



Addis Ababa University

College of Business and Economics

**Department of Public Administration and
Development Management**

**A Comparative Assessment of Employees' Job Satisfaction in
Commercial Bank of Ethiopia versus United Bank Share Company**

By

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June, 2018

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Ethiopia versus United Bank united bank Share Company.**

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Degree of Masters in Public Management and Policy (MPMP)**

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Department of Public Administration and

Development Management

This is to certify that the thesis prepared by Hailemariam Birhane entitled “A Comparative Assessment of Employees’ Job Satisfaction in Commercial Bank of Ethiopia Versus United Bank South Addis Ababa District” which is submitted impartial fulfillment of the requirements for Degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Declaration

I, the undersigned, declare that, this thesis 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 thesis have been duly acknowledged.

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List of abbreviation

CBE	Commercial Bank of Ethiopia
UB	United Bank
SPSS	Statistical Package for Social Science
TQM	Total Quality Management
NBE	National Bank of Ethiopia

Abstract

The overall objective of the study is evaluating and comparing the job satisfaction level of employees between CBE and UB. The methodology of the study is employed descriptive survey research design which approaching using quantitative data type. Data was taken using primary based data which is analyzed using descriptive, inferential statistics and independent T-test was employed to differentiate between group differences on the study. The study finding is portrayed that of Pay scale, Promotions, Supervision, operating conditions, coworkers for further development are those factors which are deciding factors of satisfaction level of bank employees. On the other hand, Fringe Benefits, Contingent rewards Nature of work by bank worker's response is almost same, here no significant difference has been found. As the result of the Scheffe test, it was determined that job satisfaction degree average of CBE employees is 3.48, job satisfaction degree average of united bank employees is 3.70. So, it concludes that Job satisfaction level of employees who work at CBE attached to different explanatory variable perspective is different from job satisfaction level of employees.

Key word: Employees, Job Satisfactions, Bank

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998).

Today's work environment is undergoing a major shift; factors such as globalization, growing economies, and improved technology are constantly presenting new challenges and creating new opportunities for people. With these changes, people's perceptions regarding their jobs are also changing. In this marketplace, the success of any organization relies on its workforce. Satisfied and committed employees are the most significant assets of any organization, including banks. As banking institutions are the backbone of a nation's economy, the efficient management of human resources and the maintenance of higher job satisfaction levels affect the growth and performance of an entire economy (IBA, 2008).

Literature indicates that the performance of the private banks has been stronger than that of public sector banks (IBA, 2008). A study conducted by Selvaraj (2009) reveals that private banks are more successful vis-à-vis public sector banks in terms of implementing Total Quality Management (TQM) initiatives, such as human resource management, customer focus, and top management commitment. Furthermore, public and private sector banks differ with respect to their compensation structures, working environments, technology, growth opportunities, and job security provided to the employees. Public sector banks structure compensation in a way such that there are lower pay differentials between the employees, long-term tenure is rewarded and there is a high base pay, whereas in the private sector banks, there are larger pay differentials, fewer rewards for tenure, and pay for performance (D'Souza, 2002).

In developing countries, large segments of the population are deprived of getting a good job to satisfy their needs. Satisfaction can be classified as a “person’s feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations” cranny et al. study (cited in Tanjeen, 2012) in order to evaluate employee's work performance, the manager must consider employee job satisfaction because employee job satisfaction is related to employee service quality and employee work performance.

The banking sector has undergone a huge transformation over the years, which has put additional challenges and responsibilities before the bank employees. Bank officers have perhaps felt the maximum pressure. Bank officers form a delicate link between the management and the clerical staff. The success of the bank largely depends upon the coordination, synchronization, and cooperation of the bank officers with these two very groups of employees.

The term 'job satisfaction' therefore refers to the favorableness with which employees view their work and the term 'job dissatisfaction' to the un favorableness with which they take their work (Qasim, Cheema&Syed, 2012). Various theories like Maslow's need hierarchy theory, Herzberg's motivation- hygiene theory, and vroom's expectancy model have been extended to describe the factors responsible for the job satisfaction of the employees in the organization. According to kreintker&kinicki,(1992) at the individual level satisfaction and productivity are slightly related. However kreintker&kinicki,(1992) stated that when satisfaction and productivity data are gathered for the organization at whole, rather than at the individual level, it is found that organization with more satisfied workers tend to be more effective than organizations with fewer satisfied employees. They concluded that happy organizations are more productive. Many researchers like Shaheen and Nokir (2012), Masud, Hemanta and Sampa (2006) have studied the importance of enhancing job satisfaction and it is discussed in different literatures. The effect of job satisfaction is linked with vital organizational elements.

The most important effect of job satisfactions includes its effect on absenteeism, turnover, organizational citizenship behavior (OCB), organizational commitment, and productivity. Job satisfaction refers to a collection of feelings that an individual hold towards his or her job. A person with a high level of job satisfaction holds a positive feeling about the job, while a person who is dissatisfied with his/her job holds a negative feeling about the job. (Spector's, 1977 as cited in Mosammod &Nurul, 2011).

Many factors can affect employees' job satisfaction. Some of the factors include working conditions, opportunity for advancement, job safety and security, work load and stress level,

relationship with co-workers, organizational policies, leadership behavior, supervision, relationship with management, financial reward, the level of pay and benefits and the job itself.

Human resource management is a specialized functional area of business that attempts to develop programs, policies, and activities to promote the job satisfaction of both individual and organizational needs, goals and objectives. People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs. (Armstrong, 2010, p. 8) Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs.

This study is intended to examine the determinate factors that affect job satisfaction of employees with working condition, freedom or autonomy, job security, relationship with coworkers, relationship with superior, salary, career advancement and growth.

1.2 Statement of the problem

To ensure the achievement of firm goals, the organization creates an atmosphere of Commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates.

However, it was found that satisfied employees exert high performance than dissatisfied employees. A person with high level of job satisfaction holds positive attitude towards the job while a person who is dissatisfied with his or her job holds negative attitude about the job

Spector (1997) study as cited in (Mosammod and Nurul, 2011). Satisfied employees tend to be committed on the other hand, dissatisfied employees show absenteeism, soldiering (deliberately working at slow pace), turn over, etc. to ensure proper utilization of human resource available in the organization, researchers continue research to identify factors and their relative importance for shaping job satisfaction of employees.

Today the banking sector of Ethiopia is in stiff competition. In addition, employees' satisfaction should be measured to avoid employees' turnover, to attract and retain competent employees, and avoid dissatisfaction. CBE is a leading bank in Ethiopian and an employer of above 30,000 employees and united bank have more than 3000 employees.

Also the satisfaction level of employees is measured the employee's attitude towards the factors and which factors attributes to more satisfaction which factors attributes to less satisfaction were not studied comparing the two banks. Because the satisfaction level of employees in CBE is little and the factors included to measure the satisfaction level is different the purpose of this study therefore is to assess factors that affect job satisfaction of employees like working condition, freedom or autonomy, job security, relationship with co-workers, relationship with superior, salary, career advancement and growth.

1.3. Research question

The main question of the research is-how do employees feel about the factors affecting job Satisfaction?

1. How much are employees satisfied with intrinsic factors which are directly related to the nature of job?
2. How much are employees satisfied with the compensation provided to them by employers?
3. Is there a significant difference between Commercial Bank of Ethiopia and United Bank in terms of employees' job satisfaction level?

1.4 Objective of the study

1.4.1 General objective

The main objective of the study is to compare and assess the job satisfaction level of employees between CBE and UB

1.4.2 Specific objective

- 1) To measure how much employees are satisfied with intrinsic factors which are directly related to the nature of job
- 2) To measure and assess employees satisfied with the compensation provided to them by employers
- 3) To assess whether there is significant difference between Commercial Bank of Ethiopia and United Bank in terms of employees' job satisfaction level

1.5. Significance of the study

Employees' attitude towards these factors which are job security, relation to coworkers, relation to superior and compensation and ways to improve them should be known for the success of the organization.

- ❖ The study inform to the board of directors and managements so that they have better understanding about which factors affect the job satisfaction of employees and to what extent.
- ❖ Furthermore, the study enable managements to improve work place treatment and practices to increase employee's job satisfaction and to provide the basis for which management and policy makers of the banks to establish policies that enhance the job satisfaction of their employee's.
- ❖ The study also important to customers of the banks because of the more satisfied employee the more customer handling and give the appropriate service.

1.6 Scope of the study

The scope of the study is assessing the factors affecting job satisfaction of employees in commercial bank of Ethiopia and United bank. Now a day's commercial bank of Ethiopia has more than 1200 branches throughout the country in parallel one of the private bank the study focus is united bank which has more than 200 hundred branches. Even if this two banks which has different ownership and different time of emergence both have given banking service throughout the country by using their employees. As mentioned above employee job satisfaction

is one of the major on the productivity. Because of time constraint it covers two hundred sixty clerical employees in different part of Addis Ababa city from both bank used for samples.

1.7. Definition of terms

Job satisfaction:- The term 'job satisfaction' therefore refers to the favorableness with which employees view their work and the term 'job dissatisfaction' to the un favorableness with which they take their work. (Raj kamal, 2008, p-32)

Intrinsic Job Satisfaction Factors:- Termed these as motivating factors that centered on achievement, recognition, responsibility, advancement, growth, and the work itself. Although their absence was not necessarily dissatisfying, when present, they could be a motivational force (Herzberg et al., 1959; Herzberg, 1966).

Extrinsic Job Satisfaction Factors.- The hygiene factors are supervision, Working conditions, co - workers, pay, policies and procedures, Job security, status, and personal life they are not necessarily satisfying, but their absence could cause dissatisfaction (Herzberg et al., 1959; Herzberg, 1966).

1.8. Organization of the study

This study organized in to five chapters. The first chapter introduces the study. It contains background of the study, statement of problem, objectives, research questions, significance, and scope of the study. The second chapter focuses on the literature review of the study. In this part literatures related to theories of job satisfaction, factors affecting job satisfaction are reviewed & conceptual framework of the study. In addition, prior studies were reviewed. The third chapter explains methods of the study. In this chapter, the type, and design of the study, the subjects and

sampling of the study, procedures of data Collection, and the data analysis techniques was discussed. The fourth chapter focuses on results and discussion of the results of the study. In this part of the study, the analyses of the collected data are summarized, and then findings are being discussed and interpreted. The fifth chapter included the summary, findings, conclusions, and recommendations of the study. The summary of the findings drawn from the results discussed in the fourth chapter. The conclusions had drawn from discussions findings. Finally, recommendations were provided.

1.9 Limitation of the Study

The research will more fruitful if it will conduct on a wider scale of the country. Due to time and financial constraint might not undertake exhaustive study involving all branches and units of the CBE and UB.

The research was not triangulating demographic and department of the employees which may affect the job satisfaction of each bank.

CHAPTER TWO

LITERATURE REVIEW

2. Review of Related Literature

This chapter focuses on review of related literatures which can help the investigators to assess the gaps and similarity of the study focuses Bank employees' job satisfactions between private commercial and Government Commercial Bank employees in Addis Ababa. The conceptual issues and other relevant topics related to the study.

2.1 Theoretical Overview of Job Satisfactions

Job satisfaction is the favorable or unfavorable subjective feeling with which employees view their work. It results when there is congruence between job requirement, demands and expectations of employees. It expresses the extent of match between employees, expectation of the job and the reward that the job provides. The factors of physical conditions and social nature affect job satisfaction and productivity. Job satisfaction is defined as an effective or emotional response toward various facts of one's job. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. It can be influenced by a variety of factors, the quality of one's relationship with their manager, the quality of the physical environment in which they work, degree of fulfillment in their work, etc. Several studies focused on the relationship between job satisfaction and extra role behavior towards individuals inside and outside the organizations. It is also important to study job satisfaction because of its effects on employee's retention and continuous development. Bank employees who were planning to leave the

profession reported less satisfaction and a more negative attitude toward bank service provisions as a career (Fincham & Rhodes, 2003).

Several studies focused on the relationship between job satisfaction and extra-role behavior towards individuals inside and outside the organization it is also important to study job satisfaction because of its effects on Bank employee's retention and continuous development. Bank employees who was planning to leave the profession reported less satisfaction and a more negative attitude toward giving service as a career. Job satisfaction was also found to be associated with Bank employees' quality, Bank's commitment and organizational performance in reference to the following working area: customer satisfaction, customer behavior, customer satisfaction, Bank employee's turnover, and administrative performance.

The following Review of the literature on job satisfaction by Herzberg and Peterson (1957) cited by Fisum (2003) that factor analytic studies have indicated the presence of six relatively independent factors as general satisfaction and moral, attitudes toward the company and its policies, satisfaction with intrinsic aspects of the job, attitudes toward the immediate administrator, attitudes toward satisfaction of aspirations, and satisfaction with conditions of present job.

2.2. Theoretical Foundation of Job Satisfaction

2.2.1. Taylor's scientific management

Fredrick Taylor's, principles and methods of scientific management (1911), is an early study focusing on motivation and job satisfaction. Taylor (1911) outlined four principles of management: "the development of a true science, the scientific selection of the workman, the scientific education development of the workman, and intimate and friendly cooperation between

the management and the men” (p. 130). He believed that the employer and employee share the same interest, the desire to prosper. Taylor (1911) suggested that prosperity will not exist long term for the employer unless it exists for the employee, and vice versa. Taylor (1911) contended that it is necessary to give some special incentive to the workman, such as promotion, higher wages and better working conditions, if the manager desires any effort from the workman.

Taylor (1911) called this type of management, initiative and incentive. “Taylor’s belief that job satisfaction related to extrinsic rewards and the physical need of the worker mean that meeting these needs, the worker would thus maximize his or her potential” (Duncan, 2006, p.8).

2.2.2. Hawthorne studies

The Hawthorne studies served as a preface to the study of job satisfaction. The studies, which began 94 years’ ago, were in five stages conducted over a period of eight years. The purpose of the studies was to investigate work behavior and attitudes deriving from an array of physical, economic, and social variables (Carey, 1967). The five stages are described in the following paragraph.

Stage I, the Relay Assembly Test Room study was intended to investigate the impact physical conditions have on work behavior. For example, variations in work breaks, pay, temperature, and humidity. Stage II, Second Relay Assembly Group Study, and Stage III, Mica Splitting Test Room Study, were designed to confirm the findings in Stage I. the results in stage I indicated that the observed increase in production was a result of a change in the social situation, work task, wage incentives, and reduced fatigue. Stage II focused on the introduction of the new pay incentive system only. And stage III centered on the introduction of new supervision but no now

pay incentive. Stage IV, The Interviewing Program, and Stage V, The Bank-Writing Observation Room Study, “resulted directly from conclusion based on stages I –III about the superior influence of social needs” (carey, 1967,p, 404). Stage IV was carried out to investigate worker attitudes towards the job, stage V was used to study informal group organization in a work situation.

The Hawthorne studies were an attempt to apply the concept of the scientific management theory developed by Frederick Winslow Taylor, to the work being done at the Bell Telephone Western Electric manufacturing plant in Hawthorne, IL (Gautschi, 1989). The personnel managers of the plant, in 1928, consulted with Elton Mayo, of the Harvard Business School, and Clair Turner, a professor of biology and public health at the Massachusetts Institute of Technology, to interpret the results of the studies (Brannigan&Zwerman, 2001). It was concluded that changes in the work condition can have an impact on a worker’s productivity. This was evidenced in the increase of productivity by workers as they were being observed during the experiments, a phenomenon known as the “Hawthorne Effect”. “The initial Hawthorne effect referred to the observation that the productivity of the workers increased over time with every variation in the work conditions introduced by the experiments” (Brannigan&Zwerman, 2001, p.56). According to Brannigan and Zwerman (2001), those workers that were observed during the illumination experiments and relay assembly tests worked at optimal levels to show themselves in a more positive light.

Gautschi (1989) stated work motivation led to interest in leadership, which led to studies of the impact of the organization’s social structure on the work group, and ultimately to the field of organizational psychology and organization behavior

According to Carey (1967) the data reported by the Hawthorne investigators appear to be consistent with the view that the material, and particularly financial, reward is the primary influence on worker morale and behavior.

2.2.3. Maslow's Hierarchy of Needs

Abraham Maslow believed that his hierarchy of needs theory outlines how people satisfy various personal needs in the context of their work. According to Maslow (1954), humans have five basic needs that can be categorized into two groups, deficiency needs and growth needs. The first group, called deficiency needs, included physical, safety, and affection or belongingness needs. The second group, called growth needs, addressed self- fulfillment. Shoura and Singh (1998) outlined Maslow's (1943) five levels of needs as described below in hierarchical order:

1. Physiological needs: air, water, food, etc., which are basic and most powerful.
2. Safety needs: assurance of survival and continuing satisfaction of basic needs.
3. Affection or belongingness needs: relation to emotional and social grouping, loving, being loved, and fellowship with others.
4. Esteem needs: by self and others, an individual having adequate self- esteem being capable, confident, and productive.
5. Self- actualization or self- development needs: this set includes the characteristics and condition for advancing self and humanity through elevating culture, science, and other areas of growth, including spiritual, that propel a drive for oneness, interconnectedness, justice, perfection, and ultimately the truth in all dealings, perceptions, and beliefs (P.45-46).

Maslow (1954) placed the deficiency needs on the bottom, which he explains need to be satisfied first before those on the upper level can be met and satisfied. Maslow explains

that the lower part of the pyramid makes up an individual's primary needs while the upper part makes up the motivational need (Duncan. 2006).

According to Maslow and Lowery (1998), the "growth needs" group was later modified by adding two more needs, cognitive (the need to know and understand) and aesthetic. In addition, Maslow (1971) states that one level beyond self-actualization was added, self-transcendent, "Maslow's basic position is that as one becomes more self-actualized and self-transcendent, one becomes wiser (develops wisdom) and automatically knows what to do in a wide variety of situations" (Huitt, 2004, p.2). Maslow (1971) believed that an individual could not be satisfied unless the elements of the hierarchy of needs are met. He considered the concept of self-actualization as the ultimate state for satisfaction but believed that very few individuals could achieve it (Maslow, 1971).

2.2.4. Herzberg's Motivation –Hygiene Theory

Fredrick Herzberg's Two Factor Theory, also known as Motivator Hygiene Theory, was first outlined in the book the motivation to work (Herzberg, Mausner, &Synderman, 1959). The theory focuses on those sources of motivation that are essential for an individual to achieve and accomplish goals in the workplace (Hall& William, 1986). The theory is outlined in two separate parts. part one states that job factors can be divided into separate sets: factors that contribute to job satisfaction, and seldom if at all, job dissatisfaction that arte called 'Motivators' and factors that contribute to job dissatisfaction, and seldom if at all, to job satisfaction called 'Hygiene's' (Gardner, 1977). Part two of this theory is also in two parts: (1) paying attention to Motivators (Intrinsic job satisfaction or higher order needs) will increase satisfaction with no impact on dissatisfaction, and (2) paying attention to Hygiene factors (extrinsic job satisfaction or lower

order needs) will decrease job satisfaction but will not increase overall job satisfaction (Gardner, 1977).

This means if attention is paid to the motivators, by improving them, then there will be improvement in organization efficiency such as higher productivity. On the other hand, if attention is paid to hygiene factors then there will be no improvement in performance.

According to Flores and Utley (2000), Herzberg described motivators as those aspects of the job that give individuals the desire to perform and provide them with satisfaction. Examples of motivation are achievement, recognition, the work itself, responsibility, growth, and advancement (Herzberg, Mousner, & Snyder man, 1959). Hygiene factors are described by Herzberg as those factors that can only bring an employee's job satisfaction level to neutral. Such as company policy, supervision, working conditions, interpersonal relations, salary, status, job security, and personal life (Herzberg, Mousner, & Snyderman, 1959).

1. Job satisfaction and job dissatisfaction is not the obverse of each other; rather they are best viewed as two separate and parallel continua.
2. The opposite of job satisfaction is no job dissatisfaction; the opposite of job satisfaction is no job dissatisfaction.
3. Job satisfaction is determined by the feelings that individual has concerning the content of his job.
4. Job dissatisfaction is determined by the feelings the individual has concerning the context or the environment in which his or her task is accomplished (as cited in Hazer, 1976,p12).

Herzberg's Two Factor Theory has received praise and criticism in the area of job satisfaction (Gardner, 1977: Hazer, 1976: Smerek& Peterson, 2007: Thomas, 1987).

There have been some studies conducted in an attempt to test Herzberg's Two Factor Theory and the results from these studies have not provided support (Ewen, 1964: Gardner, 1977: Smerek & Peterson, 2007). Overall, some research on the theory has raised some questions about its validity. On the other hand, "... the core concept was not destroyed, which was that satisfaction and dissatisfaction were on different continua" (Thomas, 1987, p26).

2.2.5. Vroom's Expectancy Theory

Victor Vroom's Expectancy Motivation Theory has been used by psychologists and industrial sociologists to predict performance, effort, and job satisfaction (Lincoln, Garaham, & Lane, 1983). The Expectancy theory is based on the assumption that people have an idea of what consequences are associated with their actions and they make conscious choices as to preference of outcome (Lincoln, Garaham, & Lane, 1983), here are three concepts important to the Expectancy Theory: valence, instrumentality, and expectancy. Valence is the outcome an individual wishes to obtain (i.e., the valence is zero if the outcome is not obtained) (Lincoln, et al., 1983). Lincoln, et al. (1983) stated that Valence referred as the anticipated satisfaction associated with an outcome and is distinguished from the value of an outcome, which is the actual satisfaction resulting from the attainment of an outcome, while instrumentality relates an outcome to another outcome and expectancy relates an effort or action with an outcome.

Instrumentality is the extent to which an individual sees an outcome leading to other outcomes.

Expectancy is the likelihood of the individual obtaining the outcome they desire (Duncan, 2006).

Vroom has three theoretical models associated with this theory: valence, force, and performance.

The equation for the valence model is as follows: $V_j = f^n(V_k I_{jk})$ with $k=1$. According to Lincoln, et al. (1983), this model can be used to predict the valence of any outcome. It has been used to

predict job satisfaction and occupational preference. Vroom has used the second model, force, to predict choice of occupation. Remaining on the job and effort on that job (Lincoln, et.al., 1983). The equation for this model is as follows: $F_i = f^n(E_{ij} V_i)$ with $j=1$. The third model, performance, "... hypothesize that job performance (p) is a function of the interaction between ability (A) and motivation (M)" (Lincoln, et al., 1983,p.8).

The equation for this model is as follows: $p=f(A \times M)$. Overall, Vroom (1964) viewed job satisfaction as the level in which an individual's job provided positively valued outcomes.

2.2.6. Locke's Range of Affect Theory

Edwin Locke believed that satisfaction is determined by two factors: the have- want discrepancy and the importance of satisfaction (McFarlin, Coster, Rice, & Cooper, 1995). The have-want discrepancy is the difference between the amount of a job facet the employee wants to experience and what he or she actually feels. According to McFarlin, et al. (1995), this is a result of the employee comparing what he or she actually has in a job against what they want and desire. The importance of satisfaction" ... refers to the position that the [importance] holds within the worker's personal hierarchy of values" (McFarlin, et al., 1995, p.490).

Locke believed that his Range-of Affect hypothesis explains the possible level of satisfaction that can be obtained by a particular job facet (McFarlin, et al., 1995). McFarlin, et al., (1995) stated that when facet importance is high, one could experience the full range of affective reaction, from extreme satisfaction to extreme dissatisfaction.

"When facet importance is low... affective reactions are more muted and restricted to the neutral range of the satisfaction- dissatisfaction dimension." (p. 490).

In addition, Locke's Range -of Affect hypothesis can be used to predict when workers will experience the most satisfaction and dissatisfaction. According to McFarlin,et al. (1995), facet

satisfaction will be at its highest level when what is received matches what is wanted. On the contrary, facet dissatisfaction will be at its highest level when what is received is less than or greater than what is wanted and important. A job is more than just shuffling paper, writing programming code, waiting on customers, or driving a truck. Jobs require interacting with co-workers, and bosses, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions and the like. (Robin and Judge, 2013: 79).

When it comes to job satisfaction, it was previously thought as an overall global satisfaction of workers about their job (Balzer et al., 2000). It was measured by the single global rating using a single question – ‘all things considered how satisfied you with your job are? (Balzer et al., 2000). But this question hardly catches up the complete attitude of workers to their job (Balzer et al., 2000).

On the contrary, now a day, it is believed that job satisfaction is one of the basic issues in organizations. Scholars suggested that Job satisfaction in the workplace lead to innovation, creativity in business, increase service, reduce employee turnover, increase mental and physical health of employees. Job satisfaction is a part of the work environment, impacts on human emotions at work likewise; because the job is a major part of life in the job satisfaction overall satisfaction in life is through (Saatchi, 2003).

2.3. Bank Employees Job Satisfactions

For Robbins (2005), the concept job satisfaction refers to the employee’s feelings about her or his job. Similarly, job satisfaction is a positive feeling about one’s job resulting from an evaluation of its characteristics (Robbins & Judge, 2008). Consequently, Job satisfaction is defined as the amount of importance bank, institution or management places on its human

resources. It is bank worker's affective relation to his or her working role and is a function of the perceived relationship between what one wants from working and what one perceives it is offering to a bank worker.

Suki (2011) examined on job satisfaction and organizational commitment: The effect of gender on employee perception of job satisfaction and organizational commitment. Study revealed that employee's gender has no significant effect on his/her perception of job satisfaction and men and women have the same level of organizational commitment. Kumar & Bhatia (2011) mentioned that the level of job satisfaction and attitude of the worker towards working in bank is least affected by the gender, the marital status, minimum qualification and income group of physical privet bank to compare the job satisfaction among bank workers and their attitude towards their work.

Kumari and Jafri (2011) mentioned a study on level of Organizational Commitment of Male and Female bank worker to investigate the overall level of Organizational Commitment of Male and Female bank worker of Aligarh. Data analyzed by using t-test result revealed that overall percentage of female bank worker Organizational Commitment was much higher than male bank worker.

Zilli and Zahoor (2012) conducted a study to find out the organizational commitment among male and female higher bank worker and to compare the organizational commitment among male & female bank worker. Result revealed that the females had significantly higher level of organization commitment. Mehta (2012) investigated on job satisfaction among bank worker s to know whether the perception of job satisfaction among bank worker s was affected by the type of organization (private vs. Govt.) and the gender (male vs. female). Descriptive analysis was

made to study the perception of job satisfaction of male vs. female and t-test was used. Result showed that there would be significant difference in the level of job satisfaction of Govt. and private bank worker.

2.4. Determinant's bank employee Job Satisfaction

Later, it has been recognized that bank employees can have different feelings about various facets of the job such as nature of the work itself, payment, relations with co-workers, supervision and promotion opportunities (Lunenburg & Ornstein, 2004). The following section briefly discusses each job satisfaction.

Satisfaction with the work itself: this facet reflects the characteristics of the work such as task variety, opportunity for creativity, autonomy, amount and complexity of the work. A work satisfies bank employee when it requires creativity. In addition, challenging but accomplishable job, which enables to see results, satisfies bankers. On the other hand, workers who are engaged in simple, repetitive, routine, boring and uncomfortable job are less likely satisfied (Lunenburg & Ornstein, 2004).

Satisfaction with pay: this is an attitude toward one's payment, which is judged by comparing one's actual and expected pay. Bank employees become satisfied when they believe that they earn the deserved payment based on their inputs (experience, effort and expertise).

This judgment made by comparing the payment of other bank employees who have the same or similar qualification. In addition, when the payment of employees enables them to have luxuries or at least cover normal expenses and when they perceive that their pay is fair, they are likely satisfied (Balzer et al., 2000 cited by Mehta, 2011).

Satisfaction with promotion: promotion offers opportunity for personal growth of employees and thereby increases their status (Kumari&Jafri, 2011). Employees experience satisfaction when adequate promotion opportunities are, regularly offered based on abilities. Employees may also be satisfied when they perceive fair promotion procedures in their organization. When unfair promotion rules are, practiced and if the promotion opportunities are limited, employees are less likely satisfied.

Satisfaction with supervision: this aspect of job satisfaction related to the supervisor's characteristics (Balzer et al., 2000). According to Balzer, if the immediate supervisor is considerate, tactful, friendly, and employee-centered and praises good works, workers' satisfaction will be high. However, if the immediate supervisor is impolite, hard to please, annoying and lazy, employees may be de-motivated and dissatisfied (Robbins, 1993; Balzer et al 2000).

Satisfaction with co-workers: it is an attitude towards one's own fellow workers (Robin and Judge, 2013). Satisfaction with co-workers prevails when there is smooth work related interaction and mutual admiration among workers whereas dissatisfaction occurs when there is no stimulating interaction among workers. For instance, if the majority of the employees are talk active, slow and often use gossip, their interaction may not be smooth (Zilli&Zahoor, 2012).

In the above reasons, Job satisfaction is that one of the most commonly studied organizational variables that have been widely studied in organization (Robbins & Judge, 2008). Since job satisfaction can be a vital pointer of how workforces feel about their jobs and a forecaster of work behaviors such as organizational citizenship, absenteeism, and turnover. Although there is concurrence between scholars that the conception relating organizational commitment notifies

the bond of an employee with one's organization, there exists a controversy relating to the kind of organizational commitment.

Pay and promotion: Pay is associated with global satisfaction and even more closely with the facet of pay satisfaction. Although money is important to individuals, research has shown that Promotions provide opportunities for personal growth, more responsibilities and increased social status. Job satisfaction is likely to be experienced by individuals who perceive promotional opportunities to be fair (Spector, 1997; Lunenburg & Ornstein, 2004).

Supervision, nature of work and communication: An immediate bank employee supervisor's behavior is also a determinant of job satisfaction and bank employee satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows personal interest in them. The nature of work satisfaction is defined as the employees' satisfaction with the type of work they do ((Lunenburg & Ornstein, 2004).

Employees prefer work that is mentally challenging in that it provides them with opportunities to use their skills and abilities and offers a variety of tasks, freedom and feedback on how well they are doing (Robbins, 2005). The formation of specific goals, feedback on progress towards these goals, and reinforcement of desired behavior all stimulate motivation and require communication.

The fewer distortions, ambiguities and incongruities that occur in communication within organizations, the more satisfied employees will feel with regard to their work.

Fringe benefits and contingent rewards: Spector (1997) divides fringe benefits into monetary and non-monetary benefits. Increasing intrinsic and extrinsic fringe benefits that attract an employee's attention may subsequently increase their performance and induce higher levels of organizational commitment. According to Spector (1997), examples of contingent rewards are appreciation, recognition and rewards for good work. Employee dissatisfaction may result if an employee perceives that their efforts are not recognized or that their rewards are not equitable tied to their performance or tailored to their needs (Robbin, 2005). Contingent rewards support the reinforcement theory of motivation, in terms of which performance-relevant behaviors will increase in frequency if rewarded.

Operating conditions and co-workers: Perceptions of fairness are important determinants of people's behavior and reactions to work. Employee motivation and organizational culture are affected by how an employee's needs and objectives are integrated with the needs and objectives of the organization, work-life balance practices and physical work environment.

Work fulfills an individual's social factor need. Therefore, having friendly and supportive co-workers leads to increased job satisfaction of employees (Robbins, 2005). An employee's coworkers, the groups they belong to, and the culture to which an individual is exposed all have the potential to influence job satisfaction.

2.5. Implication of bank employee Job Satisfaction

Job satisfaction results in bank employee's poor performance, job turnover, absenteeism and involvement in employee's union activities (Robbins, 2005 & Robbins & Judge, 2008). However, there is no empirical data that justifies direct or indirect influence of employees' satisfaction on productivity. According to Robbins (2005), job satisfaction can do far more than

help retain bank employees; it can improve their service provisions. This means that satisfied bank employees can contribute significantly to the improvement customers' service delivery and customer satisfactions at large. Similarly, Shann (2001) asserts that job satisfaction helps to retain bank employees and makes them committed to their job and through this also makes their banking services very effective. In other words, job satisfaction contributes to improvement of bank employees, customers' service provisions and bank employee's retention.

Kumari&Jafri (2011) claim that low satisfaction with salary and the lack of promotion opportunities contributed significantly to bank employees' intention to quit the job. This implies that high satisfaction with these variables would contribute to their intention to remain in the job. However, a survey conducted among 245 human resource representatives and 7,101 workers in United States of America revealed that employees do not remain in their jobs because of good salaries and fringe benefits, but they stay because of the colloquial relationship with co-workers and managers. The concern of management is the outcome of job satisfaction. If an employee is satisfied or dissatisfied, what is the effect? There is enough evidence that job satisfaction or dissatisfaction have positive or negative effect on employees. (Locke, 1980). The following evidence stated by Arnold and Feldman (1996) cited in Maniram(2007) briefly discuss the outcomes of job satisfaction/dissatisfaction.

a. Productivity

The saying of "happy worker is productive worker" is not actually true. It's actually the reverse that productivity is more likely to lead to satisfaction (Arnold and Feldman, (1996) in Maniram(2007).Four decades of research argues that a satisfied worker is not a productive worker due to two reasons. Firstly, there exist a relationship between job satisfaction and job

performance. Second there is sufficient evidence to indicate that job performance lead to job satisfaction.

b. Turnover

According to Mcshane and Glinow that is cited in Maniram (2007) the main cause of turnover is job satisfaction. Job satisfaction that drives employees to leave their existing job has a greater effect on turnover than incentives.

c. Absenteeism

According to Robbins (2005) there is a negative relationship between satisfaction and absenteeism. Workers who experience low satisfaction tend to be absent more. High rate of absenteeism will result in huge financial crises for management.

2.6. Empirical literature reviews

Research conducted by Tanjeen (2012) indicates most employees are satisfied with their job. The variables that lead to higher level of satisfaction are conducive working conditions, pay, job security, and relationship with co-worker. The study was conducted in telecommunication sector of Bangladesh of six companies and 82 employees were selected as a sample. The recommendations from this study were managers should give some sort of autonomy and decision making power to employees. And another recommendation from this study was, the company should also provide necessary equipment's for employees to perform their job effectively and efficiently. Another suggestion made was managers should recognize the efforts of employees and appreciate the valuable performance to the organization. Another research conducted by (Qasim, Cheema&Syed, 2012) concludes that among four factors (working

condition, remuneration, promotion and fairness) working condition is the one with the heights level of satisfaction with a result of $p < 0.05$, $p = 0.002$ and $t = -0.764$.

A research by Mahamuda and Nurul, (2011) was on factors influencing job satisfaction of pharmaceutical sector employees. The purpose of the study was to measure satisfaction level of employees and to identify factors that improve employee's satisfaction. The results suggest that the factors had satisfactorily explained job satisfaction and that the policy makers and managers should focus on the factors that affect employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values, the researchers were able to see that work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals company's employees' job satisfaction. Furthermore, the recommendation made was it is suggested that for future research a proportionate stratified random sample be used to compare several public sector institutions using a larger sample.

2.7. The Conceptual Framework of the study's

The theoretical and empirical literature done above has shown that, there are many determinants of Bank employees job satisfactions that, whether Bank employees who are working in Government or private commercial bank enlightened by Pay, fringe benefits, co-worker, Promotion, contingent rewards, nature of work, Supervision, operating condition, communication, necessarily the banker well satisfied with their join which will result in high retention of Bank employees s, low absenteeism, high bank performance and low turnover. And two shows which constraint is enlightening those Bank employees among selected bank or any other place of work, lead to low motivation, job satisfaction, high absenteeism, high turnover and poor service provisions. In relation to this study, the concept of job satisfaction refers to the bank

worker's attitudes, perceptions and feelings that they have towards their job as bank worker s. bank worker job satisfaction refers to whether bank worker s are happy with their job or not. In other words, if a bank worker has positive attitudes or good feelings about their job, these qualities are taken to describe a satisfied dimension (Lunenburg and Ornstein, 2004). The figure below clarifies the conceptual framework as shown above:

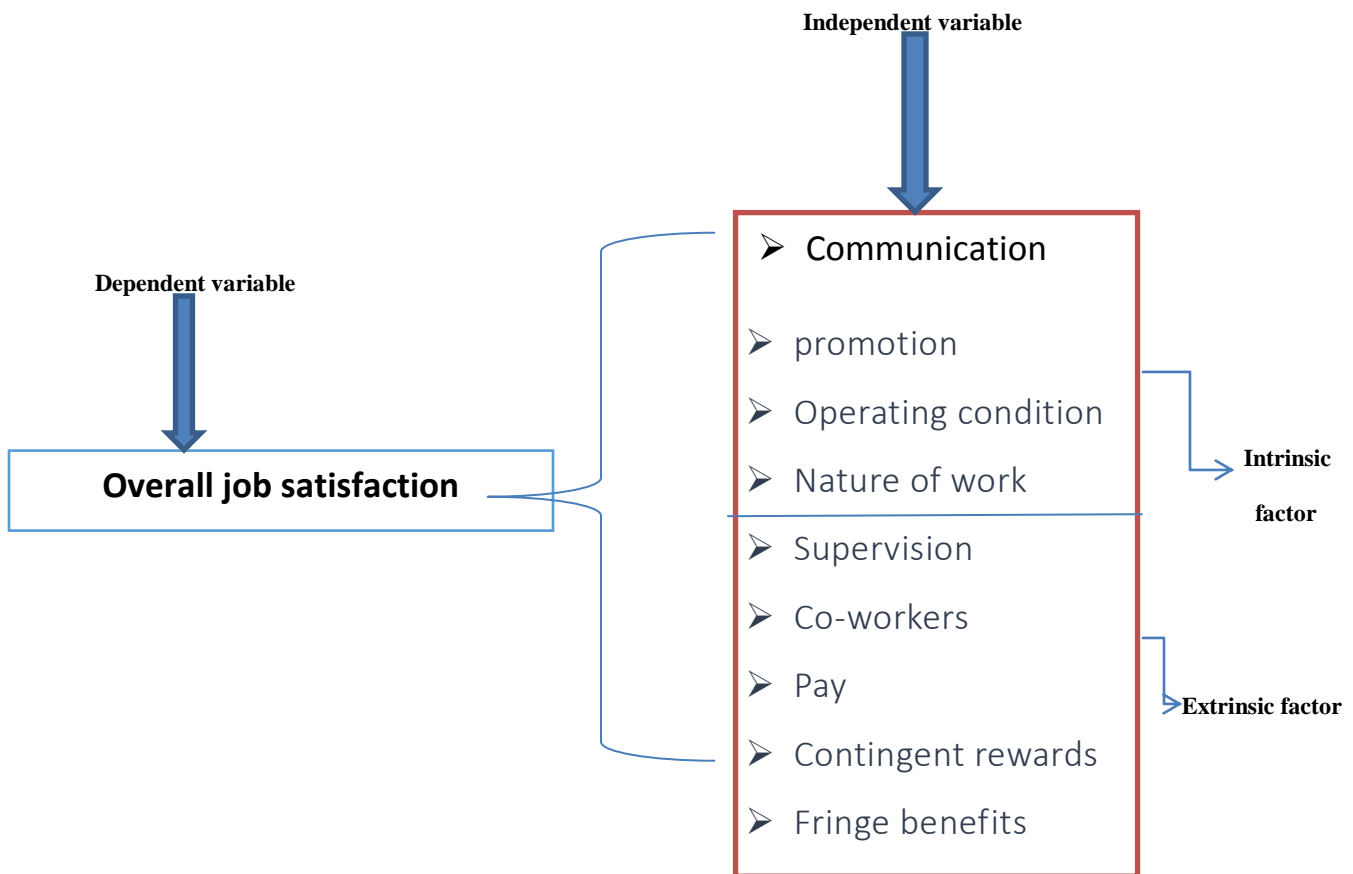


Figure 1 Dependent variable and Independent variable of Job Satisfaction.

****Source: Adopted from Spector (1997; Robbins, 2005).**

As the above figure shows that the overall job satisfaction is dependent variable and those factors means communication, promotion, operating condition, nature of the work, supervisor, co-workers, pay, contingent rewards and fringe benefits are the independent variable. From these factors communication, promotion, operating condition and nature of the work are intrinsic factors and supervision pay, contingent rewarded and fringe benefits are extrinsic factor of employee job satisfaction.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was employed in doing the study. It included research design, study population, sample study and the sampling techniques, types of data and data collection methods, reliability and validity issues and the data analysis method.

3.2 Research Design

Orodho (2003) defines research design as the scheme, outline plan that is used to generate answers to research problems. It is the conceptual structure within which research is conducted. Descriptive research design was used in this study. A descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in anyway (Shuttleworth, 2008). study also employed quantitative data in the study with some attempts to integrate the approaches at one or more stages of the research process. The researcher used quantitative studies to triangulate the data following instruments that could insure the validity and reliability of the research.

3.3 Study Population

Population is the group of potential participants, objects, or events to whom or to which researchers want to generalize the results of the study derived from a sample drawn from the population (Martella, 1999). Therefore, population of the study comprises out of 14branch of both CBE and UB totally employees 33,181.

3.4 Sample Size and techniques

According to Kothari (2009) target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. Some of these considerations as stipulated by Krejcie& Morgan (1970), are purpose of the study, nature and complexity of the population under scrutiny, degree of accuracy required, the amount of variability inherent in the population, the number of variables set out to be investigated and the type of statistical test the researcher wish to make. Therefore, taking each of the aforementioned considerations the sample size for this study has been determined via the following criteria.

Table 1 Confidence level

	Confidence level = 95%			Confidence level = 99%		
	Margin of error			Margin of error		
Population size	5%	2,5%	1%	5%	2,5%	1%
100	80	94	99	87	96	99
500	217	377	475	285	421	485
1.000	278	606	906	399	727	943
10.000	370	1.332	4.899	622	2.098	6.239
100.000	383	1.513	8.762	659	2.585	14.227
500.000	384	1.532	9.423	663	2.640	16.055
1.000.000	384	1.534	9.512	663	2.647	16.317

Source Kothari (2009)

But, the eligible target populations by confidence level of 95% at marginal error of 5% added targeted for the study from 7 each branch from two selected banks. Those related to research subject matters 260 of them are selected as target populations for the study.

Therefore; the sample for the study was 7 branches from each of two banks were taken using the purposive sampling techniques due to homogeneity of bank branches. And 260 of respondent were taken by using convenience sampling from the non-probability sampling method. According to Etikan, et al (2016), convenience sampling is a type of nonprobability or nonrandom sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study. This kind of sampling may exclude some part of the population from being in the sample. However, the main assumption associated with convenience sampling is that the members of the target population are homogeneous.

Table 2 Samples were taken from CBE and UB branches

Sample no.	CBE branches	No of employees	Sample no.	CBE branches	No of employees
1	Populare	25	1	Genet	21
2	Kirkoskebele	30	2	Stadium	16
3	Stadium	15	3	Meskel square	24
4	Meshulekia	10	4	Bole	17
5	Gofasefer	13	5	Wolosefer	15
6	Seferian	13	6	Bekilobet	18
7	mexico	24	7	Kera	19
Total		130	Total		130

Source: Field Data; 2018

3.5 Data Collection source and Tools

This study used a combination of both secondary and primary source of data.

Questionnaire: The job satisfaction questionnaire was adapted from Spector (1994) job satisfaction survey. The instrument has a total of 46 items with five alternatives that ranges from strongly disagree up to strongly agree. The instrument has nine (9) sub items i.e. pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communications. Each sub-scale is measured through four items in the instrument. The instrument has a total reliability of 0.91 measured by Cronbach alpha.

The following table summarizes subscales, items measure the subscales and the description what each sub scale measures.

Table 3: job satisfaction subscales and their description

Sub scale	Item numbers that measure the sub scale	Description of the subscale
Pay	1, 10, 19, 28	Pay and remuneration
Promotion	2, 11, 20, 33	Promotion opportunities
Supervision	3, 12, 21, 30	Immediate supervisor
Fringe Benefits	4, 13, 22, 29	Monetary and nonmonetary fringe benefits
Contingent rewards	5, 14, 23, 32	Appreciation, recognition, and rewards for good work
Operating conditions	6, 15, 24, 31	Operating policies and procedures
Coworkers	7, 16, 25, 34	People you work with
Nature of work	8, 17, 27, 35	Job tasks themselves
Communication	9, 18, 26, 36	Communication within the organization
Total	1-36	Total of all facets

According to Spector (1994), from the total number of 46 items which measures job satisfaction level with five range alternatives scores range from 36_108 indicates dissatisfaction, from 144_216 shows satisfaction and ranges from 108_144 indicates that the workers are ambivalent (undecided). All the items were found reliable during pilot test. The pilot test was carried out on 20 people (10 males &10 females) who were not included in the actual sample. The total reliability of the items was found 0.72 measured by Cronbach alpha. So, 46 items were used to collect data in the actual study.

3.5.1 Documentary Sources

Secondary data refer to the data which have already been collected and analyzed by someone else and which have already been passed through the statistical process (Kothari, 2009). Therefore; apart from the primary data, this study also included secondary data books, journal articles, brochures, (research reports, and dissertations, websites and newspapers booklets, policy documents related to the study.

3.6 Reliability and Validity

Validity refers to the extent to which the concept one wishes to measure is actually being measured by a particular scale or index (Kothari, 2004). Validity aims at establishing the results from 46 items cronbach alpha $\alpha=0.847$ which are linked with the condition. Reliability is the degree of consistency with which the instrument measures an attribute. Reliability is aimed at the point that even if the research can be repeated it end up with similar results. Therefore, to ensure reliability and validity, the data collection methods were pretested through pilot study before starting the study officially. The information that was obtained from the pilot study was used to determine the reliability of the instruments as well as improving them.

3.7 Data Analysis Techniques

The process of data analysis aims at determining whether the observations support the research questions that were formulated before going into the field to collect the information or does not support them. It's a plan of answering the research questions from the data that were obtained from the field. With regards to this study, the data collected were edited for accuracy and completeness before being subjected to analysis, presentation and report writing.

Descriptive analysis method was adopted to show up mean difference of respondents and standard deviations. This type of analysis method is inferential statistics which is to show up using T-test depending of independent sample T-test to compare the result indications by the same issue with different groups using Statistical Package for Social Sciences (SPSS).

In analyzing the data, answers from different respondents and information obtained from documents were thoroughly checked out and compared to establish their validity and reliability. The purpose was to add value to the study findings.

3.8. Ethical Considerations

Initially, informed consent would be secured from respondents. They had given enough information and explanation about the research objectives. They also informed the fact that they have the right to withdraw from the research at any time whenever they are not comfortable about it. Finally, participants were assured of the anonymity and confidentiality of their response.

CHAPTER FOUR

4. Data Analysis, Presentations and Interpretations

4.1 Introduction

This chapter presents the analysis of data which were collected the seven south CBE and UB district branches. 260 questionnaires were released to 260 bank employees to 7 each bank branches from two selected bank and 208 of questionnaires were returned. The process of data was determining questions that were formulated before and after going into the field to collect data and have no normality problems. However, before discussion of the empirical findings, the characteristics of respondents and the research questions that were asked are hereby presented and analyzed since are among the ways which establish validity and reliability of data collected.

4.2 Characteristics of Respondents

The primary purpose of this section is to describe the participants in this study who completed the questionnaire with respect to the following demographic variables: working position, gender, academic qualifications and working experiences in their respective bank employees within the selected bank branches.

4.2.1 Gender

Table 4: Gender of Respondent

Gender of Respondent		Frequency	Percent
Valid	Male	130	62.5
	Female	72	34.6
	Total	202	97.1
Missing	99.00	6	2.9
Total		208	100.0

Source: Field Data; 2018

The data above table 4 show that, there was more male participation in the research 130(62.5%) than female 72 (34.6%),

4.2.2 Age of Respondents

Table 5: Age of Respondents

Age of Respondents		Frequency	Percent
Valid	Under 20	-	-
	21-30	134	64.4
	31-40	21	10.1
	41-50	14	6.7
	Above 50	11	5.3
	Total	180	86.5
Missing	99.00	28	13.5
Total		208	100.0

Source: Field Data; 2018

From above table 5 regarding employees age; the majority 134(64.4%) of bank employees respondent age is from 21-30 of years old. The other 21(10.1%) of bank employees are 31-40of years old. And also 14(6.7%) of the bank employees are at the age of 41-50 years old. The remaining 11 (5.3%) of the bank employees are above 50. But, the majorities 64.4% of bank employees are young worker. Most of the time young workers are essential for bank employees learning newly creative approach.

4.2.3 Educational qualifications

Table 6: level of education

level of education			
Valid		Frequency	Percent
Valid	First Degree	174	83.7
	MA/MSC	32	15.3
	Other	2	1.0
	Total	208	100.0
Total		208	100.0

Source: Field Data; 2018

From above table 6, result regarding to educational qualifications; majority 174(83.7%) of bank employees are first degree holder. Other 32(15.3%) of bank employees are Master degree holder. Data above showed that, most of the respondents had acquired bachelor degree in various field of criteria for bank employees who is of great importance in the validity and accuracy of data concerning the study. This is in line with the directives from the NBE by then (NBE, 2005, 103) that “those bank employees who pass the ACSEE pursue a three-year undergraduate degree course in Bachelor’s degree in/with related course to bank and thereafter they qualify to be bank employees in the Advanced Level to be bank employees”.

4.2.4 Year of working experience

Regarding Data on years of service’s in average working experience is seven years. The highest years of working are above 21 Years and list service is less than a year. The implication of the working experience among the respondents is that, they were in position to give out their ideas basing on their diverse work experience which provide good inputs to the topic under investigation.

4.3. Determinant factor of Job Satisfaction among Bank Employees between CBE and United Bank SC

Note: - In the following tables from table7 to table 15 the researcher use the following abbreviation

FR= Frequency %- percent M =Mean SD = Standard Deviation AM =Aggregate Mean

SDA = Strongly Disagree D=Disagree NDNA =Neither Disagree Nor Agree A=Agree SA = Strongly Agree

Table 7. Pay

Items	Likert scale	CBE					UB				
		FR	%	M	S.D	A.M	FR	%	M	S.D	A.M
My salary is adequate	S.D.A	38	36.5	2.003	1.0549	2.120	12	11,5	3.726	0.75345	4.030
	D	30	28.9				14	13.5			
	NDNA	10	9.6				12	11.5			
	A	15	14.5				29	27.9			
	SA	11	10.5				37	35.6			
	T	104	100				104	100			
I can earn as similar as or more than other banks Employees who works in similar positions	S.D.A	30	28.8	2.188	1.1817		20	19.3	3.9001	0.40788	
	D	18	17.3				24	23.1			
	NDNA	7	6.7				11	10.5			
	A	25	24.1				19	18.3			
	SA	24	23.1				30	28.8			
	T	104	100				104	100			
My fuel	S.D.A	12	11,5	2.933	0.80345		30	28.8	4.099	0.61571	

allowance is adequate & satisfactory.	D	14	13.5				13	12.5			
	NDNA	12	11.5				32	30.7			
	A	29	27.9				15	14.5			
	SA	37	35.6				14	13.5			
	T	104	100				104	100			
I feel I am being paid a fair amount for the work.	S.D.A	30	28.8	1,356	0.7817		10	9.6	4.495	0.59872	
	D	27	26.0				12	11.6			
	NDNA	11	10.6				10	9.6			
	A	11	10.6				30	28.9			
	SA	9	8.6				42	40.3			
	T	104	100				104	100			

Source: Field Data; 2018

As shown above table 7 Pay scale given by the CBE and UB significant difference is found in the satisfaction level. CBE Employees $M=2.120$, $SD=.8075$ & UB $M= 4.030$, $SD= .6883$ respectively. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied and CBE employees dissatisfied.

Table 8. Promotion

Items	Likert scale	CBE					UB				
		FR	%	M	S.D	A.M	FR	%	M	S.D	A.M
My work is the way for future success in the profession.	S.D.A	30	28.9	2.433	1.01549	3.070	11	10.6	3.592	0.91173	3.690
	D	30	28.9				18	17.3			
	NDNA	10	9.6				11	10.6			
	A	19	18.3				22	21.1			
	SA	15	14.3				42	40.4			
	T	104	100				104	100			
I am proud to do this type of job because I have a possibility of growth.	S.D.A	30	28.9	3.188	1.1817		9	8.7	3.601	0.81324	
	D	18	17.3				14	13.5			
	NDNA	12	11.5				13	12.5			
	A	20	19.2				32	30.8			
	SA	24	23.1				36	34.5			
	T	104	100				104	100			
There is	S.D.A	10	9.6	2.933	0.80345		16	15.4	4.099	0.61571	

really too little chance for promotion on my job in the bank.	D	16	15.4				15	14.4			
	NDNA	8	17.2				11	10.6			
	A	30	28.9				28	26.9			
	SA	30	28.9				34	32.7			
	T	104	100				104	100			
Those who do well on the job stand a fair chance of being promoted	S.D.A	30	28.9	1,356	0.7817		11	10.6	4.495	0.59872	
	D	28	26.9			18	17.3				
	NDNA	17	16.3			11	10.6				
	A	15	14.4			22	21.1				
	SA	14	13.5			42	40.4				
	T	104	100			104	100				

Source: Field Data; 2018

As table 8 shows that both CBE and UB employees are satisfied as $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010).CBE employees are satisfied with $M=3.07$, $SD=.7095$ and UB employees are also satisfied in $M= 3.69$, $SD=.8075$ variance.

Table 9. Supervision

Items	Likert scale	CBE					UB				
		FR	%	M	S.D	A.M	FR	%	M	S.D	A.M
My supervisor(s) gives clear guidance.	S.D.A	15	14.3	3.001	0.94549	3.060	6	5.8	3.826	0.48913	4.320
	D	16	15.4				13	12.5			
	NDNA	14	13.5				12	11.5			
	A	30	28.9				35	33.7			
	SA	29	27.9				38	36.5			
	T	104	100				104	100			
I have a good relationship with my supervisor(s)	S.D.A	13	12.5	3.177	0.8817	4.505	9	8.7	0.51921		
	D	15	14.5				10	9.6			
	NDNA	14	13.5				8	7.7			
	A	28	26.9				34	32.7			
	SA	34	32.6				43	41.3			
	T	104	100				104	100			
My	S.D.A	21	20.2	2.901	0.8433		7	6.7	4.126	0.72881	

supervisor supports me if there are problems.	D	20	19.2			7	6.7		
	NDNA	15	14.4			12	11.5		
	A	17	16.3			34	32.7		
	SA	31	29.9			44	42.4		
	T	104	100			104	100		
My chief is quite competent in doing his/her job in this bank.	S.D.A	15	14.4	3.161	1.1818	7	6.7	4.523	0.611728
	D	15	14.4			11	10.6		
	NDNA	12	11.5			14	13.5		
	A	28	27.0			30	28.9		
	SA	34	32.7			42	40.3		
	T	104	100			104	100		

Source: Field Data; 2018

As shown above table 9 Supervision given by the CBE and UB significant difference is found in the satisfaction level of CBE Employees in $M=3.060$, $SD=.9300$ & $M= 4.320$, $SD= .5839$ of UB respectively. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied than CBE employees.

Table 10. Fringe Benefits

Items	Likert scale	CBE					UB				
		FR	%	M	S.D	A.M	FR	%	M	S.D	A.M
The office facilities are convenient and appealing to do my job	S.D.A	40	38.5	2.631	114549	3.020	12	11.5	3.739	0.56812	4.320
	D	28	26.9				14	13.5			
	NDNA	10	9.6				12	11.5			
	A	16	15.4				29	27.9			
	SA	10	9.6				37	35.6			
	T	104	100				104	100			
I have got enough on and off job training.	S.D.A	25	24	3.213	1.0019		8	7.7	4.302	0.71143	
	D	13	12.5				10	9.6			
	NDNA	17	16.3				11	10.5			
	A	25	24.1				30	28.9			
	SA	24	23.1				45	43.3			
	T	104	100				104	100			
I have a	S.D.A	21	20.2	3.122	1.1623		20	19.2	3.701	0.41218	

good arrangement for annual leave.	D	17	16.3				20	19.2			
	NDNA	17	16.3				12	11.5			
	A	25	24.1				20	19.2			
	SA	24	23.1				32	30.8			
	T	104	100				104	100			
I am not satisfied with the benefits I receive in this bank.	S.D.A	15	14.4	3.313	1.2013		16	15.5	4.201	0.51218	
	D	11	10.6				14	13.5			
	NDNA	11	10.6				12	11.5			
	A	38	36.5				27	26.0			
	SA	29	27.9				35	33.6			
	T	104	100				104	100			

Source: Field Data; 2018

As shown above table 10 fringe benefit towards the employees M= 3.060, SD= .9300 of CBE and M= 4.320, SD= .5839 in UB

Table 11. Contingent reward

Items	Likert scale	CBE					UB				
		FR	%	M	S.D	A.M	FR	%	M	S.D	A.M
The organization treats employees fairly.	S.D.A	23	22.1	2.932	1.0178	2.930	10	9.6	3.619	0.56142	3.790
	D	18	17.3				10	9.6			
	NDNA	18	17.3				12	11.5			
	A	25	24.1				32	30.8			
	SA	20	19.2				40	38.5			
	T	104	100				104	100			
I am recognized regularly for my work done.	S.D.A	33	31.8	2.566	1.04549		13	12.5	3.726	0.60198	
	D	27	26.0				17	16.3			
	NDNA	10	9.6				14	13.5			
	A	23	22.1				27	26.0			
	SA	11	10.5				33	31.7			
	T	104	100				104	100			
My work is the	S.D.A	26	25.0	3.281	1.2177		15	14.4	3.813	0.51218	

way for future success in the profession.	D	18	17.3				12	11.5		
	NDNA									
	A	7	6.7				15	14.4		
	SA	22	21.1				20	19.3		
	T	31	29.9				42	40.4		
When I do a good job, I receive the recognition for it that I should receive in bank.	S.D.A	30	28.8	2.941	0.95323		10	9.6	4.002	0.51216
	D	20	19.2				12	11.5		
	NDNA	28	27.0				13	12.5		
	A	14	13.5				28	27		
	SA	12	11.5				41	39.4		
	T	104	100				104	100		

Source: Field Data; 2018

As shown above table 11 the results come after the analysis of data regarding Contingent reward $M= 2.930$, $SD= 1.0274$ of CBE and $M=3.790$, $SD= .5737$ of UB. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied and CBE employees dissatisfied.

Table12. Operating Condition

Items	Likert scale	CBE					UB				
		FR	%	M	S.D	A.M	FR	%	M	S.D	A.M
My present job makes good use of my skills and abilities.	S.D.A	25	24.1	3.144	0.7817	2.890	7	6.7	3.941	0.6528	4.020
	D	18	17.3				14	13.5			
	NDNA	12	11.5				14	13.5			
	A	20	19.2				30	28.8			
	SA	29	27.9				39	37.5			
	T	104	100				104	100			
My job is challenging.	S.D.A	20	19.2	2.819	0.5491	2.890	12	11.5	3.834	0.71013	4.020
	D	15	14.4				14	13.5			
	NDNA	25	24.1				9	8.6			
	A	17	16.3				29	27.9			
	SA	27	26				40	38.5			
	T	104	100				104	100			
I am responsible	S.D.A	7	6.7	2.591	0.8119	2.890	3	2.9	4.367	0.69127	4.020

for my job.	D	7	6.7				5	4.8			
	NDNA	11	10.6				8	7.7			
	A	35	33.7				38	36.5			
	SA	44	42.3				50	48.1			
	T	104	100				104	100			
The organization rule and procedures are clear.	S.D.A	21	20.2	2.749	0.50107		10	9.6	3.911	0.812	
	D	24	23.0				11	10.6			
	NDNA	10	9.6				12	11.5			
	A	15	14.5				32	30.8			
	SA	34	32.7				39	37.5			
	T	104	100				104	100			

Source: Field Data; 2018

As shown above table 12 the results come after the analysis of data regarding Operating Conditions $M= 2.890$, $SD= .9523$ of CBE and $M=4.020$, $SD= .7103$ of UB. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied and CBE employees dissatisfied

Table 13. Coworkers

Items	Likert scale	CBE					UB				
		FR	%	M	S.D	A.M	FR	%	M	S.D	A.M
I have a harmonious relation with sub-ordinates.	S.D.A	10	9.6	3.119	0.91831	3.030	11	10.6	3.426	0.81246	3.500
	D	14	13.5				9	8.7			
	NDNA	16	15.4				12	11.5			
	A	23	22.1				34	32.7			
	SA	41	39.4				38	36.5			
	T	104	100				104	100			
I like the people I work with in my bank.	S.D.A	5	4.8	2.941	0.89645		5	4.8	3.5774	0.8933	
	D	10	9.6				7	6.7			
	NDNA	7	6.7				10	9.6			
	A	38	36.5				35	33.7			
	SA	44	42.4				47	45.2			
	T	104	100				104	100			

Source: Field Data; 2018

As shown above table 13 Further in respect to coworkers demonstrated that both CBE and UB Employees are satisfied. The result shows that M= 3.030, SD= .9369 of CBE and M= 3.500, SD= .8933 of UB. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied than CBE employees.

Table 14. Nature of the work

Items	Likert scale	CBE					UB				
		FR	%	M	S.D	A.M	FR	%	M	S.D	A.M
I feel that my work is valuable to the bank.	S.D.A	8	7.7	2.857	0.96741	3.030	10	9.6	3.021	1.04213	3.030
	D	9	8.6				12	11.5			
	NDNA	11	10.6				12	11.5			
	A	35	33.7				29	27.9			
	SA	41	39.4				41	39.5			
	T	104	100				104	100			
I have a good job security.	S.D.A	10	9.6	3.139	0.89125		30	28.8	2.904	1.20788	
	D	7	6.7				20	19.2			
	NDNA	14	13.5				8	7.7			
	A	25	24.0				20	19.3			
	SA	48	46.2				26	25.0			
	T	104	100				104	100			
There is no time	S.D.A	18	17.3	3.094	0.94483		13	12.5	2.897	1.05345	

for idleness.	D	10	9.6				14	13.5			
	NDNA	10	9.6				11	10.6			
	A	35	33.7				30	28.8			
	SA	31	29.8				36	34.6			
	T	104	100				104	100			
The amount of work is easy to handle.	S.D.A	35	33.7	3.231	1.1817		10	9.6	3.081	0.90171	
	D	20	19.2				12	11.5			
	NDNA	10	9.6				15	14.5			
	A	20	19.2				24	23.1			
	SA	19	18.3				43	41.3			
	T	104	100				104	100			

Source: Field Data; 2018

As shown above table 14 Nature of work for both banks CBE and UB $M= 3.030$, $SD= .9582$ and then significant foremost level shows that there is not any difference is found.

Table 15. Communication

Items	Likert scale	CBE					UB				
		FR	%	M	S.D	A.M	FR	%	M	S.D	A.M
I feel happy that my work contributes to the achievement of my organizations goal.	S.D.A	10	9.6	3.043	0.92167	2.560	15	14.4	3.303	0.95671	3.490
	D	9	8.7				10	9.6			
	NDNA	12	11.5				13	12.5			
	A	37	35.6				30	28.9			
	SA	39	37.5				36	34.6			
	T	104	100				104	100			
The work environment is good to express my feelings and opinions.	S.D.A	42	40.4	2.231	1.14549		12	11.5	3.426	1.00137	
	D	28	26.9				13	12.5			
	NDNA	13	12.5				12	11.5			
	A	11	10.6				29	27.9			
	SA	10	9.6				38	36.6			
	T	104	100				104	100			
I have an	S.D.A	30	28.8	2.988	1.1817		24	23.1	3.501	0.93142	

opportunity to participate in decisions.	D	23	22.1				20	19.2		
	NDNA	17	16.3				19	18.3		
	A	19	18.3				20	19.2		
	SA	15	14.4				21	20.2		
	T	104	100				104	100		
Communications seem good within this bank	S.D.A	40	38.5	2.371	0.84132		8	7.7	3.623	1.05214
	D	30	28.9				14	13.5		
	NDNA	10	9.6				12	11.5		
	A	13	12.5				30	28.8		
	SA	11	10.5				40	39.5		
	T	104	100				104	100		

Source: Field Data; 2018

As shown above table 15 in respect to Communication M= 2.560, SD=.9568 of CBE and M= 3.490, SD= 1.0870 of UB, data revealed that employees from UB are more satisfied than CBE employees. Significant difference is found. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied and CBE employees dissatisfied.

Table 16: statistics for Bank employee’s satisfactions variance on comparing the means of the two groups of CBE and UB.

Statement	banks	Respondent	Mean	SD	t-value	p-value
Pay	CBE	104	2.120	.8075	-18.000	.000
	UB	104	4.030	.6883		
Promotions	CBE	104	3.070	1.0372	-4.651	.000
	UB	104	3.690	.8372		
Supervision	CBE	104	3.060	.9300	-11.473	.000
	UB	104	4.320	.5839		
Fringe Benefits	CBE	104	3.020	1.1632	.370	.712
	UB	104	3.970	.6883		
Contingent rewards	CBE	104	2.930	1.0274	1.190	.236
	UB	104	3.790	.5737		
Operating conditions	CBE	104	2.890	.9523	-9.511	.000
	UB	104	4.020	.7103		
Coworkers	CBE	104	3.030	.9369	-3.631	.000
	UB	104	3.500	.8933		
Nature of work	CBE	104	3.030	.9582	-.137	.891
	UB	104	3.030	.9582		
Communication	CBE	104	2.560	.9568	-6.422	.000
	UB	104	3.490	1.0870		

***Significant at 0.05**

Source: Field Data; 2018

Level Note: M=Mean

4.4. Major findings of the study and their analysis

4.4.1. How much are employees satisfied with intrinsic factors which are directly related to the nature of job?

Table 16, study T-test the difference between CBE and UB employees with respect to nine of the statements from these communication promotion operating condition and nature of the work were the intrinsic factors affecting employees job satisfaction .

1. Communication

In respect to Communication M= 2.560, SD=.9568 of CBE and M= 3.490, SD= 1.0870 of UB, data revealed that employees from UB are more satisfied than CBE employees. Significant difference is found. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied and CBE employees dissatisfied. Employees prefer work that is mentally challenging in that it provides them with opportunities to use their skills and abilities and offers a variety of tasks, freedom and feedback on how well they are doing (Robbins, 2005). The formation of specific goals, feedback on progress towards these goals, and reinforcement of desired behavior all stimulate motivation and require communication.

2. Promotion

Both CBE and UB employees are satisfied as $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010).CBE employees are satisfied with M=3.07, SD=.7095 and UB employees are also satisfied in M= 3.69, SD=.8075 variance. Promotions provide opportunities for personal growth, more responsibilities and increased social status. Job satisfaction is likely to be experienced by individuals who perceive promotional opportunities to be fair (Spector, 1997; Lunenburg & Ornstein, 2004).When the researcher compare the two banks on promotion UB

employees are more satisfied than CBE employees. The main reason behind that CBE situated in salaries is not good after their promotions but in case of UB promotions is provided with better salary.

3. Operating condition

The results come after the analysis of data regarding Operating Conditions $M= 2.890$, $SD= .9523$ of CBE and $M=4.020$, $SD= .7103$ of UB. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied and CBE employees dissatisfied because they received good Operating conditions from their bank and provide better facilities. Perceptions of fairness are important determinants of people's behavior and reactions to work (Robbins, 2005).

4. Nature of the work

Nature of work for both banks CBE and UB $M= 3.030$, $SD= .9582$ and p –value 0.891 more and then significant foremost level shows that there is not any difference is found. This result reflects the characteristics of the work such as task variety, opportunity for creativity, autonomy, amount and complexity of the work is almost the same. Employees who are engaged in simple, repetitive, routine, boring and uncomfortable job are less likely satisfied (Lunenburg & Ornstein, 2004).

4.4.2 How much are employees satisfied with the compensation provided to them by employers (Extrinsic factor)?

5. Pay

Pay scale given by the CBE and UB significant difference is found in the satisfaction level. CBE Employees $M=2.120$, $SD=.8075$ & UB $M= 4.030$, $SD= .6883$ respectively. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied and CBE employees dissatisfied. Satisfaction with pay is an attitude toward one's payment, which is judged by comparing one's actual and expected pay. Bank employees become satisfied when they believe that they earn the deserved payment based on their inputs (experience, effort and expertise). This judgment made by comparing the payment of other bank employees who have the same or similar qualification. In addition, when the payment of employees enables them to have luxuries or at least cover normal expenses and when they perceive that their pay is fair, they are likely satisfied (Balzer et al., 2000 cited by Mehta, 2011). Finally it shows that UB are more satisfied than CBE and they are more satisfied at p value is 0.000 that is less than significant level 0.05. The result shown in the study by Tanjeen (2013) was positive; the result is one of the lowest satisfaction levels.

6. Contingent reward

The results come after the analysis of data regarding Contingent reward $M= 2.930$, $SD= 1.0274$ of CBE and $M=3.790$, $SD= .5737$ of UB and p-value .236 shows that there is no significance difference between the two banks. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied and CBE employees dissatisfied. Robbin, (2005) Contingent rewards support the reinforcement theory of motivation, in terms of which performance-relevant behaviors will increase in frequency if rewarded.

7. Fringe benefits

In case of Management towards the employees M= 3.060, SD= .9300 of CBE and M= 4.320, SD= .5839 in UB, and p-value is .712 which shows have not any significance difference between the two banks. Spector (1997) divides fringe benefits into monetary and non-monetary benefits. Increasing intrinsic and extrinsic fringe benefits that attract an employee's attention may subsequently increase their performance and induce higher levels of organizational commitment and employee job satisfaction.

8. Co-workers

Further in respect to coworkers demonstrated that both CBE and UB Employees are satisfied. The result shows that M= 3.030, SD= .9369 of CBE and M= 3.500, SD= .8933 of UB. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied than CBE employees. Satisfaction with co-workers prevails when there is smooth work related interaction and mutual admiration among workers whereas dissatisfaction occurs when there is no stimulating interaction among workers (Robin and Judge, 2013).

9. Supervision

Supervision given by the CBE and UB significant difference is found in the satisfaction level of CBE Employees in M=3.060, SD=.9300 & M= 4.320, SD= .5839 of UB respectively. As $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), UB employees are more satisfied than CBE employees. When the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows personal interest in them (Lunenburg & Ornstein, 2004).

4.4.3. Is there a significant difference between Commercial Bank of Ethiopia and United Bank in terms of employees' job satisfaction level?

Table 17: Results of Scheffe Test (According to the Institutions of the employees)

Institution	Frequency	Satisfaction Degrees
CBE employees	60.07	3,4803
UB employees	120.06	3,8302
UB employees	120.0	3,7001

. As the result of the Scheffe test, it was determined that job satisfaction degree average of CBE employees is 3.48, job satisfaction degree average of United Bank Employees is 3.70. So as $M \geq 3$ is indicative of satisfaction level in Likert scale (Imran, Irfan et al, 2010), the job satisfaction degree of employees who work at united bank is higher than the employees who work at commercial bank of Ethiopia.

CHAPTER FIVE

5. Summary of major Findings, Conclusions and Recommendations

5.1. Summary of Major Findings

This study showed that it has very significant difference in almost every bank employee's job satisfactions determinates. Pay scale, Promotions, Supervision, operating conditions, coworkers for further development are those factors which are deciding factors of satisfaction level of bank employees. On the other hand, Fringe Benefits, Contingent rewards Nature of work by bank worker's response is almost same, here no significant difference has been found. As the result of the Scheffe test, it was determined that job satisfaction degree average of CBE employees is 3.48, job satisfaction degree average of united bank employees is 3.70. So, it concludes that Job satisfaction level of employees who work at CBE attached to different explanatory variable perspective is different from job satisfaction level of employees. The job satisfaction degree of employees who work at united bank is higher than the employees who work at commercial bank of Ethiopia.

5.2. Conclusion

In the field of sector, job satisfaction is a crucial factor which influences the quality of work output and customer employee's relationships. In fact, the success of bank and other financial institutions can to a considerable extent be assessed by the level of job satisfaction of its employees over all facilities.

If employees are not getting any satisfaction with his/her pay, promotions, supervisions, rewards and benefits and good relationship with coworkers and having good communications, it could

not be possible for him/her to develop desirable attitudes, habits, values, interests and other qualities either in himself/herself or among his/her customer.

Since employees job satisfaction is an important index of bank employee's performance and employee's retention, there is a need of addressing them in ensuring that, employees are well settled and satisfied. This research identified those factors affecting bank employee's job satisfaction as well as the cause of dissatisfaction. Only after gaining an understanding of these factors one can effectively motivate and mobilize bank employee's and increase their enthusiasm for their work, given the fact that other factors such as pay scale, Promotions, Supervision, Fringe Benefits, Contingent rewards, operating conditions, coworkers and communications, founds few to mention are held constant.

This is important inputs to bank managers and other respective authorities to understand in order to take the necessary steps for increasing the level of job satisfaction among bank employees of private and in Government bank.

5.3. Recommendation

Based on the findings and conclusions of the study, the researcher forwards the following recommendations.

- ❖ Both banks especially CBE should focus on both intrinsic and extrinsic factors affecting employees job satisfaction
- ❖ From intrinsic factor affecting job satisfaction those banks especially CBE should give attention on promotion ,communication ,and operating condition rather than nature of the work
- ❖ The study recommends that both banks especially CBE should create for qualified and experienced employees a good promotion path with compatible pay and benefits.
- ❖ As the finding shows especially on CBE there is no conducive environment for work .so that the researcher suggested that as the banks were highly profitable sector they should be create good facilities starting from building or renting offices and should fulfill all the equipment
- ❖ Most bank employee's work routine and repetitive works so that there should be job rotation to minimize job dissatisfaction.
- ❖ From extrinsic factors affecting job satisfaction those banks especially CBE should focus on pay, co-workers and supervision rather than contingent reward and fringe benefits.
- ❖ Both banks especially CBE should study the market related to salary and benefits then should adjust appropriate pay scale balanced to the work for each positions

- ❖ Relation with superior and colleges or subordinates should be smooth for better satisfaction. UB were better and CBE management expected more work.

5.4. Further areas of Study

In accordance to the nature of the results shown above, the researcher has proposed further studies on the following areas.

- a) Further research can be conducted to find out the relationship between bank employee's job satisfaction and the current decline on the quality of service at bank of Addis Ababa.
- b) Another study is suggested on the evaluation of the contribution of bank employee's satisfactions on the retention of bank employee's in CBE of Addis Ababa.

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Appendix

Addis Ababa University

College of Business and Economics

Department of Public Administration and Development Management

Questionnaire for employees of Commercial Bank of Ethiopia & United Bank S.C.

Dear Respondents,

I am Hailemariam Birhane currently attending Masters of Public Management and policy at Addis Ababa University. I am conducting a study on “*A Comparative Assessment of Employees’ Job Satisfaction in Commercial Bank of Ethiopia versus United Bank.*” Therefore, your response is very crucial for the fulfillment of my study, I greatly appreciate your contribution and I can assure that your response is confidential and only used for academic purpose. If you are interested to send the result of the questionnaires and to give any comment or suggestion you may also use my email address hailebir@yahoo.com.

Regards,

Thank you for your co-operation.

Instruction: - Mark the sign (√) on the item that suits you as best alternative

Section one: Biographical information

1. Gender

Male Female

2. Age-----

Under 26 years 26-35 years 36-45 years
46-55 years 56-65years above 66 years

3. Level of Education

Below high school high school completed Diploma
 Degree M.A/M.S other

4. How long have you served in this organization?

Less than 1 year 6-10 year 16-20 year
 1-5 year 11-15 year above 21 year

Section Two: determinant of Employees' satisfaction

Items	Strongly disagree	disagree	Neither agree nor disagree	Agree	Strongly agree
1. My salary is adequate	1	2	3	4	5
2. I can earn as similar as or more than other banks Employees who works in similar position.	1	2	3	4	5
3. My fuel allowance is adequate & satisfactory.	1	2	3	4	5
4. I feel I am being paid a fair amount for the work.	1	2	3	4	5
5. My overtime payment is adequate & satisfactory	1	2	3	4	5
6. I feel I am being paid a fair amount for the work.	1	2	3	4	5
7. My work is the way for future success in the profession.	1	2	3	4	5
8. I am proud to do this type of job because I have a possibility of growth.	1	2	3	4	5

9. There is really too little chance for promotion on my job in the bank.	1	2	3	4	5
10. Those who do well on the job stand a fair chance of being promoted	1	2	3	4	5
11. My supervisor(s) gives clear guidance.	1	2	3	4	5
12. I have a good relationship with my supervisor(s)	1	2	3	4	5
13. My supervisor supports me if there are problems.	1	2	3	4	5
14. My chief is quite competent in doing his/her job in this bank.	1	2	3	4	5
15. The office facilities are convenient and appealing to do my job	1	2	3	4	5
16. I have got enough on and off job training.	1	2	3	4	5
17. My health insurance is adequate & satisfactory	1	2	3	4	5
18. My Telephone allowance is adequate & satisfactory	1	2	3	4	5
19. My Housing allowance is adequate & satisfactory	1	2	3	4	5
20. I have a good arrangement for annual leave.	1	2	3	4	5
21. I am not satisfied with the benefits I receive in this bank.	1	2	3	4	5
22. The organization treats employees fairly.	1	2	3	4	5

23. I am recognized regularly for my work done.	1	2	3	4	5
24. My work is the way for future success in the profession.	1	2	3	4	5
25. When I do a good job, I receive the recognition for it that I should receive in bank.	1	2	3	4	5
26. My present job makes good use of my skills and abilities.	1	2	3	4	5
27. My job is challenging.	1	2	3	4	5
28. I am responsible for my job.	1	2	3	4	5
29. The organization rule and procedures are clear.	1	2	3	4	5
30. I have enough authority in my job.	1	2	3	4	5
31. My working hours are reasonable.	1	2	3	4	5
32. Many of our rules and procedures in this bank make doing a good job difficult.	1	2	3	4	5
33. I have a harmonious relation with sub-ordinates.	1	2	3	4	5
34. I like the people I work with in my bank.	1	2	3	4	5
35. I feel that my work is valuable to the bank.	1	2	3	4	5
36. I have a good job security.	1	2	3	4	5
37. There is no time for idleness.	1	2	3	4	5

38. The amount of work is easy to handle.	1	2	3	4	5
39. I have a job in which I can learn and develop my abilities.	1	2	3	4	5
40. The organization promotion process is transparent	1	2	3	4	5
41. I sometimes feel my job in this bank is meaningless.	1	2	3	4	5
42. I feel happy that my work contributes to the achievement of my organizations goal.	1	2	3	4	5
43. The work environment is good to express my feelings and opinions.	1	2	3	4	5
44. I have an opportunity to participate in decisions.	1	2	3	4	5
45. Communications seem good within this bank \.	1	2	3	4	5
46. Raises are too few and far between.	1	2	3	4	5

If you have any of suggestions please identify?

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