



ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

MASTER OF BUSINESS LEADERSHIP (MBL)

**IMPACT OF LEADERS PERSONALITY ON EMPLOYEES JOB SATISFACTION: IN
CASE OF COMMERCIAL BANK OF ETHIOPIA.**

A Thesis Submitted to the School of Graduate Studies, Addis Ababa University, in Partial Fulfillment of the Requirements for the Award of Masters of Arts Degree in Business Leadership (MBL).

By: AMHA MOLLA

Adviser: Teklegiorgis Assefa (PhD)

June, 2022

Declaration

I, the undersigned, declare that this study entitled the “impact of leaders’ personality on employees’ job satisfaction in commercial bank of Ethiopia” is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.
Declared by:

Name: Amha Molla Melesse

Signature _____

Date _____

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**

This is to certify that this study, the “impacts of leaders’ personality on employees’ job satisfaction in commercial bank of Ethiopia”, undertaken by Amha Molla Melesse in partial fulfillment of requirements for the Degree of Master of Arts in Business Leadership (MBL) is my original work which complies with the regulations of the university.

Approved by Board of Examiners:

Advisor

Signature

Date

Internal Examiner

Signature

Date

External Examiner

Signature

Date

Abstract

The main objective of this study was to examine the effect of leaders' personality on employees' job satisfaction in commercial Bank of Ethiopia. The study employed descriptive research design, quantitative methods, and used primary source of data. This study depends on data gathered from professional employees of commercial bank of Ethiopia in two branches and head office. Multifactor leadership questionnaire and job satisfaction were used. 300 questionnaires were distributed and out of which 237 were obtained and used for further analysis. And all gathered data were processed via SPSS version 20 and analyzed through descriptive statistics, (mean, standard deviation), correlation, and regression analysis using SPSS version 20. The finding of this study indicated that there was no significant relationship between the personality of the leader and job satisfaction, and the highest mean score showed that employees favored agreeableness and consciousness personality. Also, the regression analysis showed that only neuroticism personality of leaders' correlates with job satisfaction. The other independent variables were found to have no effect on job satisfaction. The researcher recommended the bank, to use four of the leader personality simultaneously to better satisfy employees' working under their control. Leaders of the bank should work on creating a platform for employees to use their skills and abilities creatively to encourage innovation, develop a robust employee training and development program to help employees to improve their performance. Finally the researcher recommends the bank to work hard in conducting a continuous assessment of job satisfaction surveys and takes corrective action to improve and bring the success of their employees in their expertise.

Keywords: job satisfaction, agreeableness, consciousness, extraversion, openness and neuroticism

Table of contents

LIST OF TABLES	- 1 -
LIST OF FIGURES	- 2 -
CHAPTER ONE.....	- 3 -
INTRODUCTION	- 3 -
1.1 Background of the study	- 3 -
1.2 Background of the organization.....	- 4 -
1.3 Statement of the problem	- 6 -
1.4 Research Questions.....	- 7 -
1.5 Objective of the Study.....	- 7 -
1.6 Significance of the Study	- 8 -
1.7 Scope of the study.....	- 8 -
1.8 Limitation of the study	- 9 -
1.9 Organization of the Study.....	- 9 -
CHAPTER TWO.....	- 10 -
LITERATURE REVIEW	- 10 -
2.1 Theoretical literature.....	- 10 -
2.1.1 Hierarchy of Needs	- 10 -
2.1.2 Process Theory.....	- 11 -
2.1.3 Discrepancy Theory	- 12 -
2.1.4 Dispositional Approach	- 13 -
2.2 Empirical literature	- 15 -
2.3 The Concept of Leadership	- 22 -

2.4 Relationships of the Big Five traits with job satisfaction	23 -
2.4 Conceptual Framework	26 -
CHAPTER THREE	28 -
METHODOLOGY	28 -
3.1 Research Design	28 -
3.2 Research Approach	29 -
3.3 Population of the Study	29 -
3.4 Sampling method	29 -
3.5 Data collection method	30 -
3.7 Validity and Reliability	30 -
3.8 Ethical Consideration	31 -
CHAPTER FOUR	32 -
RESULT AND DISCUSSION	32 -
4.1 Introduction on Data Analysis and Results Discussions	32 -
4.2 Response Rate.....	32 -
4.3 Normality and missing test.....	33 -
4.5 Demographic Characteristics of Respondents.....	35 -
4.6 Descriptive Statistics of dependent and independent variables.....	36 -
4.7 Correlation Analysis.....	38 -
4. 8 Regression Analysis	40 -
CHAPTER FIVE.....	44 -
SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS -	

5.1 Summary of Major Findings and Conclusion	- 44 -
5.1.1 Major Finding on personality of leaders	- 44 -
5.1.2 Major Findings Concerning Employee job satisfaction	- 45 -
5.1.3 Major Findings Regarding the impacts of Leaders' personality on Employees' job satisfaction	- 45 -
5.2. Conclusions	- 46 -
5.3 Recommendations.....	- 47 -
Reference	- 49 -
Appendix	- 52 -

LIST OF TABLES

Table 4.1: Skewness and kurtosis result Statistics.....	26
Table 4.2: Descriptive Statistics of dependent and independent variable	28
Table 4.3: Correlation Analysis	31
Table 4.4: ANOVA table.....	32
Table 4.5: Model Summary	33
Table 4.6: Coefficients of dependent and independent variables	33

LIST OF FIGURES

Figure 2.1 conceptual frame work.....	19
Figure 4.1: Histogram for normality test.....	27
Figure 4.2: General Job satisfaction patterns at CBE.	29

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organization across the world faces many challenges from the contexts within which they have to regulate and provide services during change. Usually, leaders are considered as key causal agent of performance with in any organizations. Leaders are also involved in manner of acting that contributes to the accomplishment of goals within organizations. The leadership behavior can help increase employee job satisfaction, which in turn makes employees to be more motivated and productive. This indicates that effective leadership is needed to coordinate the efforts of many and different organizational units during periods of rapid change and development (Zerihun Duressa, 2014).

Organizations' effectiveness and efficiency mainly depends on human resources. Of all the factors required for organizational functioning, human capital is considered as the most valuable one. Thus, it is important for organizations to give due attention to human resources if they want to utilize it effectively. However, because of factors such as globalization, increasing importance of information, the changing organizational structure, and others, managing human resources is not a simple task. Moreover, managing employees become challenging because of different cultures and backgrounds. Effective management of employees depends, among others, on the behaviors of leaders (Metwally,2014).

Like the behavior of the leader, job satisfaction has also paramount importance to an organization. One importance of job satisfaction is that it brings motivation among employees. A Job satisfaction lead to high morale and goal achievement and it also leads to high quality in organizations (Rajasekar, 2014). Job satisfaction is defined as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Bushra Fatima, 2011). Numerous studies indicate that satisfied employees are highly motivated, have good moral at work, and work more effectively and efficiently. Satisfied employees become also more committed for uninterrupted improvement and to delivering quality service. Therefore, employee satisfaction directly influences process quality, which in turn determines quality cost and customer satisfaction (Belias, 2014; Marn, 2012).

Leadership is considered as one of the most important determinants of employee job satisfaction. It extensively influences employees' motivation and dedication. The relationship between leader personality and job satisfaction has been studied in a wide variety of fields and in an equally wide variety of settings. For example, Darwish A. Yousef (2000), Studies on the relationships of leadership behavior with job satisfaction found that leadership behavior was positively related to job satisfaction and therefore managers need to adopt appropriate leadership behavior in order to improve employees' job satisfaction. In general, regarding to the relationship between leaders' personality and job satisfaction, various studies were conducted in different parts of the world, in different kinds of organizations. Most of the studies indicated that there was positive relationship between the two variables (Ali A. and Dahie A., 2015; Belias, 2014; Al-Ababneh, 2013; Nebiat, 2013; Fikadu, 2010; Hamidifar, 2009).

1.2 Background of the organization

Banking is one of the oldest professions in human history, it also flourished with civilizations. Since humans started using money bank services were in use throughout history. Modern banking as we know it today was established in Italy and Greece in the 15th century. Today, banks are one of the most important institutions for a modern economy to work in any country (Gedey, 1990).

In the context of Ethiopia there is limited number of bank branches to meet the demand of financial services to all its corners, especially in remote rural areas. Financial services are largely concentrated in urban areas. The country's economic growth requires a huge amount of investment and high saving that has been given high attention to encourage and develop domestic saving mobilization culture (Giragn 2015).

The history of the Commercial Bank of Ethiopia dates back to the establishment of the State Bank of Ethiopia in 1942. Commercial Bank of Ethiopia was legally established as a share company in 1963 to take over the commercial bank activities of the State Bank of Ethiopia, which was founded in 1942 with twin objective of performing the duties of both commercial bank and central banking. During the 1974 revolution Commercial Bank of Ethiopia got its strength by merging with the owned Addis Ababa Bank. Since then, it has been playing a significant role in the development endeavors of the country (Shemsu, 2015).

The bank has been playing a pivotal role in advancing economic development of the country for more than 75 years and is the pioneer to introduce modern banking to the country. This role can be maintained only when it is able to keep-up its good image by providing service that are most demanded by customers in the way they like it. The Commercial Bank Ethiopia still dominates the market in terms of asset, deposit, capital, and customer base and branch network. Despite the growing competition from private banks, Commercial Bank Ethiopia become powerful in all rounded banking business especially on deposit mobilization strategy. This makes it one of the most reliable and strong commercial banks in country (CBE, Annual Report, 2019/20).

Its strong capital base , for the last seven decades of rich experience in the market and wide branch network throughout the country have enabled the bank to accommodate the large demand for its service and increase its overall revenue on sustainable basis. The bank with its employee and management has aspiration to promote sound liquidity management framework which enables the bank bring itself to standard of modern international business practice and be competent enough in the national and international market. Today, more than ever before, Commercial Bank Ethiopia aggressively expanded its presence in all directions of the country. Despite the flourishing of private commercial banks in the country, Commercial Bank Ethiopia has remained potent and is in the lead in terms of assets, deposits, capital, and customer base (CBE, Annual Report, 2019/20).

The Commercial Bank of Ethiopia, which is striving to become a world class bank, is rendering state of art and reliable service to its millions of customers both at home and abroad. It has a strong correspondent relationship with more than 50 renowned foreign banks (like Commerz Bank A.G., Royal Bank of Canada, City Bank, HSBC Bank) and has a SWIFT bilateral arrangement with more than 700 others banks across the world (CBE, Annual Report, 2019/20).

The business strategy of the bank focus on the interest of the public it serves. Accordingly, Commercial Bank of Ethiopia envisions „becoming world class commercial bank by the year 2025. In its strategic document too, it is clearly stated that the bank values both its customers and employees as not only important but also essential actors in all its endeavors of fulfilling public expectations (CBE, Annual Report, 2019/20).

1.3 Statement of the problem

People are one of the important assets of any organization and since every bank's goal is to be competent and making higher profit having satisfied employees plays a greater role to accomplish and bring the expected result.

The effect of leadership style has an important factor that may affect employees' job satisfaction, which is determined by bringing performance, motivation, productivity, and low turnover in the bank. And leadership style cultivated itself as a significant determinant of workers' job satisfaction together with normal skills familiar by supervisors at various levels of the progressive system (Wexley & Yukl, 1984).

The main sources of company's achievement is leadership and employee job satisfaction (Kennerly, 1989). When leaders are in lack of satisfying their employees from work overload, losing opportunities to use their skills and abilities, lose confidence and participation in decision making, delaying employee promotion leads the organization to high turnover, high absenteeism, poor performance, de motivation, which could cause serious problems on the business, hurts productivity, and costs money.

In this regard the commercial bank of Ethiopia have encountered repeated leaders fluctuation and reshuffling in the previous three four yours having different personality which directly affects the job satisfaction of the employees. The bank's annual report reveals that the performance of the employee and the bank as a whole fluctuates which have been tested in this study using the independent variable leaders' personality and the dependent variables employees' job satisfaction (CBE, Annual Report, 2020/21).

To the best of my knowledge, no research emphasized this relationship in the case of commercial Bank of Ethiopia. Therefore, this research undertakes to bridge the knowledge gap created regarding the effect of leaders (extraversion, consciousness, openness, agreeableness, Neuroticism) on employees' job satisfaction in the case of commercial bank of Ethiopia.

1.4 Research Questions

Major question:

What is the impact of leader's personality on employees' Job Satisfaction in Commercial bank of Ethiopia?

Sub questions:

- What is the impact of agreeableness leaders' personality on employees job Satisfaction in commercial bank of Ethiopia?
- What is the impact of extraversion leader's personality on employees job Satisfaction in Commercial bank of Ethiopia?
- What is the impact of openness leader's personality on employees job Satisfaction in Commercial bank of Ethiopia?
- What is the impact of consciousness leader's personality on employees job Satisfaction in Commercial bank of Ethiopia?
- To determine the impact of neuroticism leaders personality on employees' Job Satisfaction in commercial bank of Ethiopia.

1.5 Objective of the Study

1.5.1 General Objective

The general objective was to determine the impacts of leaders' personality on employees' job satisfaction in commercial bank of Ethiopia.

1.5.2 Specific Objectives

The specific objectives of the study were:

- To determine the impact of agreeableness leaders' personality employees' Job Satisfaction in commercial bank of Ethiopia.
- To determine the impact of extraversion leader's personality employees' Job Satisfaction in commercial bank of Ethiopia.
- To determine the impact of openness leaders personality employees' Job Satisfaction in commercial bank of Ethiopia.

- To determine the impact of conscientiousness leaders personality on employees' Job Satisfaction in commercial bank of Ethiopia.
- To determine the impact of neuroticism leaders personality on employees' Job Satisfaction in commercial bank of Ethiopia.

1.6 Significance of the Study

If organizations had an insight into the leaders' personality/behavior that results in the highest levels of employee satisfaction, and the most common behavior followed at a specific location as a result of the influence of national culture, they could take the necessary actions in order to promote the desired personality for its leaders and keep their employees satisfied. This study will benefit the commercial bank of Ethiopia with this insight of identifying and developing better personality of leaders that maximizes employees' job satisfaction in addition to adding a body of knowledge for further research. Further, the organization will be benefited from this research outcome in planning future management development scheme and assuring the satisfaction of its employees by promoting the best leaders' with favorable behavior.

1.7 Scope of the study

The purpose of the study is to evaluate the effect of leaders' personality on employees' job satisfaction. It focuses on employees of commercial bank of Ethiopia working in branches located in Addis Ababa city and the duration was two month's long. This study has examined dimensions of conscientiousness, openness, agreeableness and extroversion leaders' personality as independent variables to measure their effect on dependent variables which are dimensions of job satisfaction. The study has tried to explain the relationship between the two variables based on the statistical data gathered using questionnaire and the theoretical and empirical literatures.

1.8 Limitation of the study

This study, like other studies has some limitations. The study used questionnaire as the main quantitative data-gathering tool, which is subject to biasness in responses due to differences in educational background and variations in individual behaviors that influence responses. This implies that cautions need to be taken in drawing conclusions over the results of this study. To minimize the effects of these limitations, great effort has been done to properly edit the questionnaire, present results, and interpret accordingly. Due to time and budget deficiency the questioner has only been gathered from branches in Addis Ababa. However, as a researcher I have put his great effort to minimize influences of those limitations on the finding of the research.

1.9 Organization of the Study

The study is organized into five chapters. Following the first and introductory chapter, Chapter two include a review of theoretical and empirical literature concerning leaders' personality and job satisfaction. In chapter three research design and methodologies used have been discussed. Model estimation and interpretation of the results discussed in chapter four. Finally, in Chapter five major findings, conclusions and recommendations concerning the given research topics are presented. The last part of the paper, the appendix consist different list of references used, questionnaires, different tables figures used during analysis and interpretation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical literature

Job satisfaction theories help to identify what factors are influencing job satisfactions and what can be done to get higher employee job satisfaction. Job satisfaction theories have a strong overlap with theories explaining human motivation.

2.1.1 Hierarchy of Needs

Although commonly known in human motivation literature, Maslow's needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy consisting of physiological needs, safety, and belongingness/love, esteem, and self-actualization. Maslow's needs hierarchy was developed to explain human motivation in general. However, its main tenants apply to the work setting and have been used to explain job satisfaction. Within an organization, financial compensation and healthcare are some of the benefits which help an employee meet their basic physiological needs. Safety needs can manifest itself through employees feeling physically safe in their work environment, as well as job security. When this is satisfied, the employees can focus on feeling as though they belong to the workplace. This can come in the form of positive relationships with colleagues and supervisors in the workplace. Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organization. The final step is where the employee seeks to self-actualize; where they need to grow and develop to become everything they are capable of becoming.

2.1.2 Process Theory

Process theory describes the process of how behavior is energized, directed, sustained, and stopped. Process theory sees job satisfaction as being determined not only by the nature of the job and its context within the organization but also by the needs, values, and expectations that the individuals have about their job. There are three sub-theories of process theory that have been developed. These are the theory based on the discrepancy between what the job offers and what is expected, theory based on what an individual needs, and theory based on what the individual values.

Process theories focus primarily on the cognitive process that determines the level of job satisfaction of an employee. These theories argue that job satisfaction can be explained through examination of variables, such as value, goal, attribution, and behavior (Hoy & Miskel, 1982). In fact, the expectancy theory (Vroom, 1982), the goal theory (Locke, 1969), the attribution theory, the behavior theory, and the equity theory (Adams, 1963) are the classical examples of process theories.

Expectancy Theory

The expectancy theory also called valence-instrumentality-expectancy (VIE) and value theory is based on the assumptions that individual decision-making processes in organizations are inspired by one's ability to think, reason, and anticipate future events. Individual behavior is influenced by the interactions between an employee's values and attitudes with the organizational climate (Vroom, 1964). The expectancy theory argues that such interaction occurs around the notions of valence, instrumentality, and expectancy. Valence refers to the perceived value that a person places on expected rewards. Instrumentality is the relationship between individual performance and the expected rewards. Expectancy implies the individual's belief that a task will be performed at a specific level of success. In short, expectancy theory argues that employee compensation is proportional to their level of performance, and therefore is a source of job satisfaction. A discrepancy will lead to dissatisfaction. Vroom (1982) suggests that an employee may decide to complete a task based on the perceived fairness of the compensation, whether such compensation is monetary or nonmonetary.

Goal Theory

Goal theory explains job satisfaction by the awareness of employees that the task being completed will help achieve a goal (Locke, 1969). The assumptions of the goal theory are that specific goals are superior to general goals, and difficult goals lead to greater performance. Locke (1970) argues that goal setting leads to job satisfaction through a series of processes that involve:

- Existents (incentives, objects, actions, outcomes)
- Evaluation (cognition, values)
- Emotions and desires

Anticipated existents (incentives, objects, actions, outcomes)

- Judged instrumentality of anticipated action and anticipated effect
- Goal setting
- Action

2.1.3 Discrepancy Theory

Another name of Discrepancy Theory is “Affect Theory” which is developed by Edwin A. Locke in 1976 and is considered the most famous job satisfaction model. Many theorists have tried to come up with an explanation for why people feel the way they do in regards to their job. Locke developed the idea known as discrepancy theory. This theory suggests that a person’s job satisfaction comes from what they feel is important rather than the fulfillment or unfulfillment of their needs. A person’s importance rating of a variable is referred to as “how much” of something is wanted. Discrepancy theory suggests that dissatisfaction will occur when a person receives less than what they want.

The magnitude and direction of the discrepancy assist in determining the outcome. The further we are from meeting our publication goals as research faculty, the more we question the wisdom of our career choice, the more we question the standards set by our dean, the more we dedicate each week to getting that next paper out, or one of many other reactions. However, if we exceed our publishing goals, we relax, take a longer vacation, push for more raise money to be allocated based on research instead of teaching, or a subset of many possible reactions or actions. Personal satisfaction with our publication performance might vary from extremely dissatisfied at high magnitudes of failing to meet an established publication anchor to extremely satisfied at high magnitudes of exceeding the anchor. It may sound as if discrepancy theory can explain just about anything. But it has strong restrictions and analytical hurdles that must be overcome. Anchors that have universal meaning must be selected or even forced on the subjects in a study. Both ends of the comparison, the anchor and perceived or actual value, must be identically measureable. Anchors adjust over time, as experiences accumulate personal anchors change through internal adjustment and forced anchor changes by external processes. Reactions are numerous, so only those that can be well explained by the comparative process can be selected. The representation of discrepancy is problematic for modeling as the shapes of outcome attitudes, emotions or actions vary from the linear and may even have discontinuities (Edwards and Cooper 1990). Measuring the magnitude of the discrepancy and modeling the relationship between the discrepancy and any consequent variable must be done with a great deal of care (Klein et al. 2009). Perhaps for these reasons, discrepancy models have seen minimal use in the information systems field, and limited use in related management disciplines.

2.1.4 Dispositional Approach

Dispositional Theory is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This dispositional approach suggests that job satisfaction is closely related to personality. The evidence for this approach can be divided into indirect studies and direct studies. Judge and colleagues have reviewed these areas in greater detail. The indirect evidence comes from studies that do not explicitly measure personality. This even includes significant employment changes, such as changes in employer or occupation. The indirect studies, however, are vulnerable to several important criticisms, namely that other unaccounted factors might be contributing to job satisfaction

levels. Most prominently, there is research evidence that self-esteem, self-efficacy, emotional stability and locus of control comprise a broad personality construct, which contributes to how an individual sees. A review of 169 correlations between each of four affective constructs (i.e., self-esteem, self-efficacy, emotional stability and locus of control) and job satisfaction, found that as self-reported levels of self-esteem, self-efficacy, emotion stability and locus of control increased so did job satisfaction. Similarly, investigations into the link between the five-factor model of personality and job satisfaction revealed neuroticism, conscientiousness, and extraversion to have moderate relationships with job satisfaction. People tend to evaluate their work experiences in terms of liking or disliking their jobs and develop feelings of satisfaction or dissatisfaction regarding their job, as well as the organization in which they work. Many probable influences affect how favorably an individual appraises his or her job. This is also important for the organization to retain valued employees. For this reason, through years of extensive research, Psychologists have identified the theories that help to measure the level of job satisfaction of the employees.

Although there is a strong debate between situational and dispositional approaches to job satisfaction in the literature (Staw and Cohen-Charach, 2005), both approaches can be relevant in examining job satisfaction. In addition, because the situational approach to job satisfaction has flourished (Staw and Cohen-Charach, 2005), more research should be focused on the dispositional approach to understand more about the other perspectives of job satisfaction. Many organizational psychologists state that dispositions can be a vital determinant of people's job attitudes (Judge and Locke, 1993; Watson and Slack, 1993). The dispositional approach 'involves the measurement of personal characteristics and the assumption that such measures can aid in explaining individual attitudes and behavior' (Staw and Ross, 1985: 470). This approach shows a strong link to job attitudes, including job satisfaction (Staw and Cohen-Charach, 2005; Staw et al., 1986). In other words, job satisfaction is, in part, dispositional based (Judge and Larsen, 2001). There tend to be three popular personality taxonomies used in the dispositional approach to job satisfaction: positive affectivity, negative affectivity and the Big Five traits (Judge et al., 2008; Judge and Larsen, 2001). In their study, Judge and Larsen (2001) concluded that two traits (neuroticism and extraversion) and two dimensions of affect (positive affectivity and negative affectivity) appear to be best suited to predicting job satisfaction. In another study, Judge et al (2002: 536) stated that 'the five-factor model is a fruitful basis to examine the dispositional source of job satisfaction'. There seems to be

no contradiction between these statements, because emotions (positive affectivity and negative affectivity) partly reflect personality traits (Izard et al., 1993). As a consequence, the next section reviews the dispositional relationships of the Big Five traits with job satisfaction.

2.2 Empirical literature

Many researchers have put their effort in the job satisfaction in different time and area. As showed by Somvir (2012), researchers are focusing on job satisfaction since it is associated with execution and responsibility. Ghazzawi (2008) discovered more than 12000 studies focuses on job satisfaction. As demonstrated by Brief (1998), in 1976, there were more than 3,300 investigation articles and works appropriated on job satisfaction. Brief incorporated that by 1994, more than 12,400 investigation articles and postulations had been dispersed on job satisfaction.

The term job satisfaction was conveyed to reputation by who looked into 32 studies on job satisfaction led before 1933 and watched that job satisfaction is a mix of mental, physiological and ecological circumstances that bring about a man to say, "I am satisfied by my job"(Suresh,2001). Job satisfaction is a subjective term, characterized in different ways, in any case it was for the most part concurred that job satisfaction is viewed as a worldwide feeling about the employment.

Components lead to employment fulfillment or disappointment (Malik, Nawab, Naeem, and Danish, 2010). The term job satisfaction has a tone of heterogeneity in its conceptualization, for example, Ravari (2012) reported six distinctive methodologies with respect to the comprehension of job satisfaction among scientists. As indicated by Lawler (1973 referred to in Castillo and Cano, 2004), job satisfaction is one-dimensional term, suggests that representative is either fulfilled or unsatisfied. In any case, Smith, Kendall and Hulin (1969, referred to in Saba, 2011) expressed that job satisfaction is multi-faceted variable, suggests employees' fulfillment is connected with various features of work. Operationally characterizing work satisfaction as a multifaceted term, research writing reported the prevailing features of job satisfaction as advancement, supervision, workplace and compensations (Ivancevich and Matteson, 1980; Block and Kelly, 2001; Testa, 2001). Further, Luthans (1998) categorized these facets as; *intrinsic* job satisfaction - related with the type of work that make the job, for example skills, etc.; *extrinsic* job satisfaction - associated with work term and conditions, for example, salary.

Job satisfaction can be characterized as satisfaction of one's desire. It contrasts from individual to individual and association to association even in connection of male and female. So job satisfaction is such wonder which originates from the employment, as well as from one's close to home, social authoritative, managerial and practical condition. As indicated by Cranny, Smith and Stone (1992) job satisfaction is a blend of subjective and full of feeling responses to the differential view of what an employee needs to get contrasted with what he or she really gets. Job satisfaction is a component that would actuate the worker to work in the long term position.

As indicated by Rossiter (2009), job satisfaction directs a decision for a particular occupation. In view of Maslow's (1970) hierarchy of needs, Rossiter contended that once employees meet the essential survival needs, fascinating and testing work and individual satisfaction gets to be imperative. On the other hand, an absence of acknowledgment and employer stability adds to the sentiments of dissatisfaction and contrarily impacts inspiration. Doorman, Lawler and Hackman (1975) characterize job satisfaction as an inclination around a job that is controlled by the distinction between each one of those things a man feels he ought to get from his occupation and every one of those things he really does have.

As indicated by Kreitner (2002) job satisfaction is a full of feeling and enthusiastic reaction to different aspects of one's employment. Job satisfaction is a full of feeling response to an individual's work circumstance. It can be characterized as a general feeling about one's employment or profession or as far as particular aspects of the occupation or vocation (e.g., remuneration, self-sufficiency, associates) and it can be identified with particular results, for example, profitability (Rice, Gentile and McFarlin, 1991). As indicated by Cranny, Smith and Stone (1992) job satisfaction is a blend of intellectual and full of feeling responses to the differential view of what a representative needs to get contrasted with what he or she really gets.

Job satisfaction portrays the emotions, states of mind or inclinations of people with respect to work (Chen, 2008). Besides, it is the extent to which employees make the most of their occupations (McCloskey and McCain, 1987). Greenberg and Baron (1997) characterize job satisfaction as an individual's subjective, full of feeling, and evaluative responses towards appointed occupation. Locke (1976) gives more particular definition on job satisfaction as the state where one's needs and one's results coordinate well. McNamara (1999) characterizes job satisfaction as one's sentiments or perspective with respect to the way of their work. Work fulfillment is a mentality of representatives

towards the occupation (Aydogdu and Asikgil, 2011). It demonstrates knowledge of possibilities (Mitchel and Larson, 1987), enthusiastic and mental reactions towards the occupation (Hart, 2010). Job satisfaction is for the most part viewed as a critical element for hierarchical achievement. As indicated by Galup, Klein, and Jiang (2008), fruitful organizations regularly have fulfilled employees while poor employment fulfillment can handicap an organization. Job satisfaction comprises of by and large or general satisfaction, and an assortment of satisfaction aspects (Cranny et al., 1992; Friday and Friday, 2003). Kalleberg (1977) recommended that job satisfaction comprises of two parts. These are intrinsic (alluding to the work itself) and extrinsic (speaking to aspects of the occupation outer to the errand itself) job satisfaction. Hirschfield (2000) expressed that intrinsic job satisfaction alludes how individuals feel about the way of the employment assignments themselves while external job satisfaction alludes how individuals feel about parts of the work circumstance that are outside to the occupation undertakings or work itself (Shim, Lusch, and O'Brien, 2002).

Job satisfaction is a disposition of employees towards their employment (Aydogdu and Asikgil, 2011). It implies abilities, conclusion, aptitudes (Hart, 2010) and specialists' answer towards their occupation (Hoffmann, 1999). Job satisfaction is a key component of general satisfaction which gives representatives vitality to perform and proceed with his employment enough. Job satisfaction controls the true serenity, foster unwinding that prompts more energy and more creative work (Maher, 2004). It gives the reasonable picture of culmination and achievement discharging from his work, an inclination which has nothing to do with cash yet a sentiment alleviation that the worker escapes the work itself (Odwan, 1999). Subsequently, satisfaction can be delegated a man's sentiments of joy or disillusionment coming about because of contrasting an item's apparent execution (or result) in connection to his or her desires (Kotler, 2003).

Job satisfaction can be formally characterized as the degree to which people feel decidedly and/or adversely about their employments (Steyn&Van Wyk1999). Workers encounter a sentiment achievement if their fancied desires are met, that will at last decide the level of fulfillment. At the end of the day, job satisfaction occurs for when a job meets the, qualities, desires and gauges of a person also, will empower their dedication and execution (Gordon 1999). As per McShane and Von Glinow (2005), job satisfaction is a multi-faceted idea, which is a mix of over a wide span of time satisfying emotions those outcomes when one assesses his or her work part. Nobleman and Greenberg (2003) attest that job satisfaction is a state of mind towards ones' occupation and it is

essentially the emotional, intellectual and evaluative responses towards their employment. McNamara (1999) characterizes job satisfaction as one's sentiments on the other hand perspective with respect to the way of their work.

The five factors identified by Herzberg, as determinants of job dissatisfaction, were policy and administration, supervision, salary, interpersonal relations, and working conditions. Following is a description of the motivator-hygiene factors according to Padilla-Velez (1993) and Bowen (1980) as cited by Castillo and Cano.

- i. Recognition - Acts of notice, praise, or blame supplied by one or more superior, peer, colleague, management person, client, and/or the general public.
- ii. Achievement - Accomplishment of endeavors including instances wherein failures were incurred. Similarly, instances were included wherein neither success nor failures were incurred.
- iii. Possibility of Growth - Whether a change in status was possible, irrespective of the fact that the change could be upward or downward in status.
- iv. Advancement - Designated an actual change in job status.
- v. Salary - All sequences of events in which compensation plays a major role.
- vi. Interpersonal Relations - Relationships involving superiors, subordinates, and peers.
- vii. Supervision - The supervisor's willingness or unwillingness to delegate responsibility and/or willingness to teach subordinates.
- viii. Responsibility - Satisfaction derived from being given control of personal work or the work of others and/or new job responsibilities.
- ix. Policy and Administration – Events in which some or all aspects of the organization were related to job satisfaction.
- x. Working Condition – Physical working conditions, facilities, and quality of work as related to job satisfaction.
- xi. Work Itself - The actual job performance related to job satisfaction.

Herzberg, Mausner, and Snyderman (1959) named the determinants of satisfaction “motivators” (achievement, recognition, work itself, responsibility, and advancement) and the determinants of dissatisfaction “hygienes” (policy and administration, supervision, salary, interpersonal relations, working conditions).

Job satisfaction is considered as the most familiar work attitude indicator and a reliable feature to assess an individual’s judgment regarding her/his job experience in an organization (Dessler, 2004). It can positively impact commitment and performance of the employees and decreases their turnover and absenteeism (Schroder, 2008; Lambert & Paoline, 2008; Okpara et al., 2005). Many researches attempted to identify and measure the impact of different factors on job satisfaction. For example, ethics (Ulrich, O’Donnell, Taylor, Farrar, Danis, and Grady, 2007; Schwepker, 2001), cultural values (Lund, 2003; Kirkman and Shapiro, 2001), as well as HRM practices (Manafi, Gheshmi, and Hojabri, 2011) are the important factors that can impact job satisfaction. However, in order to focus on workforce in lower organizational levels, the role of leadership style is remarkably important (Clark and Hartline, 2009). The job satisfaction of employee and leadership style are the main elements that impact the organization effectiveness (Kennerly 1989). Leadership is known as one of the important aspects of job satisfaction from employees. It can fully impact the dedication and motivation of employees.

Job satisfaction is a combination of physiological and psychological factors that make an employee feel satisfied in his/her job. In reality, job satisfaction is identifying the effective directions of individuals about their role in the organization. Job satisfaction also refers to a set of positive and negative feelings, attitudes and beliefs that employees have about their job. Additionally, it is an inner feeling linked with internal and external motivations (Chukwura, 2017). This internal feeling is considered an underlying principle in human resources and has various roles within an organization. Other studies defined job satisfaction as the feeling of enjoyment originating from performing a job and the motivations related to an organization (CUBAY, 2020). In other words, job satisfaction is the main internal feeling created by numerous factors found in the workplace. This basic human need is identified as an individual's feeling about his/her work and the related environment (David & Afnan, 2017). Job satisfaction is a kind of organizational behavior illustrating various reactions toward a particular job. It obtains positive and negative energies existing in personal and social life, because both depend on the amount of satisfaction a person has (Fayzhall, 2020). (Gina & Henry, 2018) reported that work organizations should become a great

social system that provides support to human resources, because these resources have a noticeable role in achieving an organization's goals. Furthermore, considerable attention should be given to employee satisfaction, because this basic human need is a key variable that can affect organizational performance. In addition, Mansoor, (2019) concluded that job satisfaction is a known factor in the emergence of behavioral organization and demonstrates employees' inner feelings toward their work. Thus, increasing or decreasing this fundamental need has a direct effect on organizational outcome. Many factors can affect job satisfaction, and recognizing such factors can help improve job satisfaction. These factors are divided into two main groups in Maslow's hierarchy and Herzberg theory: internal and external motivations (Masa'deh, 2016). Motivations may have negative effects on job satisfaction, leading to some abnormal reactions among employees within an organization (Hutagalung et al., 2020). Moreover, identifying the internal and external factors can help managers control and limit the negative effects of motivations that transform satisfaction to dissatisfaction. These motivations can also affect employee performance (Jabbar, 2018). Based on previous studies, internal and external factors have vital roles in ensuring job satisfaction (Jabbar, 2019). These factors have several sources. On the one hand, internal factors refer to individual and psychological values. On the other hand, external factors derive from environmental factors outside of an individual. External factors originate from the environment and may depend on certain situations (Kalsoom & Zubair, 2018). One of the major external factors that should be considered and supported by Public Universities is leadership style (Kheir-Faddul, , & Dănăiață, 2019). The lack of attention given to different kinds of leadership style may lead to widespread problems that take a long time to resolve. If implemented incorrectly, this is one of the main problems that can lead to employee dissatisfaction (Kafui, 2017).

Job satisfaction, on the one hand, has attracted a great deal of attention from both human resource practitioners and scholars (Coyne et al., 2016; Holland et al., 2011; Mihajlovic et al., 2008; Rad and De Moraes, 2009; Riza et al., 2016; Rogelberg et al., 2010). The dispositional approach to job satisfaction has been the focus of major research effort (House et al., 1996; Judge et al., 2008; Li et al. 2010). Judge and Hulin (1993) and Judge and Locke (1993) found that affective disposition, measured as a response to a series of neutral objects common to everyday life, is related to job satisfaction. On the other hand, personality is under-researched in general management (e.g. Higgs and Lichtenstein, 2010, is one of very few). Higgs and Lichtenstein's (2010) study investigated the relationship between personality and values that play an important role in

underpinning sustained organizational performance and growth. It shows that the relationship is much more complex and interactive than has been previously suggested. It seems to be true for most of the studies conducted relating to personality. This is why it is important for the general management audience to better understand the impacts of personality on organizations as people are the most valuable asset to an organization. Thousands of traits have been proposed in the history of personality research, and scores of traits have been studied in relation to job satisfaction (Judge et al., 2002). When scholars have investigated the relationship between personality and job satisfaction, the findings have been interpreted in a variety of ways. For example, Furnham and Zacherl (1986) examined the relationship between the dimensions of extraversion, neuroticism and psychoticism, and job satisfaction. They found that only extraversion significantly correlates with job satisfaction. Judge et al. (2000) investigated the relationship between core self-evaluation with dimensions of self-esteem, generalized self-efficacy, locus of control and neuroticism, and job satisfaction. In one case study, they found core self-evaluation is positively associated with job satisfaction, while in another study, it is not. In each of their two studies, neuroticism is negatively associated with core self-evaluation, while self-esteem, self-efficacy and locus of control are often positively linked with core self-evaluation. Ilies et al. (2009) studied the mediating role of job satisfaction on the relationship of personality and citizenship behavior in a meta-analysis. These reviewed studies have covered one or more aspects of the Big Five personality traits, the most recognized way of interpreting personality in psychology, comprising extroversion, neuroticism, agreeableness, openness to experience and conscientiousness (Goldberg, 1992). The Big Five structure does not imply that personality differences can be reduced to only five traits, but these five traits represent personality at the broadest level of abstraction, and each dimension summarizes a large number of distinct, more specific personality characteristics (John and Srivastava, 1999). Judge et al. (2002) and Saari and Judge (2004) recommended that future research should focus on a greater understanding of the relationship between the Big Five traits and job satisfaction. In fact, there are hardly any cross-sectional or longitudinal studies that have examined the relationship between all Big Five traits and job satisfaction simultaneously, except some meta-analysis studies that identify separate factors used in various studies (Ilies and Judge, 2003; Judge et al., 2002). However, these studies do not distinguish their impact on job satisfaction according to gender or different age groups. In addition, Donnellan and Lucas (2008) pointed out a consistent relationship between age trends and the Big Five Inventory (BFI) in two large data sets from Britain and

Germany. They found that extraversion and openness were negatively associated with age, whereas agreeableness was positively associated with age; average levels of conscientiousness were highest for participants in middle age. Thus, the purpose of this study is to investigate the relationship between the five-factor model of personality and job satisfaction with nationwide data from the British Household Panel Survey (BHPS). It examines to what extent the Big Five traits impact on job satisfaction among men and women and also among different age groups. This is very important for two key reasons. First, in terms of psychology, males and females are different due to their traditional prescribed masculine and feminine roles (Deaux, 1976, 1977). Furnham (2005) found evidence of the impacts of Big Five personality trait differences between men and women, while Mason (1997) showed gender differences in job satisfaction, but neither considered all these factors together. Second, psychosocial aging refers to systematic changes in personality, needs, expectations and behavior as well as performance in a sequence of socially prescribed roles and accumulation of experiences (Rhodes, 1983). These psychological aspects have been becoming more and more important for practitioners and managers when soft skills and emotional intelligence have exceeded the importance of intellectual intelligence. Therefore, the main contribution of this study is to provide a different understanding of the dispositional approach to job satisfaction in the context of gender and age using a nationwide sample, rather than making generalized statements based on small samples or meta-analyses of small sample studies (Judge et al., 2002). Importantly, findings in this study challenge the results of previous studies by showing that extraversion has no significant impact on job satisfaction in any group of employees, while up to four other traits significantly predict job satisfaction for some subgroups; the younger the employees are, the more traits they have that significantly impact (both positively and negatively) on their job satisfaction.

2.3 The Concept of Leadership

It has been the focus area for many researchers in history and many researchers give different definition about it. Giving one particular meaning of authority is a consequently extremely complex assignment (Bass 1985). Extensively, initiative is an impact relationship among leaders and supporters to perform in such an approach to achieve a characterized objective on the other hand objectives (Bennis and Nanus 1985; Burns 1978). What is implied by impact is that the relationship among individuals is not uninvolved but rather multidirectional rather; leader's impact subordinates and subordinates impact leaders.

Bass (1990) characterized leadership as a procedure of connection among people and gatherings that incorporates an organized or rebuilt circumstance, individuals' desires and recognitions. Leadership can be clarified as the capacity of a person to have power that spotlights on the best way to set up bearings by adjusting strengths (Go et al., 1996). As indicated by Northouse (2010) and Yukl (2005) leadership characterized as a procedure where leaders impact their employees to accomplish organizational targets. Different leaders' personality traits have been distinguished by Chen and Chen (2008) that organizations adjust. Having a particular leaders' personality can't lead to an effective worker's job satisfaction which prompts hierarchical achievement.

2.4 Relationships of the Big Five traits with job satisfaction

Neuroticism

Neuroticism generally refers to a lack of positive psychological adjustment and emotional stability (Judge et al., 1999). Neurotic individuals might experience Journal of General Management 42(3) too much or too little external stimulation (Gardner and Cummings, 1988). People with a high level of neuroticism are likely to experience negative emotions, including anxiety, depression, hostility and vulnerability (Costa and McCrea, 1992) because they tend to put themselves into situations that foster negative impact (Emmons et al., 1985). Noticeably, implicit self-concept of neuroticism tends to have a stronger association in women than in men (Donges et al., 2015). In relation to job satisfaction, neuroticism is found to be negatively associated with job satisfaction (Furnham and Zacherl, 1986; Ilies and Judge, 2003; Judge et al., 2002). In Judge et al.'s (2002) meta-analysis, neuroticism is most strongly correlated with job satisfaction, but in a negative manner. Ilies and Judge (2003) in another meta-analysis found that emotional stability – the reverse of neuroticism – is also strongly associated with job satisfaction. In contrast, Furnham et al. (2009), in a study of 202 full-time workers in the United Kingdom, found that the relationship between neuroticism and job satisfaction is positive but insignificant. Thus the results of an examination of the impact of neuroticism on job satisfaction are controversial and further investigation into this relationship is necessary.

Extraversion

Extraversion describes the extent to which individuals are assertive, active, enthusiastic, energetic and dominant (Costa and McCrea, 1992). Judge et al. (1999) pointed out that extraverts tend to be socially oriented (outgoing and gregarious), but also are 'surgent' (dominant and ambitious) and active (adventurous and assertive). On the one hand, social orientation can be viewed as an advantage of employees in most job environments. On the other, dominance and ambition can be seen as ambiguous. In relation to job satisfaction, there appears to be a very strong correlation between extraversion and job satisfaction. For example, in a study of farmers by Brayfield and Marsh (1957) and a small but diverse sample study by Furnham and Zacherl (1986), extraversion is found to be strongly correlated with job satisfaction. In the metaanalysis of 163 independent samples and 334 correlations by Judge et al. (2002), there is a strong connection between extraversion and job satisfaction. In another meta-analysis, Ilies and Judge (2003) also found significant association between extraversion and job satisfaction. However, in a recent study of 202 full-time employees, Furnham et al. (2009) found that extraversion does not strongly correlate or provide evidence of an association with job satisfaction. It can be seen that although the relationship between extraversion and job satisfaction is inconsistent, the coefficient values tend to be significant.

Openness to experience

Openness to experience is characterized by 'intellectance' (philosophical and intellectual) and unconventionality (imaginative, autonomous and non-conforming) (Judge et al., 1999). In many contexts, openness to experience can be seen as a positive quality of an employee (Desimoni and Leone, 2014); openness to experience is also seen as an important factor for active older adults' life satisfaction (Gregory et al., 2010). However, openness to experience sometimes can be seen as a 'double-edged sword' in careers for those who have a high level of openness, as open people tend to be prone to job switching or unhappy in conventional occupations (Judge et al., 2002). Both meta-analysis and primary analysis show that openness to experience has no significant impact on job satisfaction (Furnham et al., 2009; Ilies and Judge, 2003; Judge et al., 2002).

Agreeableness

Agreeableness indicates cooperation (trusting of others and caring) and likeableness (good-natured, cheerful and gentle) (Judge et al., 1999). Agreeableness involves pleasant and satisfying relationships with others (Organ and Lingl, 1995). Furnham and Cheng (2015) have recently identified early indicators of the adult trait of agreeableness; these include parental social status, childhood intelligence, education, occupation and gender. Particularly, females appear to score higher in the trait of agreeableness than males do. The current literature shows an unclear relationship between agreeableness and job satisfaction. For example, agreeableness is found to be positively and significantly associated with job satisfaction in a meta-analytic path analysis (Ilies et al., 2009), in a tight and collective Asian society (Templer, 2012) and in the public sector (Cooper et al., 2014). At the same time, it is insignificant in other studies (Furnham et al., 2009; Ilies and Judge, 2003; Judge et al., 2002). Thus the results are not consistent, which invites further investigation with large-scale studies.

Conscientiousness

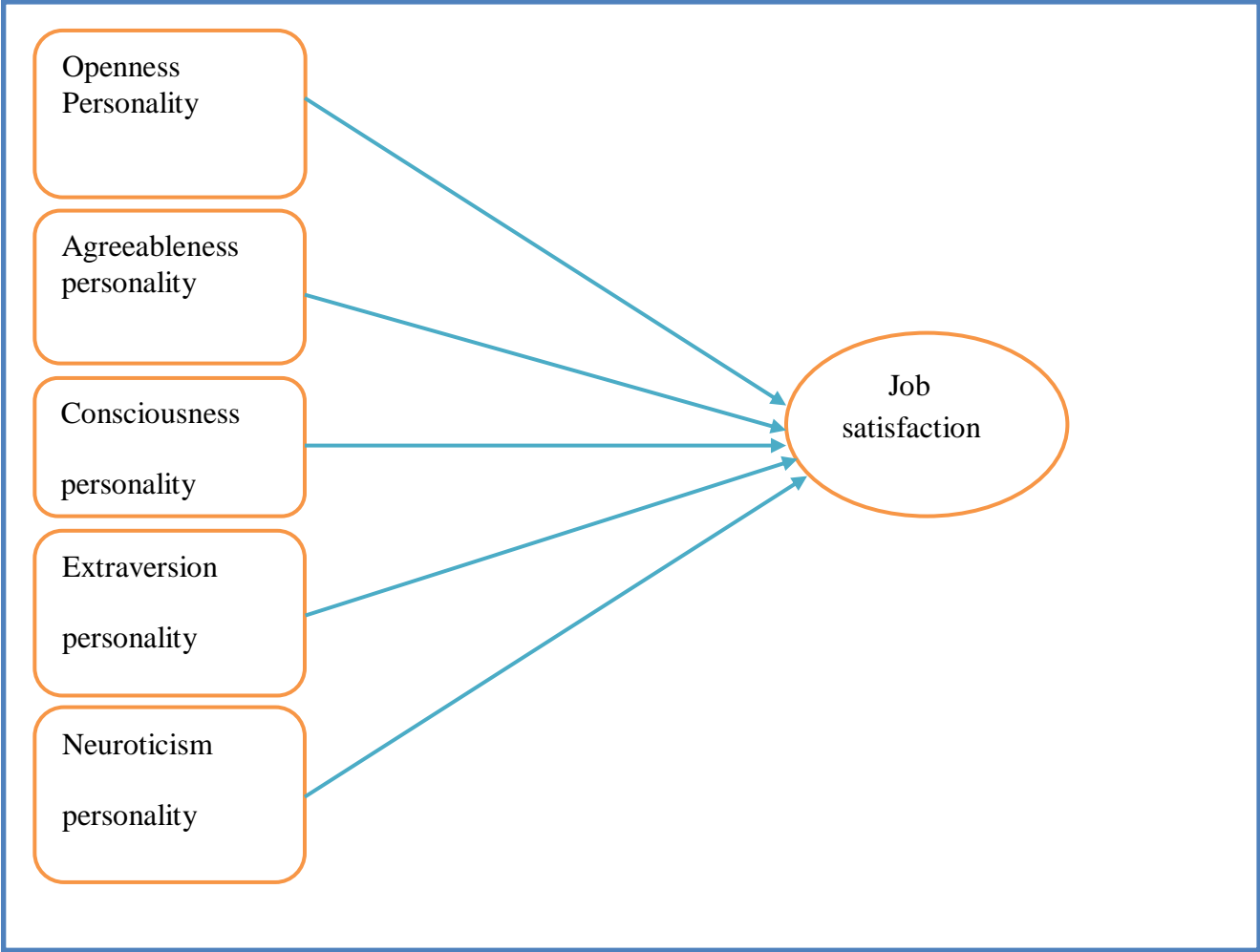
Conscientiousness refers to people's level of organization, hard work and motivation in the pursuit of established goals (Zhao and Seibert, 2006). Furnham and Cheng (2015) showed that parental social status, childhood intelligence, education and occupation are all modestly but significantly associated with conscientiousness. Particularly, they also indicated that females tend to score higher in conscientiousness than males do. Conscientiousness is the most consistent personality predictor of success at work across all types of employment and occupations (Barrick et al., 2001; Judge et al., 1999). This may well explain why conscientiousness is positively related to job satisfaction (see more in Furnham et al., 2009; Ilies and Judge, 2003; Ilies et al., 2009; Judge et al., 2002). In summary, the literature shows conscientiousness to have a consistently significant impact on job satisfaction, while openness to experience has a consistently insignificant impact. Three out of the Big Five traits – neuroticism, extraversion and agreeableness – have been indicated to have inconsistent relationships with job satisfaction. In addition, none of the studies have investigated the relationship in a more disaggregate context, such as differences by gender or age, despite the evidence in the psychology literature that shows major divisions between the behaviour of men and women and young and old. For example, women score higher than men in conscientiousness and neuroticism (Costa et al., 2001). Therefore, this study seeks to understand the relationship between

the Big Five traits with job satisfaction further in various subgroups of age Bui 23 and gender in a cross-sectional research in the United Kingdom.

2.4 Conceptual Framework

This section describes the conceptual framework that guides the research paper clarifies relevant concepts after examining extensive literatures in leaders personality and job satisfaction. Through this we developed a conceptual model that guides the researcher in designing data collection instruments, data analysis and interpretation. It is presented in order to understand the whole process in a concisely. Accordingly, the conceptual model has been depicted in Figure 2.1. More specifically, this framework indicates dependent and independent variables, leaders' personality that have impacts on the outcome variable namely job satisfaction.

Figure 2.1 conceptual frame works



CHAPTER THREE

METHODOLOGY

3.1 Research Design

Research design stands for advance planning of the methods to be adopted for collecting relevant data and the techniques to be used in the analysis. Different research designs can be conveniently described if we categorize them as: (1) research design in case of exploratory research studies; (2) research design in case of descriptive and diagnostic research studies, and (3) research design in case of hypothesis-testing research studies (Kothari, 2004).

This study conducted through descriptive research design. Descriptive research design gave information about selected leader's personality and its impact on job satisfaction. Because, descriptive research indicated that those studies which are concerned with describing the characteristics of a particular individual. In descriptive studies, the researcher must be able to define clearly, what he wants to measure and must find adequate methods for measuring it along with a clear cut definition of 'population' he/she wants to study (Kothari, 2004).

The design also included regression analysis to discover causal effect relationship among variables with simple regression method. This design also provided information the relative contribution of each independent variable /leaders personality on dependent variables /job satisfaction/. The rationale behind the selection of those research design /mean, standard deviation, percentage, Pearson correlation and simple regression will help the researcher to explore the existing status of leaders personality and its impact on job satisfaction in the study area.

3.2 Research Approach

The study focused to evaluate the status of leaders' and its impact on employees' job satisfaction of commercial bank of Ethiopia. In order to achieve this objective, the researcher used a quantitative descriptive type of research. As defined by John W. Creswell (2003), quantitative approach is one in which the investigatory primarily uses postpositive claims for developing knowledge employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistics data. Quantitative research is a research strategy that emphasizes quantification in the collection and analysis of data (Kim, 2011). It also entails a deductive approach to the relationship between theory and research, in which the accent is placed on the testing of theories; has incorporated the practices and norms of the natural scientific model and positivism in particular; and embodies a view of social reality as an external, objective reality.

3.3 Population of the Study

A population is the aggregate of all elements that share some common set of characteristics and that comprise the universe for the purpose of the research problem. Population of this study is employees of commercial bank of Ethiopia currently working in the bank. There are more one thousand and seven hundred branches across with totally more than forty thousand employees in different educational status.

3.4 Sampling method

Cluster sampling and purposive sampling will be used to select samples from the population of the study. The sample will consist of managers and their subordinates from diverse hierarchical levels, top managers and employees without leading positions. After these sample data's are collected using questioner data collection method, it will be analyzed by SPSS tool.

$$n = \frac{z^2 * N * \sigma^2}{(N-1) * e^2 + z^2 * \sigma^2}$$

For 95% confidence $z=1.96$, the population of the study here is 40000 and we took the standard deviation $\sigma=.5$ $e=0.07$

Using the above values the sample size would become 2907. However due to time and budget deficiency the sample size have been minimized to 300 among these samples 50 of which were employee with leading position, 50 women and the rest 200 were normal employee. Branches of the bank and head office departments have been taken as the cluster for the study. Among these clusters employees of the two branches and employees of the two head office departments have been taken for the study in their representativeness of their employee number and diversity.

3.5 Data collection method

Primary data have been collected through Questionnaire to obtain data pertaining to the model constructs. Secondary data have also been taken from previous studies and reviews of published articles through literature synthesis and analysis.

3.7 Validity and Reliability

Validity and reliability are qualities that are essential to the dependable results of any data. Validity refers the researcher's conclusion is true or correct with corresponds to the actual state of the world. It's the extent to which the instrument measures what it appears to measure assessment questionnaires. It is important to know whether the questionnaires were properly constructed with logical sequence of questions to ensure logical flow of information to be understood by respondents. To ensure validity, Job Satisfaction Survey (JSS) developed by (Spector, 2004), were employed that were used by other researchers to measure employee Job Satisfaction and repeatedly edited questionnaires to test leaders personality traits. Clear orientation was given for those who were selected participants based on the information, that could collect questionnaires' from respondents, and proper detection was performed based on the comment of participants before the final questionnaire were distributed.

Reliability indicates the accuracy or precision of the measuring instrument (Ghose, 2014). Cronbach's alpha measures the consistency of the participants' response to all the items in a questionnaire indicating the degree to which items that are independent measures of the same concept are correlated with each other (Ali, 2013). The reliability of JSS was mentioned by Spector

cited in (Hamidifar, 2009) to be a Cronbach alpha ranging from 0.60 to 0.82 for all the nine subscales of job satisfaction. scale have been measured using Cronbach's alpha and the best value set has 0.7 (Ali, 2013). The reliability using Cronbach's alpha implies that the internal consistency of the participants' response to all the items in the questionnaire indicating the degree to which items that are independent measures of the same concept are correlated with each other. The validity and reliability of leader personality questionnaire and job satisfaction items will be tested several times by many countries (Bass & Avolio, 1995).

3.8 Ethical Consideration

Measures have been taken to ensure the respect, dignity and freedom of each participant of the study. Complete confidentiality of the study subjects has also been emphasized. Names of respondents has not been recorded anywhere on the final report. The researcher has first informed participants the purpose of the study and requests their consent to take part in the research. According to Creswell (2009), the common practice is to present a written informed consent for describing the nature of the research project and the purpose of ones' involvement. Their participation will be purely voluntary and they have been guaranteed confidentiality and anonymity during data handling. Further, participants have been told that they have the right to withdraw from the study at any time if they feel uncomfortable with their participation. Only those individuals who were voluntary were approached for the purpose of data collection.

The researcher is committed to report the research findings in a complete and honest fashion, without misleading others about the nature of the findings. Giving appropriate credit to the use of other persons' ideas is mandatory (Creswell, 2009). In this regard, all materials belonging to another person or organization would be properly acknowledged. Finally, researcher has taken appropriate measures to ensure the research would cause no physical or psychological harm to research participants and will give a copy of the final report to the respective department at CBE.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1 Introduction on Data Analysis and Results Discussions

In this chapter analysis of the data, interpretations and discussions of results will be covered. To determine the impacts of leaders' personality on employees' job satisfaction in commercial bank of Ethiopia and its relation with employee's job satisfaction being the primary objective of this research, the researcher collected data from 300 employees of CBE. After collection of the quantitative data, Data entry and cleaning done in SPSS Version 20.0, resulting quality data with 0 missing value was detected in the process of univariate analysis. Finally, descriptive and regression analysis was conducted.

4.2 Response Rate

The response rate is the extent to which the final set of data includes sample members and is calculated from the number of people with whom filled and returned the questionnaires divided by the total number of people in the entire Sample, including those who refused to participate and those who were unavailable (Koltler, 1997).

The study targeted a sample size was 300 participants. 237 participants correctly filled and returned the questionnaires. The response rate is almost equals to 75%. According to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent, this response was considered excellent for analysis and reporting.

4.3 Normality and missing test

Normality test was carried out by using Skewness and Kurtosis of the data sets relative to normal distribution. Skewness is a measure of the asymmetry of the probability distribution of a random variable about its mean (James. Dean Brown, 1997). Positive skewness indicates a distribution with an asymmetric tail extending towards more positive values and negative skewness indicates a distribution with an asymmetric tail extending towards more negative values" (Microsoft, 1996). Kurtosis is a measure of peakedness or the height and sharpness of the central peak, relative to that of a standard bell curve (Microsoft, 1996). For medium-sized samples ($50 < n < 300$) with 95% confidence interval of population, skewness and kurtosis, data distribution within the range of $[-2, 2]$ for skewness score and $[-3, 3]$ for Kurtosis score approximately considered as normal distributed (George and Mallery, 2010).

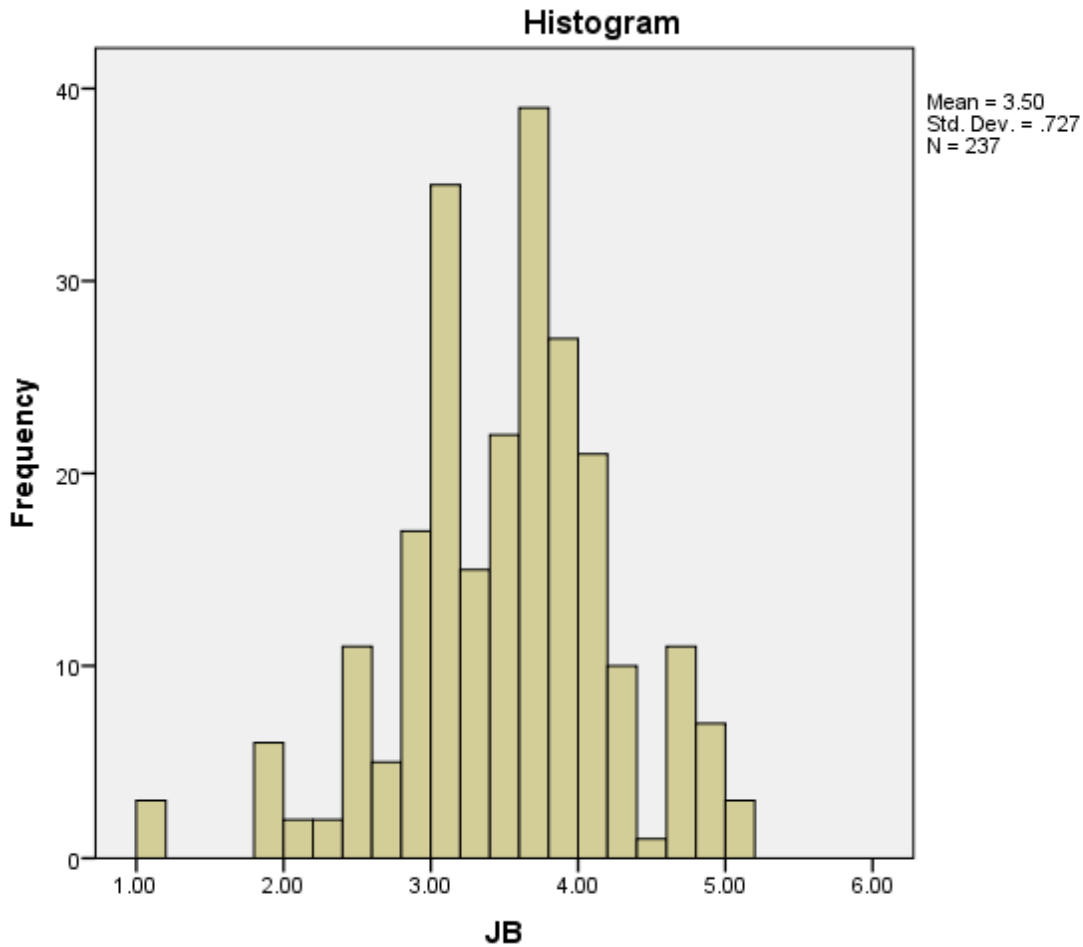
Table 4.1: Skewness and kurtosis result Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Agreeableness	237	1.40	5.00	4.0608	.04629	.71261	-.832	.158	1.103	.315
extraversion	237	1.83	5.00	3.5380	.04288	.66007	.059	.158	-.129	.315
conscientiousness	237	2.75	5.00	4.0759	.03692	.56844	-.093	.158	-.695	.315
Openness	237	1.50	5.00	3.8734	.04710	.72509	-.815	.158	.952	.315
neuroticism	237	1.00	5.00	2.7232	.05901	.90852	-.140	.158	-.584	.315
Job satisfaction	237	1.00	5.00	3.4024	.05231	.80534	-.648	.158	.727	.315
Valid N (list wise)	237									

Table source; 2022 data Own compilation

The most effective graphical technique to show skewness and kurtosis is histogram. By Visual analysis of the graph (fig 4.1) the distribution of the research data is normally distributed.

Figure 4.1: Histogram for normality test



4.5 Demographic Characteristics of Respondents

The demographic characteristics of the respondents (i.e. gender, marital status, age group, educational qualification and Total years of experience) were discussed in the following sections.

The gender distributions of sample respondents, from the total of 237 samples, the majority of respondents were males. It is to mean that 176 (64%) of total respondents and 96 (36%) were female respondents and 3 respondents have not filled their gender status. Among the respondents aged 20-25 (20.5%). 33.7 % of the respondents found in age group 31-40 and 41-50 age groups. The rest 12 % are above 50 years. Moreover, regarding marital status, from the total sample respondents 177(66.3 %) were single, 84 (3.5%) was married and 3 (0.7) of which are widowed.

4.6 Descriptive Statistics of dependent and independent variables

The following tables show the minimum, maximum mean and standard deviations of the dependent and independent variables.

Table 4.2: Summary -Descriptive Statistics of dependent and independent variable

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
JB	267	1.00	5.00	3.5213	.04103	.67046
Agreeableness	267	2.20	5.00	4.0727	.03981	.65048
Extraversion	267	1.83	5.00	3.5206	.03875	.63316
conscientiousness	267	2.75	5.00	4.0730	.03410	.55717
Openness	267	1.50	5.00	3.8343	.04390	.71728
Neuroticism	267	1.00	4.83	2.8427	.05245	.85707
Valid N (listwise)	267					

Table source; 2022 data Own compilation,

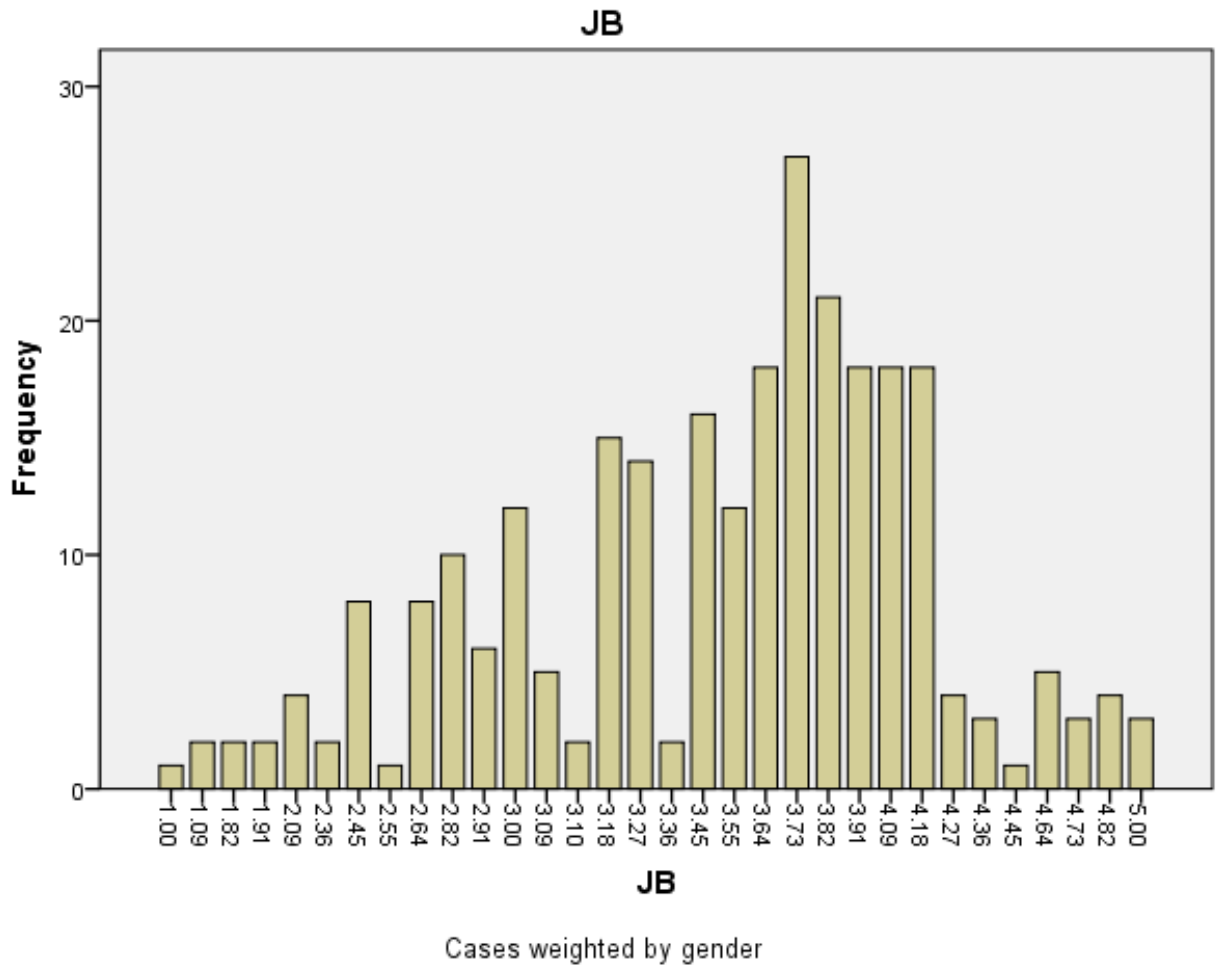
The above table shows descriptive statistics summary results. The mean values and the standard deviations of respondents' perception regarding employee's job satisfaction and leader personality traits were calculated. The mean and standard deviation for the agreeable leaders personality is 4.07 and .65, for extraversion 3.5 and .63, for conscience 4.07 and .5, openness 3.8 and 0.72, neuroticism 2.8 and 0.86 respectively. Highest standard deviation value indicated a wide spread of responses. A response for a leader with agreeable personality has a mean of 4.07 and a standard deviation of 0.65, a leader with extraversion personality has a mean of 3.5 and standard deviation of 0.63, a conscience leader has a mean of 4.07 and a standard deviation of 0.5, a leader with open

to experience personality has a mean of 3.8 and a standard deviation of 0.72 neuroticism has a mean of 2.8 and standard deviation of 0.86.

Although the result shows that a leader with agreeable personality and conscience personality have highest mean the neuroticism personality is most exercised personality in the Commercial bank of Ethiopia.

The job satisfaction variable mean =3.5 with minimum 1 (strongly disagree) and maximum 5(Strongly agree) showed average and below the satisfaction pattern. The standard deviation of 0.67 implies lesser variability on the answers of the items.

Figure 4.2: General Job satisfaction patterns at CBE



4.7 Correlation Analysis

Correlation (r) is a measure, of association between two variables. According to Kothari (2004), positive values of r indicate positive correlation between the two variables (i.e., changes in both variables take place in the same direction), whereas negative values of “ r ” indicate negative correlation i.e., changes in the two variables taking place in the opposite directions. A zero value of “ r ” indicates that there is no association between the two variables. When $r = (+) 1$, it indicates perfect positive correlation and when it is $(-) 1$, it indicates perfect negative correlation. In the same way, Cohen (1998) cited by Warokka et al. (2012), also interpreted the coefficient of correlation between 0 and 1 as in the following manner. The correlation coefficient (r) ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r ranging from 0.30 to 0.49 may be considered as a moderate degree of correlation, and r ranging from 0.50 to 1.00 may be regarded as a high degree of correlation.

Table 4.3: Correlation Analysis

		Correlations					
		Agreeableness	Extraversion	conscientiousness	openness	JB	Neuroticism
Agreeableness	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	267					
extraversion	Pearson Correlation	.532**	1				
	Sig. (2-tailed)						
	N						
conscientiousness	Pearson Correlation	.583**	.466**	1			
	Sig. (2-tailed)						
	N						
openness	Pearson Correlation	.681**	.439**	.582**	1		
	Sig. (2-tailed)						
	N						
JB	Pearson Correlation	.240**	.281**	.213**	.399**	1	
	Sig. (2-tailed)						
	N						
neuroticism	Pearson Correlation	-.134*	-.103	-.045	-.102	.119	1
	Sig. (2-tailed)	.029	.094	.460	.097	.052	
	N						

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table source; 2022 data Own compilation,

The above table illustrates the correlation between dependent variable, job satisfaction and independent (agreeable personality, openness to experience, extraversion, conscientiousness personality and neuroticism personality) variable. As it was tested in a two tailed Pearson’s correlation analysis, the association of each dependent and independent variable is described below.

As the result show us openness to experience has the highest r value, ($r = 0.399^{**} > 0.29$) shows that there was a high degree of correlation with employee job satisfaction than that of the independent variable. There was statistically insignificant (0.00 confidence levels) relationship between openness leader personality and employee’s job satisfaction. Pearson correlation coefficient (r) for neuroticism was 0.11 and 0.052 confidence interval. This signifies there is a high moderate degree of correlation between neuroticism leader personality and related employees’ job satisfaction in the work places of CBE. The other independent variable shows that there was a low degree of correlation with employee job satisfaction which is statistically insignificant (0.00 confidence levels).

4. 8 Regression Analysis

The study employed linear regression models. ANOVA results show that level of significance is below 0.01. This indicating the model is reliable and best fitted at all conventional levels of significance.

Table 4.4: ANOVA table

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.109	5	5.022	13.875	.000 ^b
Residual	94.463	261	.362		
Total	119.572	266			

a. Dependent Variable: JB

b. Predictors: (Constant), neuroticism, conscientiousness, extraversion, openness Agreeableness

Table source; 2022 data own compilation

In order to empirically test the formulated research question, we deploy analysis of variance (ANOVA) with R square value of 0.21. This implies that only 21% of variation in employee job satisfaction is explained by the stated independent variables.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.458 ^a	.210	.195	.60160

a. Predictors: (Constant), neuroticism, conscientiousness, extraversion, openness, Agreeableness

b. Dependent Variable: JB

Table source; 2022 data Own compilation,

The p-value indicates the statistical significance of the relationship between the dependent and independent variables. The model adequacy and fitness were checked before running the regression analysis based on the statistical requirements.

Table 4.6: Coefficients of dependent and independent variables

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.611	.330		4.882	.000	.961	2.261
Agreeableness	-.102	.086	-.099	-1.196	.233	-.271	.066
extraversion	.200	.071	.189	2.818	.005	.060	.339
conscientiousness	-.078	.088	-.065	-.891	.374	-.251	.095
openness	.410	.074	.438	5.529	.000	.264	.556
neuroticism	.131	.044	.167	2.999	.003	.045	.216

a. Dependent Variable: JB

Table source; 2022 data Own compilation

The study shows that openness to experience has more effect on employee job satisfaction. The standardized coefficient (Beta= 0.438) implies that neuroticism contribute more to employee's job satisfaction next to openness to experience positively. In other words, 43.8% of change on employee's job satisfaction is explained by the variation in the openness personality of leaders and 16.8% by the variation in the openness personality of leaders. The rest of the independent variables found statistically insignificant.

In regression analysis, this study investigated the relationship between employee's job satisfaction and leaders' personality. To this end, the effects of each leader personality (agreeableness, extraversion, consciousness, openness and neuroticism) on each dimensions of Retention have been regressed using linear regression model. Then, the effects of leader personality (independent variables) have been regressed by using the weighted values of aggregate level of employees' job satisfaction as dependent variable. This provided regression coefficient (beta value) which indicated the effects, direction and degree of contribution made by each independent variable to the dependent variable. R- square (coefficient of determination tells that how much variation is taking place in the dependent variable (job satisfaction) due to the variation in the independent variable (leader personality). The p-value indicates the statistical significance of the relationship between the dependent and independent variables. The model adequacy and fitness were checked before running the regression analysis.

$$Y = b_0 + b_1X'_1 + b_2X'_2 + b_3X'_3 + b_4X'_4 + u_i$$

Where, Y is the dependent variable employee retention/ER/, b_0 , b_1 , b_2 , b_3 and b_4 are parameters to be estimated or regression line coefficients or slopes; X'_1 , X'_2 , X'_3 and X'_4 are independent variables and e is the error term and u_i is unobservable heterogeneity.

The adjusted R square describes that the goodness-of-fit or the amount of variance explained by a given set of predictors. Hence, the result of the regression analysis based on agreeable, extraversion, conscious, open to experience and neuroticism leaders' personality and employee job

satisfaction, 19.5% of the variance in the employee job satisfaction was explained by the five leader personalities. The remaining 80.5% was due to unexplained variability. The adjusted R squared value for combination of the five personalities was found to be 0.195. Therefore, the five personalities were not important factors to improve and develop employee job satisfaction when it was implicated collectively within CBE work place.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings and Conclusion

The main purpose of this study was to reveal the effects of leaders' personality on employees' job satisfaction in the work place of CBE. The participants of this study were 300 employees of CBE. In order to collect quantitative data, the researcher employed cluster and purposive sampling techniques to select participants of the study.

Moreover, the researcher applied Bass & Avolios' (1995) for multifactor leadership questionnaires. The validity and reliability of MLQ and job satisfaction items had been tested several times using Cronbach alpha reliability scale. Thus, the reliability test value using cronbach's alpha coefficient for five personalities of leaders equals 0.38 for agreeable personality, 0.34 for conscious personality, and 0.43 for extraversion personality, 0.2 for neuroticism personality and 0.57 for openness personality which are not in acceptable range. And also, regarding job satisfaction Cronbach's alpha coefficient was ranging from 0.65.

The study used statistical software for executing descriptive statistics, inferential statistics, and two tailed Pearson correlation and regression analysis. After quantitative data analysis was conducted, the following summaries of major findings were presented. The results are presented inconsistent with research objectives, research questions.

5.1.1 Major Finding on personality of leaders

The study showed that agreeableness and consciousness personality of leader were relatively the most frequently manifested personality in the bank. Neuroticism personality was the least

exercised personality of leaders at CBE. The results of findings show that the mean score of the five leadership styles (agreeable, consciousness, openness, extraversion and neuroticism leader personality) were 4.07 and 4.07, 3.8, 3.5, 2.8 respectively. Bass and Avolio (1997) suggested for the most effective leadership, mean scores should be greater or equal to 3.0 for all leaders' personality. Therefore, the result indicates that the "ideal" suggested levels of agreeable and conscious personality such as sense of empathy; taking care and ethical considerations of employees and well preparedness were exhibited in the work place of CBE.

This result further displayed that third and fourth most prominent type of leader personality practiced in CBE is openness and extraversion leaders' personality which consists of creativity, trying new thing and sociability.

5.1.2 Major Findings Concerning Employee job satisfaction

The result shows that the mean score of employee job satisfaction is 3.5. Using Kendall's coefficient of concordance W test of mean ranks we can generalize the job satisfaction of employees at CBE is in agreement with parameter W value of 0.246 and chi square of 183.7. The level of job satisfaction is ranked based on non-parametric test with related samples. From that we can conclude workers at CBE are satisfied resulted from empathy, considering, planned and also a support from near supervisors and leaders.

5.1.3 Major Findings Regarding the impacts of Leaders' personality on Employees' job satisfaction

To show the effects of leaders' personality on employees' job satisfaction, the study conducted correlation and regression analysis. Regarding correlation analysis, the findings show neuroticism leader personality has positive, high-moderate and statically significant relation with employee job

satisfaction with 0.01 confidence level. The other independent variable has confidence level of 0.00 which indicates in this research there is no correlation with the dependent variable job satisfaction.

Regarding regression analysis, the standardized coefficient (Beta= 0.438) shows that openness personality leader contribute more to the model or affecting employee's job satisfaction positively. In other words, 43.8% of change on employee's job satisfaction is explained by the variation in the openness leaders' personality. Next to openness personality, neuroticism affects employee job satisfaction positively indicated by the standardized coefficient (Beta= 0.168). In other words, 16.8 % of change on employee's job satisfaction is explained by the variation in the neuroticism. Finally, conscious, extraversion, agreeable leader personality have 0.065, 0.0189, 0.099 respectively.

5.2. Conclusions

The purpose of the study was to measure the impact of leaders' personality which is consciousness, agreeableness, and openness to experience, extraversion and neuroticism on employee job satisfaction in the commercial bank of Ethiopia. Though many senior staffs and managers refuse to fill the questionnaire due to work over load many of the employees have filled the questionnaire that could be analyzed and reported.

Depending on the statistical value of the variables the following conclusions have been drawn. The mean score of the five personalities of leaders' showed us which are agreeableness 4.07, consciousness 4.07, openness 3.8, extraversion 3.5 and neuroticism 2.8 the mostly manifested personalities are agreeableness and consciousness. However, the correlation with the dependent variable employee job satisfaction is which told us as there is no relationship between the two variables.

Therefore, the research question that requests if leaders personality traits would have an impact on the job satisfaction of employees, according to the analysis the four personality traits which are conscientiousness, agreeableness, openness and extraversion personality traits have no correlation with employee job satisfaction. The only leader personality which has correlation with employee job satisfaction is neuroticism. Neuroticism is not exercised in the bank as the mean of the variable showed us.

5.3 Recommendations

In order to sustain higher performances and sustained profit in an organization the importance of human capital has huge and indispensable share. For this job satisfaction consists of internal and external factors such as commitment, readiness and ability.

Therefore, a leader or supervisor needs to combine the maximum of all personalities in order to satisfy individuals around them. The personality trait of a leader which has correlation with employee job satisfaction is neuroticism (i.e. a tendency to lack of confidence, anxiety and arguing) which if practiced will lead the employee and the bank as a whole to under performance. Therefore the researcher recommends the bank to avoid such a personality trait using different strategies like human development training to be away from the negative impact of a leader with neuroticism personality trait.

The study only focused on limited branches and departments and the researcher recommend considering more branches for the study to get a better representative result.

Finally the researcher recommends further research to be done in the area as the correlation of the two variables which dependent and independent is not significant statically. However the relation between neuroticism and job satisfaction can't be considered as valueless and indicates some relation with job satisfaction.

Reference

- Avolio, B.J., & Bass, B. M. (2004) Multifactor Leadership Questionnaire, Mind Garden, Inc., Palo Alto, CA [ed. rom.: Sinapsis, Cluj-Napoca, 2007].
- Bertocci, D. I., 2009. *Leadership in organizations: there is a difference between leaders and managers*. Plymouth: University press of America.
- Belias, D. a. K. A., 2014. Transformational leadership and job satisfaction in the banking sector. *International review of management and marketing*, 4(3), pp. 187-200.
- Chen, H.-C., 2005. *Leadership style and nursing faculty job satisfaction in Taiwan*. [Online] Available at: [Attps://www.researchgate.net](https://www.researchgate.net)
- Creswell, J. W., 2003. *Research design qualitative, quantitative, and mixed approach*. 2nd ed. London: Saga publisher.
- Commercial Bank of Ethiopia, (2021) *Annual Report, 2020/21*, Addis Ababa, Ethiopia.
- Iliescu, D., Beldean, F., & Sîntion, F. (2007). MLQ, Multifactor Leadership Questionnaire. Manual tehnic i interpretative, Cluj-apoca:Sinapsis.
- Kenneth N. Wexley, Gary A. Yukl (1984) *Organizational behavior and personnel psychology* Irwin series in management and the behavioral sciences R.D Irwin.
- Kim, W. G. a. B. R. A., 2011. "The effect of ethical leadership on manager job satisfaction, commitment, behavioral outcomes and firm performance". *International journal of Hospitality management*, Volume 30, pp. 1020-1026.
- Kothari, C., 2004. *Research methodology and methods*. 2nd ed. New Delhi: New age International limited, publishers.
- Mustafa, S. A., 2015. The impact of leadership styles on job satisfaction and mediating role of perceived organizational politics. *Journal of Procedia- social and behavioral science*, Volume 172, pp. 563-569.
- Sahin, M. G. a. B. K., 2016. Effect of leadership behaviors' on the organization commitment and job satisfaction: Public sector research.. *Journal of entrepreneurship and organization management in Turkey*. 5(2), pp. 1-5.
- Sîntion, F., & Iliescu, D. (2008) Teoriile leadershipului, între classicism modernism, în Avram, E., Cooper, C. (coord.) *Psihologie organizational managerial: tending actual*(pp. 85–126), Iai: Polirom.

- Templer, K. J. (2012), Five-Factor Model of Personality and Job Satisfaction: The Importance of Agreeableness in a Tight and Collectivistic Asian Society. *Applied Psychology: An International Review*, 61, 114–129. doi: 1111/j.1464-0597.2011.00459.
- Wexley K. N. & Yukl, G.A. (1984) *Organizational Behavior, People and Processes in Management*. Richard D. Irwin, Homewood, Illinois 60430.

Appendix

Questionnaire to be filled by employees of CBE

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MASTER OF BUSINESS LEADERSHIP (MBL) PROGRAM**

Dear respondent

First of all I would like to express my earnest appreciation for your generous time, honest and prompt response. The objective of this questionnaire is to gather primary data for the conducting a study on the topic, “the impact of leaders personality on employees job satisfaction in case of commercial bank of Ethiopia” as partial fulfillment to the completion of the masters of arts in business leadership at Addis Ababa university school of commerce. I want to assure you that this research is only for academic purpose. No other person will have access to the data collected. That is, the secrecy of the information you provide is strictly protected.

As a member of CBE, your participation in this study will be valuable and greatly appreciated. Your genuine and timely response will highly contribute for the success of the study. Therefore, you are kindly requested to extend your cooperation honestly by providing relevant information and filling out the following questionnaires that are prepared for this intension.

General instructions

- No need of writing your name.
- In all cases where answer options are available, please put a tick mark (✓) in the appropriate choice.

SECTION ONE: DEMOGRAPHIC PROFILE

Instruction: this part of the questionnaire asks your personal and job related information. Please respond to each question by circling the choice that represents your personal profile.

1. Sex- 1) male 2) female
2. Age- 1) 20-25 2) 26-30 3)31-40 4) 41-50 5) above 50
3. Marital status- 1)single 2)married 3) divorced 4) widowed
4. Qualification- 1) diploma 2) degree 3) masters 4) above masters
5. Total years of experience in commercial bank of Ethiopia in years-
1) 1-5 2) 6-10 3)11-15 4) above 15 years

SECTION TWO: MEASUREMENT FOR LEADERS PERSONALITY TRAIT

Instruction: this leader’s personality related question intended to measure your perception of leaders’ behavior in four dimensions (i.e how Open to experience, agreeable, conscious and extraversion in the work place). Please make “√” mark on your response to each statement according to the five point scale labeled at each statement.

5= strongly agree, 4= agree, 3= neutral, 2 disagree, 1== strongly disagree

No	Leadership related question	5	4	3	2	1
Agreeableness leader personality test question						
1	My leader has a great deal of interest for me.					
2	My leader Cares about me.					
3	My leader Feels empathy and concern for me.					
4	My leader Enjoys helping and contributing to the happiness of me.					

5	My leader assists me when I am in need of help.						
Extraversion ness leader personality test question							
6	My leader Say things before thinking about it.						
7	My leader likes to start conversations.						
8	My leader enjoys meeting new people.						
9	My leader has a wide social circle of friends and acquaintances in the work place.						
10	My leader finds to make new friends easy.						
11	My leader feels energized when around other people.						
Conscientiousness leaders personality							
12	My leader spends more time preparing for work.						
13	My leader finishes important tasks in its planed time.						
14	My leader pays attention to detail.						
15	My boss enjoys having a set schedule.						
Openness leaders personality							
16	My leader is very creative.						
17	My leader is open to try new things.						
18	My leader is focused on tackling new challenges						
19	My leader is happy to think about abstract concepts						

	Neuroticism leaders personality test question					
20	My leader experiences a lot of stress					
21	My leader worries about many different things					
22	My leader gets upset easily					
23	My leader experiences dramatic shifts in mood					
24	My leader feels anxious usually.					
25	My leader struggles to bounce back after stressful events					

SECTION THREE: MEASUREMENT FOR JOB SATISFACTION

Instruction: This job satisfaction measurement is intended to measure your perception of organization job satisfaction. Please make (√) mark on your response to each statement according to five point scale labeled at each statement that reflects your own agreement.

5=strongly agree 4=agree 3=neutral 2=disagree 1= strongly disagree

	Job satisfaction	5	4	3	2	1
26	CBE has safe working condition and environment					
27	There is transparency and good communication within CBE					
28	The management care for the employees welfare					
29	I am satisfied with the type of work I perform since it provides me with opportunity for achievement.					
30	The amount of my daily work load is reasonable.					
31	I am satisfied with the job security and work environment safety.					
32	I am satisfied with the way my boss handles his/her workers.					
33	I am satisfied with the competence of my supervisor in making decisions					
34	I am satisfied with the praise and reward I get for doing a good job					

35	There is opportunity for in-house & outside training					
36	I often feel that I do know what is going on with the organization.					

Thank you for your time