. The secondary data however deals with the necessary data and information that has been collected from previous published and unpublished researches, different journals, articles and books. It has been also collected from CBE annual and semiannual reports brochures, various internet sources etc.

3.4 Data collection instruments

3.4.1 Background Information

There were different instruments for data collections such as observation, interviews, questionnaire, focus group etc. Therefore, questionnaire were designed both with close and open ways. As indicated above the researcher planned to use primary data collection techniques to collect data from the respondents. The study has used descriptive method to assess employee's satisfaction level in commercial bank of Ethiopia. According to Heery and Micke (2013, p., 249), job satisfaction is normally measured through survey of employee attitudes and several instruments have been developed and used repeatedly by researchers.

3.4.2. Spector Job Satisfaction Questioner

Spector's (1985) Job Satisfaction Survey (JSS) was used in this study to collect data about job satisfactions of clerical employees of CBE. This survey uses 36 items to measure an employee's general reaction to their job. The nine subscales in the instrument measure the following sub-constructs, satisfaction with pay, promotion, supervision, benefits, rewards, operating procedures, coworkers, work itself, and communication. The respondents responded to the items using a six point summarized Likert-type scale ranging from 1 for "Disagree Very Much" to 6 for "Agree Very Much. Spector's (1985) Job Satisfaction Survey was chosen as the instrument to be used to measure job satisfaction because it was considered to have an acceptable length (36 questions), it ascertained the information necessary to answer the research questions.

Response choice scoring weight

- Disagree Very Much (DVM) 1
- Disagree Moderately (DM) 2
- Disagree Slightly (DS) 3
- Agree Slightly (AS)4
- Agree Moderately (AM) 5
- Agree Very Much (AVM)6

3.5 Procedures of data collection

Data presentation is one of the core points in this research and has been handled as follows. Data can be mainly two types quantitative and qualitative. Quantitative data can be numbers and measured but qualitative data is cannot be numbered but translated into information. In this study the questionnaire contained close-ended items and the 6 Likert scale type Disagree Very Much, Disagree Moderately, Disagree Slightly, Agree, Agree Slightly, Agree Moderately, and Agree Very much. Finally, secondary written documents has also been analyzed and interpreted in relation to the key issues of the research questions, and were incorporated as part of the questionnaire reports.

3.6. Validity and Reliability

3.6.1. Validity

Validity refers to the whether an instrument actually measures what it is supposed to measure, given the context in which it is applied (Babbie and Mouton, 1998; Bless and Higson-Smith, 1995). The issue of validity is the most important concept that researchers are required to deal critically with. The design of the measuring instrument must be valid so that the collected data will lead to sound conclusions. If research is invalid (as a result of a poor instrument), then it is worthless (Cohen et al, 2007 p., 133).

3.6.2 Reliability

The study deployed cronbach's alpha test to measure the internal consistency of the instrument. Conventionally, the alpha test should be greater than 70% to say the instrument is internally consistent. As depicted in the following table the researcher got α value of all variables to be 0.854%. Since the value is higher than the conventional cutting point, the test confirmed the reliability of the instrument. Therefore the questionnaire was internally consistent.

Table 3.3. Reliability Test for each scale

Scale	Cronbach's Alpha
Pay	0.843
Promotion	0.814
Supervision	0.820
Benefit	0.883
Reward	0.741
Operating Condition	0.810
Coworkers	0.754
Nature of workers	0.782
Communication	0.923

3.7 Methods of Data Analysis

In data analysis, summery and rearrangement of a data and other interrelated activities were performed. After collecting the data through different technique the researcher has organized and prepared the various data depending on the source of information. In order to ensure logical competence and consistency of responses, and data editing has been carried out by the researcher. Once editing was done, the data has been analyzed by using Statistical Package for Social Science/SSPS version 20.0 application software. Finally the analysis part has been presented in the form of tables with percentages, mean, standard deviation also has been examined in narrative form to ensure easily understanding of the analysis.

3.8. Ethical Considerations

It is true that any research in the field of the social science disciplines is vulnerable to bias and subjectivity. In this regard, the researchers has been seriously take into account the following ethical issues: An effort was made by the researchers to avoid bias and to be as objective as possible. The rights, dignity, privilege, consent and personality of the respondents was

considered and respected. The anonymity and privacy of the participants as well as the confidentiality of the data they would provide was also carefully respected.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter discusses the results and interpretations of the primary data which is gathered through the structured questioner. The first part presents the demographic analysis, the process through which the result obtained and the background of the respondents. The statistical method of analysis which is applied to test the results is such as descriptive analysis through SPSS version 20. The study examined the extent to which employees were satisfied with their jobs in terms of pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of works and communication.

4.1 Demographic Characteristics of the Respondents

This section discusses the demographic characteristics of the respondents. The major issues discussed here include Gender, age, level of education, marital status, and work experience, position of work and basic salary of the respondents are exhibited in the table. Frequencies and percentages were calculated.

Table 4.1. Demographic characteristics of respondents

No.	Item	Responses	Frequency	Present (%)
1	Gender	Male	110	53.4
		Female	96	46.6
		Total	206	100.0
2	Age	20 – 25	69	33.5
		26- 30	89	43.2
		31- 35	37	18
		36- 40	6	2.9
		Above 40	5	2.4
		Total	85	100.0
3	Educational back ground	Diploma	16	7.8
		Degree	157	76.2
		Masters	33	16
		PHD	0	0
		Total	206	100.0

4	Marital Status	Single	114	55.3
		Married	75	36.3
		Divorced	14	6.8
		Widowed	3	1.5
		Total	206	100.0
5	Work Experience	0-5 years	165	80.1
		6-10 Years	35	17.0
		11-16 Years	4	1.9
		Above 16 years	2	1
		Total	206	100.0
6	Job title	Junior customer service officer	50	24.3
		customer service officer	141	68.4
		Senior customer service officer	15	7.3
		Total	206	100.0
7	Basic salary	Less than 2934	0	0
		2935- 4573	50	24.3
		4574- 6020	141	68.4
		More than 6020	15	7.3
		Total	206	100.0

Source: - Own Survey Data, 2017

Based on the socio-demographic characteristics of the subject of this study, a total of 206 respondents participated in the study. Though the number of women working in a bank is increasing, but the investigation finds that women were still less with banking sector. Study reveals that (53.04%) of employees were male whereas (46.06%) of them were female. CBE gives more priority for women's by making opportunities to work in city branch rather than outlying branches, but still in this circumstance number of women's were seen less comparing to number of males.

As far as the age of the respondents concerned the researcher categorized in to five age groups. The first category was, between 20-25 years, out of the total respondents 69 employees were belong to that category represents 33.5 percent of the respondents. The second category was 26 – 30 years of age range. There were 89 employees in that category and represented 43.21 percent of the total. The third category was 31 – 35 years of age there were 37 employees and represented 18 percent of the total. The fourth category was 36 – 40 years of age this category

has 6 employees and represented 2.9 percent of the total. The last category is above 40 years of age having 5 employees' represents 2.4 percent of the total respondents. Based on the data the highest portion of the respondents fall in the second (26- 30age) category which covers 43.2 percent of the total respondents. And, the fifth category (above 40 years of age) has less number of respondents. According to the age group data majority of the respondents were in the young population group. This shows that most of the employees are young and young employees are more productive than older once. But for females as age increase their job satisfaction decrease this is because they will be more satisfied in taking care of homely affairs responsibilities. Affairs (Datta, et al 2012).

According to the survey result there were three level of education status in the organizations, in the first level 16 employees of the participants were in possession of a diploma which is 7.8 percent of the total respondent while 157 employees had a university degree which indicate 76.2 percent of the respondent and the remaining 33 employees were post graduate showing 16 percent of the total respondents. Most of the studies shows no relationship between job satisfaction and education. However it is reasonable to assume that the more educated would be more frustrated in routine jobs (saiyadain, 2004). Another study shows that people with less qualification supposed to be satisfied with their job and also they think that this job suits to their educational background and they are not confidence of shifting to other job rather to stay in the job and they are satisfied. (Datta et al, 2012).

With regard to martial states more than half (55.3%) of respondent were single, (36.3%) were married, (6.8%) were divorced and the rest (1.5%) were widowed. Rao 1970 study result shows that martial states has nothing to do with job satisfaction. Generally one would assume that with increasing responsibilities placed on an individuals because of marriage, he would value his job little more than an unmarried employee (saiyadain, 2004).

The other important point was the work experience of employees in CBE. As observed from the table, out of 206 respondents, Majority of the employees in number 165 of them had total service experience of 0-5 year's means 80.1 percent of the total respondent, 35 employees had 6-10 years of service which can be put in percent of 17 of the total and little employees in number four of the respondents have experience of 11-16 years which is 1.9 percent and the rest 2 employees are above 16 years' experience which is 1 percent of the total respondents. Studies

have shown that more experience reports higher levels of satisfaction than low experience (Bender & Heywood, 2006).

The researcher categorized job title of respondent in to three levels. The first level junior customer service officer which include 50 employees with 24.3 percentage cover. The second level is the larger proportion which shows customer service officer 141 employees with 68.04 percentage of the total respondents, and the remaining 15 employees are senior customer service officer which indicate 7.3 percentage of the total employees.

Regarding basic salary of respondents figure 4.2 shows that vast number of respondents (68.4) are found to be in the category of 4574-6020, which reflects most of the respondents are customer service officers and 24.3% of respondents constituted in the category 2935-4573 which also reflects the respondents are junior customer service officers while the rest of respondents (7.3%) earn a monthly salary more than 6020 and they are senior customer service officers.

4.2 Data Analysis

The data analysis method used was descriptive statistics method using statistical packages of the social science (SPSS) software. The survey questionnaires were distributed to 206 sample respondents, and all the respondents completed and returned the questionnaires. The data analyzed was from 206 sample respondents. This aspect was divided in to nine topic areas such as pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of works and communication. The survey explored 36 aspects of employees of CBE job satisfaction factors. The feedback of the respondents for the variables indicated below were measured on six point Likert scale with measurement value 1= disagree very much, i.e. which means very much disagree with the case described; 2= disagree moderately, i.e. shows not satisfied with the case described but it is moderate; 3= disagree slightly, i.e., not agreed with the case described but it is slight; 4= agree slightly, i.e., feeling all right with the case described and considered as slightly agreed; 5 =Agreed moderately, i.e. supporting the case described and considered as agreed reasonably, and 6= agreed very much, i.e. supporting the case described and considered as very much satisfied.

There were 36 individual items. Of the 36 total items, 16 items were written in a positive direction and 20 items were written in a negative direction. Responses to items written in the

positive direction were numbered 1 for the strongest disagreement and 6 for the strongest agreement. Items written in the negative direction were reverse scored. Negatively worded items use 1 for the strongest agreement and 6 for the strongest disagreement. The following items are negatively worded and therefore reverse scored: 2, 4, 6, 8, 10, 15, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 29, 34, and 36. The individual item means are used to determine the item job satisfaction scores. Individual item job satisfaction scores are interpreted as follows: 6.00-4.00 satisfied, 3.00-3.99 = ambivalent, and 1.00-2.99 = dissatisfied. Individual item means are summed to determine the subscale score. Spector (1985) interprets the sub-scale scores of 4 to 12 as dissatisfied, 12 to 16 as ambivalent, and 16 to 24 as satisfied. For the purpose of interpretation of this study, the researcher has operationally defined a score of 12 to be dissatisfied and a score of 16 to be interpreted as ambivalent. The nine subscale scores are then summed to determine the overall job satisfaction score. Overall job satisfaction scores range from 36 to 216. Higher scores indicate a higher degree of job satisfaction where score ranges of 36 to 108 indicate dissatisfaction, 108-144 indicate ambivalence, and 144 to 216 indicate satisfaction. For the purpose of interpretation of this study, the researcher has operationally defined a score of 108 as ambivalence and a score of 144 as satisfied.

4.3 Job Satisfaction of CBE employees

The job satisfaction of employees of CBE was measured using the Job Satisfaction scale (JSS). CBE employee responded to 36 items using a Likert scale response system. 1= Disagree very much, 2= Disagree moderately, 3= Disagree slightly, 4= Agree slightly, 5= Agree moderately, and 6= Agree very much. Individual item job satisfaction scores are interpreted as follows, 6.00-4.00 satisfied, 3.00-3.99= ambivalent, and 1.00-2.99= dissatisfied. The ratings for the items in the subscales are summed to determine the subscale score. Spector (1985) interprets the subscale score of 4 to 12 as dissatisfied, 12 to 16 as ambivalent, and 16 to 24 as satisfied. For the purpose of interpretation of this study, the researcher has operationally defined a score of 12 to be dissatisfied and a score of 16 to be interpreted as ambivalent. The nine subscale scores are then summed to determine the overall job satisfaction score. Means, standard deviations, and number of participants who responded to the items in the job satisfaction survey are presented in Table 4.2 - 4.10. The mean subscale scores rather than the summated subscale scores are reported in

Table 4.2- 4.10, to make it easier for the reader to interpret the data. The summated means are presented in table 4.11 and the summated means will be used in the statistical analysis.

4.4 Job Satisfaction for the Sub Scale

The job satisfaction sub scale consists of 9 sub scales such as pay satisfaction, promotion satisfaction, supervision satisfaction, benefit satisfaction, contingent reward satisfaction, operating condition, coworker's satisfaction, and nature of work and communication satisfaction. According to Spector (1985), summated over all subscale scores can be translated in to 4-12= dissatisfied, 12-16= ambivalent and 16-24= satisfied. For the purpose of interpretation of this study, the researcher has optionally defined a score of 16 to be interpreted as ambivalent.

The subscale that was rated the highest rate is communication followed by Co-workers with (M = 4.65, SD = 1.41) and (M=4.33, SD=1.41) respectively. Meaning CBE employees were satisfied with communications with in their organization and the relationship between their subordinates. On the other hand subscales of pay, benefits and operating conditions were in the range of dissatisfaction with (M=2.10, SD=1.07), (M=2.54, SD=1.52) and (M=2.71, SD=1.51) respectively. The highest rated item was "The goals of this organization are not clear to me." When considered in the reverse score indicating high agreement of the respondents (M = 5.02, SD = 1.24). The lowest rated item was "I feel I am being paid a fair amount for the work I do" to which respondent employees of CBE indicated Disagree very much (M = 1.25, SD = 0.53).

4.4.1 Satisfaction of CBE employee related to pay scale

Table 4.2 Means and Standard Deviation of pay satisfaction

Subscale/statement	N	M	SD	Level of Satisfaction
PAY	206	2.10	1.07	Dissatisfied
I feel I am being paid a fair amount for the work I do	206	1.25	0.53	Dissatisfied
Raises are too few and far between.	206	2.23	1.25	Dissatisfied
I feel unappreciated by the organization when I think about what they pay me.	206	3.03	1.49	Ambivalent
I feel satisfied with my chances for salary increase.	206	1.87	.99	Dissatisfied

Source: - Own Survey Data, 2017

Scores on the promotion satisfaction subscale could range from 4 – 24. As table 4.2 indicates the highest rated item on the pay satisfaction subscale was “I feel unappreciated by the organization when I think about what they pay me”, to which CBE employee indicated Agree slightly (M =3.03, SD = 1.49). On the other hand the lowest rated item on the pay satisfaction subscale was “I feel I am being paid a fair amount for the work I do” to which they indicated Disagree very much (M = 1.25, SD = 0.53). The mean for the pay subscale was 2.10 and SD = 1.07.

Employee satisfaction can greatly be influenced by the system of pay used in an organization. According to the information included in the review of literature, pay is an extrinsic job satisfaction indicator, which can influence an employee’s decision to stay with an organization for a length of time. Although studies have shown pay level minimally influences job satisfaction (Bretz& Judge, 1994; Spector, 1997), other studies have found a strong correlation between job satisfaction and salary (Al-Zoubi, 2012). The results from this study agree with Spector’s (1997) findings that satisfaction with pay is related to job role. It indicated there was a marginal difference in job satisfaction with pay based on job role.

The above findings shows that the pay satisfaction level of the CBE employee is very low, and this implies CBE should improve the current payment structure by putting mechanism in evaluating employee performance and provide salary incensement for its employees in order to retain efficient and competent employees.

4.4.2 Satisfaction of CBE employee related Promotion

Table 4.3 Means and Standard Deviation of Promotion satisfaction

Subscale/statement	N	M	SD	Level of Satisfaction
PROMOTION	206	3.05	1.39	Ambivalent
There is really too little chance for promotion on my job.	206	3.57	1.63	Ambivalent
Those who do well on the job stand a fair chance of being promoted.	206	3.11	1.42	Ambivalent
People get ahead as fast here as they do in other places.	206	3.60	1.38	Ambivalent
I am satisfied with my chances for promotion.	206	1.92	1.13	Dissatisfied

Source: - Own Survey Data, 2017

As presented in table 4.1 the highest rated item on the promotion satisfaction subscale was “People get ahead as fast here as they do in other places.” To which CBE employees indicated Disagree slightly (M = 3.60, and SD = 1.38). The lowest rated item on the promotion satisfaction subscale was “I am satisfied with my chances for promotion”. To which they indicated Moderately Dissatisfied (M= 1.92, and SD= 1.13). The mean for the subscale was 3.05 and SD= 1.39. The overall result of the sub scale reveals that more than half of respondent employees do not satisfied with the chance of getting promotion in the bank.

Sudden promotion of the employees in recognition of his good work, caused the employees much satisfaction about his job (Sehgal, 2012). Research finds out that employees are moderately satisfied with their promotional opportunity and most of them believe that the promotional policy handled fairly, though it is observed that few young employees were dissatisfied with promotional policy because they think seniority is given more preference over

performance (data, et al 2012).

Accordingly, the above result shows that CBE employees are dissatisfied on average by the promotion policy of the bank. This implies as promotion is very important for employees because it creates motivation this means In order to be promoted employees will work harder in this circumstance the organizations productivity will be increased and at the same time organization goal will be achieved so CBE must give due attention for employees promotion.

4.4.3 Satisfaction of CBE employee related to Supervision

Table 4.4 Means and Standard Deviation of supervision Satisfaction

Subscale/statement	N	M	SD	Level of Satisfaction
SUPERVISION	206	3.84	1.54	Ambivalent
My supervisor is quite competent in doing his/her job.	206	3.79	1.50	Ambivalent
My supervisor is unfair to me.	206	4.12	1.51	Satisfied
My supervisor shows too little interest in the feelings of subordinates.	206	3.73	1.53	Ambivalent
I like my supervisor.	206	3.72	1.62	Ambivalent

Source: - Own Survey Data, 2017

The highest rated item on the supervision satisfaction subscale when observed in the reverse scale was “My supervisor is unfair to me.” which means respondent employees were satisfied with their supervisors (M = 4.12, and SD = 1.51). The lowest rated item on the supervision satisfaction subscale was “I like my supervisor” to which they indicated Moderately Disagree (M = 3.72, and SD = 1.62). The mean for the subscale was 3.84 and SD = 1.54.

A large number of studies have dealt with the supervisory style and its relationship with employee’s satisfaction. Pal and Vasudeva (1989) first identified high task-oriented and high relationship oriented supervisors through a pilot study. They filled out a questionnaire on job satisfaction. The results showed that workers working under relationship oriented supervisors

experienced significantly a greater degree of satisfaction than their counterparts working under task oriented supervisors. (Saiyadain, 2004) this tells that employees are interested and motivated in working environment which can create smooth relationships with supervisors.

This is another aspect which satisfies an employee. If the supervisors are supportive enough than the employee automatically performs his job well easily with decreasing some complication faced since there is smooth and free discussion (Sehgal, 2012). Many researches show that supervision and job satisfaction has a positive relationship (Peterson, 2003). enough support from superior to perform the task effectively and efficiently Leads to successfully accomplishments of tax to be done and also knowing of employees that the door of supervisors is always open for them create high degree of job satisfaction (Data, 2012).

As table 4.4 shows that CBE employee are moderately satisfied with supervision of the organization and also as we can observe from the result of previous variables it's relatively better than pay and promotion satisfaction seen before. This implies Supervisors are simultaneously responsible for employees (the activities and work of subordinates) and for thing. Smooth relationship with supervisors and employees create good working environment at the same time productivity will increased.

4.4.4 Satisfaction of CBE employee related Benefits

Table 4.5 Means and Standard Deviation of Benefits Satisfaction

Subscale/statement	N	M	SD	Level of Satisfaction
BENEFITS	206	2.54	1.52	Dissatisfied
I am not satisfied with the benefits I receive	206	2.67	1.66	Dissatisfied
The benefits we receive are as good as most other organizations offer.	206	2.49	1.52	Dissatisfied
The benefit package we have is equitable.	206	2.45	1.35	Dissatisfied
There are benefits we do not have which we should have.	206	2.53	1.53	Dissatisfied

Source: - Own Survey Data, 2017

The highest rated item on the benefit satisfaction subscale when observed in the reverse scale was “I am not satisfied with the benefits I receive.” which means respondent employees were dissatisfied moderately ($M = 2.67$, and $SD = 1.66$). The lowest rated item on the benefit satisfaction subscale was “The benefit package we have is equitable.” To which they indicated disagree moderately ($M = 2.45$, and $SD = 1.35$). The mean for the subscale was 2.54 and $SD = 1.52$.

In addition to salary, the employees are granted bonus, over time allowance (rarely), travelling allowance, house rent allowance, petrol allowance, verification allowance, medical allowances and the like. All these benefits, in addition to the usual salary allowances, provided to all employees working in bank industry which also influence job satisfaction. But the above mentioned benefits of CBE are not equitable with other organization with same industry so it creates a hike in job satisfaction. Then, whenever the employees feel that the benefits provided to them are quite insufficient they are dissatisfied.

The above report shows that employees of CBE were not satisfied, this implies that benefit packages of CBE need to be improved to increase satisfaction levels of employees at the same time motivated employees are more productive so that organization will also be advantageous specially in current situations where there is high computation with banking industry.

4.4.5 Satisfaction of CBE employee related Contingent Reward

Table 4.6 Means and Standard Deviation of Contingent Reward Satisfaction

Subscale/statement	N	M	SD	Level of Satisfaction
REWARD	206	3.21	1.49	Ambivalent
When I do a good job I receive the recognition for it that I should receive.	206	2.49	1.38	Dissatisfied
I don't feel that the work I do is appreciated.	206	3.49	1.47	Ambivalent
There are few rewards for those who work here.	206	3.86	1.58	Ambivalent
I don't feel my efforts are rewarded the way they should be.	206	2.98	1.51	Dissatisfied

Source: - Own Survey Data, 2017

Scores on the contingent reward satisfaction subscale could range from 4 – 24. The highest rated item on the contingent reward satisfaction subscale was “There are few rewards for those who work here.” When observed in the reverse scale. To which employees of CBE indicated slightly disagree (M = 3.86 and SD= 1.58). The lowest rated item on the contingent reward satisfaction subscale was “When I do a good job I receive the recognition for it that I should receive” to which they indicated disagree moderately (M= 2.49, and SD = 1.38). The mean for the subscale was 3.28 and SD =1.48.

Reward refers to all categories of financial benefits, tangible services and benefits that an employee receives as part of employment relationship with the organization (Bratton and Gold 1994). In any organization, rewards play an important role in building and sustaining the commitment among employees that ensures a high standard of performance (Wang 2004). Mostly organizations have increased the substantial improvement by entirely complying with the organizational strategy by a well-balanced reward and recognition programs for employee (Ugah 2011). When employees dissatisfied with their reward it may affect the quality of work and

organizational commitment.

As the result indicates about half of the respondents were not satisfied with the reward system of CBE. This is because the average results of the mean are slightly disagree. This implies Employees need reward and recognition for their well work done. The reward systems inspire the staff to provide their highest attempts towards assigned tasks.by creating computation with co-workers but the reward system of the bank is not satisfactory so it need some sort of improvement in order to achieve organizational goals in a conducive work condition.

4.4.6 Satisfaction of CBE employee related Operating Conditions

Table 4.7 Means and Standard Deviation of Operating Conditions Satisfaction

Subscale/statement	N	M	SD	Satisfaction
OPERATING PROCEDURE	206	2.71	1.51	Dissatisfied
Many of our rule and procedures make doing a good job difficult	206	3.40	1.51	Ambivalent
My efforts to do a good job are seldom blocked by red tap	206	3.46	1.29	Ambivalent
I have too much to do at work	206	1.57	.93	Dissatisfied
I have too much paper work	206	2.40	1.27	Dissatisfied

Source: - Own Survey Data, 2017

Scores on the operating procedures subscale could range from 4 – 24. The highest rated item on the operating procedures subscale was “Many of our rule and procedures make doing a good job difficult” to which employees indicated Disagree slightly (M = 3.40 and SD = 1.51). The lowest rated item on the operating procedures subscale was “I have too much to do at work” to which they indicated slightly disagree (M = 1.57 and SD = 0.93). The mean for the subscale was 2.71 and SD = 1.51.

The work environment has important bearing on the efficiency and satisfaction of the employees. A dimly lighted, poorly ventilated and crowded place work hampers efficiency. The workers are

forced to spend more energy to accomplish tasks which they can do with much lesser efforts in otherwise conditions. Poor working condition have been found to cause grater fatigue, negligence, absenteeism, indiscipline and insubordination among the employees. In line with this some procedures of CBE goes in long way to accomplish certain task rather than short way which decrease efficiency of employees and also create boredom (Saiyadain, 2004).

In general, as the result indicates employees of the CBE are not satisfied with their operating procedure of the bank. This is because the lower the mean value shows the dissatisfaction of employees. Employees in this bank have faced high workload and more customers. high workload may contribute to frequent absence, lack of discipline in performance, and boredom in work place (Bader, et al 2013) and also think of other alternative job. They thus may be unwilling to discuss the different services that the bank provides, and disappoint the customers of the banks.

4.4.7. Satisfaction of CBE employee related Co-workers Relationship

Table 4.8 Means and Standard Deviation of Co- Worker Satisfaction

Subscale/statement	N	M	SD	Level of Satisfaction
CO WORKERS	206	4.33	1.41	Satisfied
I like the people I work with	206	4.93	1.27	Satisfied
I find I have to work harder at my job because of the incompetence of people I work with	206	3.02	1.55	Ambivalent
I enjoy my coworkers	206	4.77	1.34	Satisfied
There is too much bickering and fighting at work	206	4.63	1.50	Satisfied

Source: - Own Survey Data, 2017

Scores on the co-worker satisfaction subscale could range from 4 – 24. The highest rated item on the co-worker satisfaction subscale was “I like the people I work with”. To which the CBE employees indicated Moderately Agree (M = 4.93, and SD = 1.27). The lowest rated item on the

co-worker satisfaction subscale was “I find I have to work harder at my job because of the incompetence of people I work with” to which they indicated slightly Disagree (M = 3.02, and SD = 1.55). The mean for the subscale was 4.33 and SD= 1.41.

Positive relationships with co-workers can foster a sense of loyalty, moral support and engagement among staff. These bonds may boost overall results and productivity as employees are more likely to want to avoid disappointing their teammates and to remain a cohesive team, especially when faced with adversity. Creating a more pleasant working environment through relationships with co-workers can increase employee (SHRM) interaction among employees (Padilla-Velez, 1993). Smooth relationship between employee crates happy and interesting work environment. Because workers spend an average of 40 hours a week at the workplace, these long work hours result in the formation of workplace friendship (Saiyadain, 2004).

Based on the above result and literatures most of the respondents are satisfied with the relationship they have with co-workers. The overall result for the sub scale also shows that there is a mean level of 4.33, which is high and shows respondent employees of CBE were satisfied with the relationship they have with co-workers.

4.4.8 Satisfaction of CBE employee related Nature of Work

Table 4.9 Means and Standard Deviation of Nature of Work Satisfaction

Subscale/statement	N	M	SD	Level of Satisfaction
Nature of Work	206	3.23	1.53	Ambivalent
I sometimes feel my job is meaningless.	206	3.78	1.69	Ambivalent
I like doing the things I do at work.	206	3.51	1.43	Ambivalent
i feel a sense of pride in doing my job.	206	3.39	1.44	Ambivalent
My job is enjoyable.	206	2.25	1.57	Dissatisfied

Source: - Own Survey Data, 2017

Scores on the work itself subscale could range from 4 – 24. The highest rated item on the nature

work subscale was “I sometimes feel my job is meaningless” to which the CBE employees indicated Slightly Disagree ($M = 3.78$ and $SD = 1.69$). The lowest rated item on the work itself subscale was “My job is enjoyable”. To which they indicated moderately disagree ($M = 2.25$, and $SD = 1.57$). The mean for the subscale was 3.23 and $SD = 1.53$.

Researchers agreed that there is a significant relationship between nature of work and job satisfaction. Depending on the nature of work, that is, complexity, confidentiality, risk and other considerations may affect the level of employee satisfaction (SHRM) .Robbins et al. (2003) refer to the nature of work as the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results.

In bank, since every transaction dealt by the employee is related to money, there is a risk for loss of money. Hence, every employee has to be careful in discharging his/her duty. Even then there is high risk especially with the cashier, who physically deals with cash. The inherent risk associated with the job makes the employees dissatisfied with the job. Because employees are always fear of their job risk result even though there is some amount of money specified is given for this kind of phenomena means in case of loss occurrence in cash area, but sometimes it's not affordable with the limit which is specified. According to the above result average employees of the bank were not satisfied with their work with mean score of the subscale 3.23 .

4.4.9 Satisfaction of CBE employee related Communication

Table 4.10 Means and Standard Deviation of Communication Satisfaction

Subscale/statement	N	M	SD	Level of Satisfaction
COMMUNICATION	206	4.65	1.41	Satisfied
Communications seem good with in this organization.	206	4.35	1.46	Satisfied
The goals of this organization are not clear to me.	206	5.01	1.24	Satisfied
I often feel that I do not know what is going on with the organization.	206	4.65	1.45	Satisfied
Work assignments are not fully explained.	206	4.62	1.49	Satisfied

Source: - Own Survey Data, 2017

Scores on the communication satisfaction subscale could range from 4 – 24. The highest rated item on the communication satisfaction subscale was “The goals of this organization are not clear to me.” to which respondent employees of CBE indicated moderately Agree (M = 5.01 and SD = 1.24). This result shows that most of the respondents agreed on the clearness of the goals of their organization. The lowest rated item on the communication satisfaction subscale was “Communications seem good with in this organization” to which they indicated Agree slightly (M = 4.35, and SD = 1.45). The mean for the subscale was 4.65 and SD = 1.41.

Some research results show that there are significant and positive relation between communication and job satisfaction. Effective communication is key to organizational accomplishment. Communication promotes sense of participation among employees and helps build moral and motivation. The employees feel that they have an opportunity to share in the goals of the organization by communicating their experiences, fears, suggestions, opinions and criticism etc. ((Saiyadain, 2004).clear line of communication brings more production to the organization. According to SHRM research report Just over one-half (52%) of employees indicated that management’s communication of organization’s goals and strategies was “very important” to their job satisfaction.

The overall result of the subscale reveals that respondent employees of CBE were well satisfied on communications with in their organization with mean value of 4.65. In line with this the highest satisfaction was also seen in communication comparing to other variables. This implies that clear and smooth communication create interesting and easy work environment and also communication plays important role in clear understanding of subordinates and supervisors.

4.4.10 Overall Job Satisfaction of CBE employees

Table 4.11. Overall Score and Satisfaction Level CBE employee.

Sub scale	Summated subscale score	Level of Satisfaction
Pay satisfaction	10.16	Dissatisfied
Promotion satisfaction	12.2	Ambivalence
Supervision	15.36	Ambivalence
Benefits	10.16	Dissatisfied
Contingent Rewards	12.84	Ambivalence
Operating conditions	10.84	Dissatisfied
Co_ workers	17.32	Satisfied
Nature of work	12.92	Ambivalence
Communication	18.60	Satisfied
Overall Job Satisfaction Score	120.40	Ambivalence

Source: - Own Survey Data, 2017

Overall job satisfaction scores are interpreted as follows: 36-107.99 = dissatisfaction; 108-143.99 = ambivalent; 144-216 = satisfied. For the purpose of interpretation of this study, the researcher has operationally defined a score of 108 as ambivalence and a score of 144 as satisfied.

The overall job satisfaction is the criterion variable that was measured against the predictors Oshagbemi (1999) which found that a multiple item measure gives a closer result to the reality in terms of measuring CBE employees' job satisfaction. Accordingly, the summated mean score results of all items were below average with a highest mean of 17.32 (Coworkers) and the lowest

mean score of 10.16 (Pay satisfaction and benefits). The overall job satisfaction mean score is 120.40 indicating “ambivalence”. In which it can be translated that over 50% of responders were not satisfied with their jobs.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter contains the summary of findings, the conclusion and recommendations which is addressed for the management of CBE and for further research based on the collected and analyzed data from the questions of the respondents.

5.1 Summary of the Major Findings

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience but not stating any negative emotional state (Locke, 1976; Armstrong, 1996). Therefore, this research points at studying of CBE employee job satisfaction. Based on the results and findings the researcher concluded the following. This research aims to explore the job satisfaction of CBE employees Hence, this chapter aims to revisit the research objectives and it further aims to summarize and concludes the results and findings chapter that have been discussed in details earlier in previous chapters. In the descriptive part of the analysis, the result indicated that male respondents are 53.4%, and female 46.6% majority of the respondents aged in the range 26- 30 (43.2%), single respondent are more 55.3%, from the respondent 76.2% are degree holders and MA holders are very few in number. In addition, 68.4% of the respondents are in position of customer service officer and 80.01 % Of them have work experiences and duration up to 5 years. As far as the facet of job satisfaction concerned, the result showed that, the most indicators of job satisfactions of CBE employees are the payment issue, followed by Benefit and operating condition. Furthermore, the sample respondents are equivalent felling towards the company promotion, reward, the relationship with their supervisor's and the nature of work, with the similar mean which is ambivalent. However, respondents were satisfied with co-workers relationship and communication in the organization. Totally the sample respondents of the organization have an average satisfaction level towards their job with the average mean of 3.29 that is equivalent with ambivalent.

5.2 Conclusions

The conclusion is drawn from the result analysis and summary of the findings are presented as follows:

- From observation of results the researcher concludes that CBE employees were not satisfied with pay system of the organization. Comparing from all variables the respondent's highest dissatisfaction was seen in pay.
- It was founded that CBE employees are also dissatisfied with benefit and operating procedure. The organization provides services and benefit packages to motivate employees of the organization, but employees are not steel satisfied with the benefit package of the organization. And also in operating procedure its observed that employee have too much work to be done as a result this kind of work environment create boredom and also risk face with the job will increase as a time more job is load.
- CBE employees have average job satisfaction level regarding nature of work, promotion, reward and supervision system of the organization.
- Result shows that CBE employees have satisfied with Communication and coworker's relationship in the organization. It means open and clear communication is adapted in the organization and also coworker's relationship is smooth and friendly.
- There exists significance relationship demographic characteristics (Age, Gender, Marital status, work experience, work place and salary) and job satisfaction. On the other hand, job satisfaction has a positive relation with pay, promotion, benefit, reward, operating condition, condition, nature of work, relation with supervisors, relation with coworkers and communication in the organization.

5.3 Recommendations

Based on the findings and conclusions of the study the researcher forwarded the following recommendations to the management of CBE considered in this study.

- Pay was considered to be one of the most important factors influencing job satisfaction of CBE. However, employees of the organization considered in this study were found dissatisfied. To retain talented, competent and efficient bankers, the management of CBE should design a new compensation system that satisfies employees of the organization in order to make them stay in the organization. Because losing this kind of employees is expensive to the bank since the organization has spent some amount of money in order to make them competent, it may be by giving trainings and other skill improving mechanisms.
- Regarding to the benefit package the bank should adjust benefit allowances like house allowance, verification allowance, loan limit, educational opportunity, since its minimum with respect to other organizations in same industry, therefore, the organization should overlook this points. And also the researcher recommend the organization to add new allowance like family medical coverage allowance since benefit packages encourage employees to work in motive.
- As result shows other dissatisfaction was seen in operating condition. From respondents response it was observed that there is high work load in the organization. In this circumstance the researcher recommend to the management of CBE to facilitate mechanism which decrease customer contact with employees, may be like encouraging customer to use ATM and Mobile Banking services in advertising and other opportunities which decrease work load to employees this also at the same time will be good for customers equally running with the technology. So that employees can be prevented risks raised from workload instead it create stable, interesting and better work place.
- In respect to reward half of the employees were dissatisfied so the management of

CBE should show recognition and appreciation for work well done/achievement and provision of incentives to facilitate job satisfaction announcement at meetings, personal letters.

- The organization has to make effort to strengthen the mechanisms of achieving highest job satisfactions raised in Communication and coworker's relationship in the organization. Because working with synergy with all staff members while problem happen and communicating freely and quickly solving problems in team spirit, this experience is good habit so the researcher also recommend to the organization to support and make it stronger.
- Observing from the result, CBE employees have average job satisfaction level with nature of work, promotion and supervision system of the organization. Which indicate half of the respondents were not satisfied so, the researcher recommend to the management of CBE to improvement this, because satisfied employee can easily satisfy customers and having satisfied customers in return earn for more productivity to the organization.

5.4 Recommendations for Further Researches

This research provides an over view of factors of job satisfaction. The review of literature including over view of the definition and factors of job satisfaction. This study focused on analyzing relationships that occurred between the factors and job satisfactions of CBE employees by utilizing different evaluation methods. One of the suggestions for further study would be analyzed the population by using different test instruments and compare the results with this study. In addition, this research is conducted in five branches of CBE branches which is found in different location. It would be interesting to conduct this study on private banks and to see if similar relationships or trends can be identified.

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**Appendix
Survey Questionnaire**

Questionnaire to be responded by Employees

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MASTER OF BUSINESS ADMINISTRATION PROGRAM

Dear respondents,

The objective of this questionnaire is to gather information or data on the Assessment of Job Satisfaction of Employees in the Case of Commercial Bank of Ethiopia. The study is required for the partial fulfilment of the requirements for the award of degree of Master of Business Administration (MBA) in General Management.

Dear respondents, you are expected to provide genuine and reliable information with respect to job satisfaction of employees in the case of Commercial Bank of Ethiopia. Your genuine information is highly decisive to the success of this study. Therefore, the researcher assures you that the information and the data you provide is very confidential and only serves for academic purpose.

Thank you in advance for your cooperation

Part 1. General Information

Instructions: Please circle on the relevant alternatives of your respective answers.

1. Age:

A. 20-25 B. 26-30 C. 31-35 D. 36-40 E. Above 40

2. Sex:

A. Male B. Female

3. Marital Status:

- A. Single B. Married C. Divorced D. Widowed E. Separated

4. Educational Background:

- A. Certificate B. Diploma C. Bachelor’s Degree D. Master’s Degree E. PhD

5. Work Experience:

- A. 0-5 Years B. 6-10 Years C. 11-15 Years D. above 16 Years

6. Salary

- A. Less than 2934 B. 2935- 4573 C. 4574- 6020 D. More than 6020

7. Job position/title

- A. JCSO B. CSO C. SCSO

Part 2

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
	Pay						
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	Raises are too few and far between.	1	2	3	4	5	6
3	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6

4	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
Promotion							
1	There is really too little chance for promotion on my job.	1	2	3	4	5	6
2	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
3	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
4	I am satisfied with my chances for promotion.	1	2	3	4	5	6
Supervision							
1	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
2	My supervisor is unfair to me.	1	2	3	4	5	6
3	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
4	I like my supervisor.	1	2	3	4	5	6
Benefit							
1	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
2	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
3	The benefit package we have is equitable.	1	2	3	4	5	6
4	There are benefits we do not have which we	1	2	3	4	5	6

	should have.						
Reward							
1	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
2	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
3	There are few rewards for those who work here.	1	2	3	4	5	6
4	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
Operating Procedure							
1	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
2	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
3	I have too much to do at work.	1	2	3	4	5	6
4	I have too much paperwork.	1	2	3	4	5	6
Coworkers							
1	I like the people I work with.	1	2	3	4	5	6
2	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
3	I enjoy my coworkers.	1	2	3	4	5	6
4	There is too much bickering and fighting at work.	1	2	3	4	5	6

	Work itself						
1	I sometimes feel my job is meaningless.	1	2	3	4	5	6
2	I like doing the things I do at work.	1	2	3	4	5	6
3	I feel a sense of pride in doing my job.	1	2	3	4	5	6
4	My job is enjoyable.	1	2	3	4	5	6
	Communication						
1	Communications seem good within this organization.	1	2	3	4	5	6
2	The goals of this organization are not clear to me.	1	2	3	4	5	6
3	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
4	Work assignments are not fully explained.	1	2	3	4	5	6

NB. Adopted from Paul E. Spector 1994.

