



**DETERMINANTS OF EMPLOYEE JOBSATISFACTION
IN COMMERCIAL BANK OF ETHIOPIA, ADDIS ABABA**

By

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**A Thesis report Submitted to Submitted to Addis Ababa University
School of Commerce in Partial Fulfillment of the Requirements for
Masters of Art Degree in Human Resource Management**

Advisor

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Addis Ababa University School of Commerce

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Addis Ababa, Ethiopia

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June 2017

Addis Ababa

Statement of Declaration

I, Netsanet Fantahun Mekonnen, hereby declare that this thesis entitled “Determinants of Employee Job Satisfaction in Commercial Bank of Ethiopia, Addis Ababa.” submitted by me for the award of the degree of Master of art in Human Resource Management, is my original work and it has never been presented in any university. All sources and materials used for this thesis have been duly acknowledged.

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Statement of Certification

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This is to certify that the thesis entitled, “Determinants of Employee Job Satisfaction in Commercial Bank of Ethiopia, Addis Ababa.” was carried out by Netsanet Fantahun Mekonnen under the supervision of Dr. Abeba Beyene (Phd), submitted in partial fulfillment of the requirements for the degree of Master of art in Human Resource management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBE:	Commercial Bank of Ethiopia
SPSS:	statistical packaging for Social Science
ANOVA:	Analysis of Variance
MSQ :	Minnesota Satisfaction Questionnaire

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ABSTRACT

Human resource is the back bone for the provision of quality service for people. A High level of professional satisfaction among bank employee earns high dividends such as higher worker force retention and customer satisfaction. The objective of this study is to determine the level of employee job satisfaction and its determinant factors in commercial bank of Ethiopia in case of Addis Ababa area. Explanatory study designs were used. The main instrument for primary data collection was a structured questionnaire adopted from Minnesota Satisfaction Questioner (MSQ) with five point Likert scale. The source of the study data were number of employees working in four districts of Commercial Bank of Ethiopia under Addis Ababa area and a randomly selected professional employee from the selected 20 branches of four districts of Commercial Bank of Ethiopia. Descriptive statistics, percentages frequencies, mean and standard deviation were computed. Linear regression was computed to analyze determinant factors of job satisfaction. Linear Regression analysis of data across demographic variables yielded that job-satisfaction show statistically significant variation across marital status and educational level (Bachelor degree holders have more satisfaction than others) with P -value < 0.05 . Positive relationships were found out between overall levels of job satisfaction and nature of job, career advancement, pay and benefit and interpersonal relationships with P -value < 0.05 . The study concluded that almost half of the employees get satisfaction in their job with an overall level of job-satisfaction of 57.6%,

Keywords: Job satisfaction, Bank employees, commercial bank of Ethiopia

CHAPTER ONE

INTRODUCTION

This chapter introduces about back ground of the study, back ground of the organization, statement of the problem objectives, general and specific, research question, and significance of the study and also scope and limitation of the study are described in this chapter.

1.1 Background of the Study

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definition in organizational research is that of Locke(1976), who defines job satisfaction as ‘pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.’

The term 'job satisfaction' therefore refers to the favorableness with which employees view their work and the term 'job dissatisfaction' to the unfavorableness 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.

Employee is one of the key factors of the organization success. No organization can succeed without a certain level of commitment and effort from its employees (Luthans, 2001). Organizations often attempt to satisfy its employees to gain their commitment and loyalty. However, it is not easy for the organizations to be successful in making individuals satisfied because people work for a wide variety of different reasons, some want material success while others might emphasize challenging job (Arnold and Feldman, 1986). From an individual standpoint, job satisfaction might be one of the most desirable outcomes that employees could obtain. From a pragmatic managerial and organization effectiveness perspective, it is important

to know how to measure the level of job satisfaction and how job satisfaction relates to other organizational variables. In recent times there has been a convergence of interest on the efforts by organizations to examine conditions or factors that foster greater job satisfaction and that will make positive contributions to the organization (Bartolo & Furlonger, 2000).

1.2 Back ground of the organization

Commercial Bank of Ethiopia is the state bank of Ethiopia that was founded in 1942 with twin objectives; performing the duties of both commercial and central banking. In 1963, the commercial bank of Ethiopia was legally established as Share Company to take over the commercial banking activities of the state bank of Ethiopia. In the 1974 revolution, commercial bank of Ethiopia got its strength by merging with privately owned Addis Ababa bank. Since then, it has been playing significant role in the development endeavor of the country.

The Commercial Bank of Ethiopia (CBE) is the largest commercial bank in the country. According to human resource management officials, it carries on its business more than 1000 branches spread throughout the country and still expanding. CBE has subsidiary office in South Sudan. The branches of all Commercial Bank of Ethiopia execute their functions under the supervision of 15 district offices. Addis Ababa divided into four districts (North, South, East and West). It is also the source of finance to major mega projects undertaking in different parts of the county and loan provider to domestic and foreign investors particularly who want to invest in government priority areas (manufacturing, export and agro-processing).

The bank provides all the banking service ranging from local to foreign banking. Local banking services are deposit, credit facilities and local transfer while 'Forex' (foreign exchange), trade service, Money transfer and correspondent banking are among foreign banking service of the bank. It is also pioneer in introducing Automated Teller Machine (ATM), youth account,

women's account, interest free banking and mobile banking services. (CBE Company Profile, [www.co.m banketh.et/about](http://www.co.mbanketh.et/about))

1.3 Statement of the Problem

In recent time with the opening up of the economy in Ethiopia, a dramatic change has been observed in private and government banking service sectors. This has brought higher employment opportunities, increases in income level, and changes in consumption pattern and consequently there emerges a competitive environment in the country. Particularly, the expansion of private banking business, along with customized services, has created a severe competition in this sector. This intense competition has made observed staff turnover from government to private banks. This situation has created an urge to the bank policy makers to identify the basic reasons and brought them into consideration with job satisfaction issue. The employment patterns in the banking sector have changed its focus to performance and targets rather than experience and loyalty. Hence, pay and job satisfaction becomes a primary factor for the banking employees which needed attentions so as to achieve the long-term goals of the bank. Every individual employee wants satisfaction at job but organization is wasting its resources by focusing on wrong HR practices for employee job satisfaction ((Muhammad Javed, 2012)

Human resources are recognized as the key element in successful business navigation through difficult market conditions, including competition with other banks and non-banking financial institutions. Employees with low job satisfaction can negatively affect a company because they typically lack motivation, perform poorly and possess negative attitudes. In addition, their behavior can also affect other employee's performance. These symptoms can directly affect a company's bottom line. The more dissatisfied an individual becomes at work,

the more likely he or she is to engage in impulsive reactive behaviors, such as quitting, disengaging, or retaliation, rather than adaptive behaviors, such as problem solving or adjusting expectations (Joseph and Rosse Stacy,2004).

In CBE, it is observable that the numbers of employees are not quite stable and some employees look on other competent organizations, specifically private banks with in an expectation of better HRM practices, nice work environment and high satisfaction from the job.

Even if CBE is a leading bank in the country employees satisfaction level is 40.4 % (TG banking and finance consulting plc.2012) In the study made by TG banking and finance consulting plc, it is showed that there is low motivation, absenteeism, turnover and employees spend more time searching other jobs. In this study even though the satisfaction level of employees was measured the determinant factors of employee satisfaction and which factors attributes to more satisfaction which factors attributes to less satisfaction was not studied. So the purpose of this study is to assess determinant factors of job satisfaction of employees by using the four variables working condition, pay and benefits, fairness, career advancement and growth.

1.4 Objectives of the Study

The objective of the study details in to general objective and specific objective.

1.4.1 General Objectives

The general objective of the study is to determine determinant factors of employees' job satisfaction in commercial bank of Ethiopia, Addis Ababa

1.4.2 Specific Objectives

The specific objectives of the study are:

- To determine overall job satisfaction level of the employees in Commercial Bank of Ethiopia, Addis Ababa.
- To identify factors that affect employee job satisfaction in Commercial Bank of Ethiopia, Addis Ababa
- To analyze the satisfaction level of employees by working environment, nature of job, career advancement, pay and benefit and interpersonal relationship
- To identify the dimensions that should be undertaken to improve the satisfaction level of employees in Commercial Bank of Ethiopia, Addis Ababa.

1.5 Research Questions

This study attempts to answer the following research questions:

- What is the level of job satisfaction of employees in commercial bank of Ethiopia, Addis Ababa?
- What are the factors that affect the employees' job satisfaction?
- Which factors affect employee job satisfaction more?
- What are the dimensions that should be taken to increase job satisfaction level of employees?

1.6 Significance of the Study

Job satisfaction is very important in improving quality of the banking services. Therefore, conducting research on level of employee job satisfaction and factors affecting will help Banks to identify the exact need of bank employees and bring practical changes.

The result of the study may be used by policy makers and higher officials of the bank to devise different strategies which help to improve areas of job satisfaction of bank employees. In addition, this paper is used as a literature for employees and increases awareness about Job satisfaction and also provides a base for further study and gives insight to researchers and students about the problem and stimulates further investigation of the issue.

1.7 Scope of the Study

Various authors and researchers have proposed drivers of Job satisfaction, which include a wide range of factors (Kahn, 1990; May et al., 2004; Saks, 2006) it is difficult to best conceptualize factors influencing Job Satisfaction. This study however, conceptually delimits to main five variables (Interpersonal relationship, Work environment, Pay and benefit, Career advancement, nature of job) and some demography factors (gender, year of service, marital status, job position and education level) of employees based on Kahn (1990) and Saks (2006) model. Even though there are many commercial banks of Ethiopia branches in the country, this study is geographically delimited to CBE branches that exist in Addis Ababa area. However, the findings from this study will help all branches of the bank over the country to have insight on determinates of Job satisfaction in Bank employees and take corrective measurement. Even if it will have been good if the study includes all types of employees, but this study is timely delimited to employees having experience of one year and above.

1.8 Limitation of the Study

Since the study included only those branches which are located in Addis Ababa, it is difficult to say that the research would represent all the feelings of CBE employees in the country. The second limitation of the study relates to sample size calculation and the sampling procedure; that is while calculating the sample size using the e^2 as 0.07 in 95% confidence interval instead of 0.05 which compromise the total sample size and the other is using convenience sampling, (to select sample branches) as a result the number of participants included in the sample may not be good representative of the population. The third limitation of this study is using a computed value of overall level of job satisfaction instead of using independent sample questioner to explore overall level of job satisfaction,

1.9 Definition of terms

Job satisfaction- is the level of contentment employees feel about their work.

Pay and benefits: Prospect to earn special incentives, such as bonuses, extra paid time off, risk allowance, housing and or transportation allowances

Career advancement or growth: Opportunities to learn sophisticated skills or progression inside the organization.

Job security: is an assurance that an individual will keep his or her job without the risk of becoming unemployed.

Autonomy: autonomy refers to the degree of freedom that workers have in their work

Interpersonal Relationship: employee's relationship with colleagues or peer, and with their respective supervisor.

Working environment: the physical geographical location as well as the immediate surroundings of the work place.

Nature of job: the potency of job characteristics in determining how people behave in work situation.

1.10 Organization of The study

The study consists of five Parts. The first Part highlights the background of the study, background of the organization; the statement of the problem, objectives, research questions, scope of the study, Limitation and significant of the study. The review of the related literature is discussed in the second part of the study. It presents the conceptual frameworks or a brief review of related studies that serve as the basis and proof to support the basic questions of the study. The third part addresses research design and methodology. It explains the methods, approaches, procedures and instruments that are used to achieve the purpose of the study. The fourth part focuses on with the finding of the study, data analysis, results, interpretation, and discussion. The fifth part presents summary, conclusion, recommendations, and Bibliography follows.

CHAPTER TWO

LITRATURE REVIEW

This literature review is aimed at providing more inclusive theoretical concepts on factors affecting job satisfaction. The literature review section discuss about job satisfaction. Under this sub section issues like theories of job satisfaction, determinants of job satisfaction and measurement of job satisfaction were addressed.

2.1 Overview of Job Satisfaction

Job satisfaction is influenced by many factors including environmental and personal factors, income, nature and social status of the job, organizational prestige, promotion, job security, lack of role ambiguity, and physical job conditions of co-workers (Hadi, Mohsen & Ali Asghar 2015). The term 'job satisfaction' therefore refers to the favourableness with which employees view their work and the term 'job dissatisfaction' to the unfavourableness with which they take their work (Qasim, Cheema & Syed, 2012).

Sowmyal & Panchanatham, (2011) defined job satisfaction as how much employee's like or dislikes their work and the extent to which their expectations concerning work have been fulfilled. Frazier (2005) stated that there are a few elements that affect job satisfaction, which are extrinsic and intrinsic motivating factors, the quality of supervision and social relationships with the work group. Intrinsic motivation, as explained by Haneberg (2010) is interest based and extrinsic motivation is compliance based. By improving intrinsic motivation, the employer can take care of the employees' interest, including their passion, drive, creativity, and energy. Extrinsic motivation, on the other hand, can be improved by giving positive reinforcement to the

employees such as raising their salary, giving them compliments, giving them more important tasks and so on.

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. Therefore Understanding job satisfaction is critical to the success of an organization and continues to be a major topic of research interest.

2.2 Theoretical Review of Job Satisfaction

2.2.1 Abraham Maslow Theory of Motivation

Maslow's theory states that people have a pyramid hierarchy of needs that they will satisfy from bottom to top (Benjamin Ball). Starting from mere physiological subsistence, they cover belonging to a social circle to pursuing your talent through self-actualization. Important to this theory is that Maslow felt that unfulfilled needs lower on the ladder would inhibit the person from climbing to the next step. The needs are divided into two categories: deficiency needs (physiological and safety) and growth needs (belonging, self-esteem and self-actualization). If the deficiency needs aren't satisfied, the person will feel the deficit and this will stifle his or her development (Maslow, 1989). In this respect (Maniram, 2007, p 22), stated that factors such as conducive working environment, mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues, the personality-job fit etc. are important factors which will enhance the level of job satisfaction.

2.2.2 Herzberg's Two Factor Theory

Based on the study, Herzberg discovered factors that he labeled as motivators, or job content factors, and hygiene factors, or job context. Motivators or job content factors were those that focused on work. These included achievement, work itself, advancement, recognition, responsibility, and growth. Likewise, hygiene factors or job context are defined as factors that are related to job dissatisfaction. Examples of hygiene factors include the company, organizational policies, administration, salary, status, job security, working conditions, personal life, and interpersonal relations(Kelli, 2012).

2.2.3 Equity theory

Individuals evaluate their relationships with others by assessing the ratio of their outcomes from and inputs to the relationship against the outcome/input ratio of a comparison other. If the outcome/input ratios of the individual and comparison other are perceived to be unequal, then inequity exists(Maslow, 1989).

2.2.4 Taylor's theory

Taylor's theory, formulated at the beginning of the twentieth century, was based on the assumptions that jobs should be specialized, simplified and standardized. This was anchored on the belief that with such an approach, organizations could operate optimally. It was also based on the belief that simplifying jobs would lead to increased workers' efficiency, reduced skill requirements, and increased managerial control, all of which would contribute to increased profit(Nnamseh, Issac, Hackman and Oldham, 2014).

2.2.5 Job Characteristics Theory

Expanding on the work of Frederick Herzberg, Richard Hackman and Greg, Oldham provides an explicit framework for enriching jobs. Based on their own work and the work of others, they developed a job characteristics model. In particular, the model specifies that enriching certain elements of jobs alters people's psychological states in a manner that enhances their work effectiveness(Muhammad, 2014).

So for this study purpose Hertzberg two factor theory and Job characteristics theory can be used to justify the relationship between independent and dependent variables.

2.3 Relationship between Work Factors and Job Satisfaction

Work factors were also found to influence job satisfaction these includes work environment, pay and benefit, advancement and promotion as well as fairness. The work itself plays a major role in determining how employees are satisfied with their jobs. Employees tend to prefer challenging jobs that let them apply their abilities and skills and embody a diversity of tasks, freedom, and performance feedback (Arnold and Feldman, 1986). Locke (1976) found that the interesting and challenging of the work itself led to the higher level of job satisfaction. Having friendly and cooperative coworkers is a modest source of job satisfaction. Ducharme and Martin (2000)'s findings revealed that effective coworker support significantly enhance employee job satisfaction (in Demato 2001).

Research consistently demonstrates a relationship between core job characteristics and job satisfaction. Along with higher job satisfaction and motivation, employees performing enriched jobs usually experience lower absenteeism and turnover (Muhammad, 2014).

Job characteristics (skill variety, task identity, task significance, autonomy and feedback) have an influence on critical psychological states, which in turn influence personal and work

outcomes, given the strength of the employee's growth needs. Positive psychological states are associated with high internal work motivation, high-quality work performance, high satisfaction with the work, and low absenteeism and turnover (Naseema, 2014).

Abdulla et al. (2011) examines the relationship between job satisfaction and environmental and demographic factors and found environmental factors (such as salary, promotion and supervision) better predictors of job satisfaction as compared to demographic factors (such as sex, age and education level as well as other factors related to their work experience, such as job level, shift work, and years of experience). Rumman (2011) concludes that there is no statistically significant association between demographic factors, and their working environment. However, they found a statistically significant correlation was found between the nature of the employee's job and job satisfaction in the travel and tourism companies in Amman.

Lai (2011) argue that an efficient compensation system result in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay. The study concludes that the intrinsic factors of motivation, including recognition, work, career opportunities, professional growth, responsibility, good feeling about the organization that has a significant correlation with job satisfaction, while hygiene (external) factors have no significant relationship with job satisfaction of employees satisfaction.

The study conducted among Clark (1999) shows that changes in workers' pay over-time positively influence their well-being, whereas the current level of pay does not impact on job satisfaction. Leontaridi and Sloane (2001) show that low-pay workers report higher job satisfaction than do other workers. Borzaga and Depedri (2005) observe that, even in a sector

characterized by low average salaries like the social-services sector, employees are more satisfied when their wages increase up to a threshold, but not above that threshold. Clark (2005) the opposite dynamic of job satisfaction with respect to the economic conditions as represented by wages, and to job conditions as represented by working time, is also evident. Diaz-Serrano & Cabral Vieira (2005) show that low-pay worker are likely to have low-quality jobs and consequently less job satisfaction. Siebern-Thomas's (2005) cross-sectional analysis on the European Community Household Panel shows that the correlation between wage and job satisfaction is significant and positive.

2.4 Relationship between Demographic (personal) Factors and Job Ssatisfaction

The personal factors or variables include factors such as age, gender, and marital status and education. The relationship between age and job satisfaction tends to be a U-shaped function where job satisfaction with younger employees is initially high and then drops for several years, and finally raises again with employees age (Waskiewicz, 1999). Older people seem to be generally more satisfied with their jobs than younger ones (Wangphanich, 1984). However, Coll and Rice (1990) found that age was not related to job satisfaction (in Green, 2000). While research on the relationship between gender and job satisfaction also was unclear, Hollen and Gemmell (1976) compared job satisfaction levels of community-college male and female professors and reported males express higher levels of overall job satisfaction than females (in Wangphanich, 1984).

A review of literature that included education as a variable indicates that the relationship between education and job satisfaction can be negative or positive. For example, Carrel and Elbert (1974) reported negative relationship between education and job satisfaction. They concluded that employees, who have high level of education, are dissatisfied with performing the routine tasks required in most jobs. On the contrary, Quinn and Baldi de Mandilovitch (1980)

concluded that there was a positive relationship between educational level and overall job satisfaction (in Green, 2000). Work-related factors were also found to influence job satisfaction.

2.5 work related factors affecting job satisfaction

2.5.1 Pay and benefits:

one of the most important factors that affect job satisfaction is salary. Prospect to earn special incentives, such as bonuses, extra paid time off or vacations also bring stimulation and higher job satisfaction. There is no doubt that monetary rewards play a very influential role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction.

(Bergmann and Scarpello, 2002, Gao & Smyth, 2010))

2.5.2 Career advancement or growth:

If employees see a path available to move up the position in the company they would be more satisfied with their existing job.

Organization can persuade employees to learn sophisticated skills or to demonstrate them what they need to in order to be on a path to progression inside the organization. Mahamuda&Nurul (2011).

2.5.3 Job security:

job security is another very important factor that may affect employee job satisfaction. Employees will often feel more secure if they believe they will not get fired (Thakur, 2007) .

2.5.4 Autonomy:

autonomy refers to the degree of freedom that workers have in their work. It means the level of control employees have timing and scheduling their work activities. Mahamuda &Nurul.(2011).

2.5.5 Relationship with co-workers:

every employee seeks to be treated with respect by those they work with. If employees are in touch with supportive colleagues or peer, they can do their performance in a better and comfortable way(Abbas, 2011).

2.5.6 Relationship with superior:

employees need to know their superior's door is always open for them to discuss any issues to do their jobs effectively (Abbas, 2011).

2.6 Empirical Review

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)

Efficient human resource management and maintaining higher job satisfaction level in organizations determine not only the performance of the company but also affect the growth and performance of the entire economy. As a result, it is vital to manage human resource effectively and assess employee's satisfaction level as to increase their performance, commitment, productivity and satisfaction, which directly have significant role for the success and profitability of the company. (Susan J. Linz, Anastasia Semykina, 2010).

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)

As cited by (Abdulla et al., 2011; Zeffane et al., 2008; Ellickson and Logsdon, 2001; Davis, 1992; Zeffane, 1994) a large number of studies over the past several decades have argued that demographic factors including individual factors such as age, marital status, and education; and organizational factors or work-related factors such as job level and years of experience, impact job satisfaction (Hayfaa A., 2013)..

Findings from A study conducted in public health professionals toward their job satisfaction in west Shoa, Oromia(Ethipia) revealed that Overall, only 34.9% of the study participants were satisfied with their job, while nearly a third, 65.1% were dissatisfied with their job. The findings revealed that variables such as management style, salary, working environment, training opportunity, performance evaluation and participation in decision making have a significant influence on the level of job satisfaction (Mulugeta and Ayele, 2015).

A research conducted by Khan and Parveen in India that focused on job satisfaction among private and public bank workers showed Job satisfaction of public sector bank employees was significantly higher than the private sector bank employees; Satisfaction regarding salary, compensation & benefits was significantly higher among the private sector bank employees than the public sector bank employees; Satisfaction regarding Promotion was significantly higher among the private sector bank employees than the public sector bank employees; Major causes of dissatisfaction as perceived by the respondents were poor salary, lack of promotional prospects, poor job status and absence of recognition for good work. Private sector bank employees were dissatisfied with job security as compared to public sector bank employees. On the other hand, public sector bank employees were suffering from poor working conditions and absence of incentive bonus (Khan and Parveen, 2014).

A study conducted in Jimma university specialized hospital, Ethiopia revealed that among the total of 145 health professionals who worked in, 46.2% of the health workers are dissatisfied with their job. The major reasons reported for their dissatisfaction were a lack of motivation, inadequate salary, insufficient training opportunities and an inadequate number of human resources. In the report, only sixty (41.4%) health professionals were satisfied with their job, by getting satisfaction from helping others and professional gratification Alemshet and et al (2011).

Beham and Drobic (2010) examined the relationship of work-family balance and satisfaction of 716 office workers working in banking and information technology firms in Germany. Multivariate regression analysis was used to test the study hypothesis. Results of the hypothesis indicated that social support was positively associated with work-family balance and due to overload of work and tight schedules employees were not able to fulfil their family responsibilities, which resulted in dissatisfaction at work. This study also showed that if employees spent more time in an organization due to heavy workload and it had negative consequences on satisfaction of employees.

Omega (2012) studied the perceived relationship between organizational culture and employees' job satisfaction at Kenya Commercial Bank employees. The purpose of this study was to establish the perceived relationship between the organizational culture dimensions and job satisfaction among Kenya Commercial Bank employees in Kenya, in view of the culture transformation programme that the Bank had rolled out and aimed at enabling employees to on one hand appreciate the internal customer and on the other hand serve the external customer better. The research design was a descriptive study and questionnaires were used to collect data. The results of the study show that the organizational culture dimensions of organizational

supportiveness, emphasis on rewards, performance orientation and innovation orientation have a direct relationship with the job satisfaction of employees at Kenya Commercial Bank. The study however found no relationship to exist between stability and communication of employees' job satisfaction.

A study done in India among private bank employees revealed that coworker relationship having no impact on job satisfaction whereas the other variables such as work environment has 36.7%, salary(30.5%), career planning(54.2%) and rewards(63.9%) have impact on job satisfaction. Comparatively rewards is the factor which has higher impact on employee job satisfaction level (Sudha.V and Beena Joice. M, 2017.)

2.7 Research Hypothesis

The purpose of this study is to assess the factors affecting job satisfaction and overall employees' job satisfaction in commercial bank of Ethiopia, Addis Ababa. The empirical studies made showed the factors affecting job satisfaction of employees. Thus, based on empirical studies and theoretical reviews the researcher has developed the following hypothesis to estimate overall job satisfaction and factors that affect job satisfaction in commercial bank of Ethiopia, Addis Ababa. So here are the null hypotheses of the predicted factors for employee job satisfaction.

H1: Nature of the job has significant effect in determining employee job satisfaction.

H2: Working environment has significant effect in determining employee job satisfaction.

H3: pay and benefits has significant effect in determining employee job satisfaction.

H4: career advancement has significant effect in determining employee job satisfaction.

H5: Interpersonal relationship has significant effect in determining employee job satisfaction.

H6: There is significant difference between gender and participants' level of job satisfaction.

H7: There is significant difference between age and participants' level of job satisfaction.

H8: There is significant difference Work experience and participants' level of job satisfaction.

H9: There is significant difference between job position and participants' level of job satisfaction.

H10: There is significant difference between Level of Education and participants' level of job satisfaction.

H11: There is significant difference between marital status and participants' level of job satisfaction.

2.8 Conceptual Framework

Based on the overall review of related literatures, the following conceptual model in which this specific study is governed has developed. For this study the adopted model is taken from the study of Mansor et al. (2012). The model used in the current study offers a unique effect of work life drivers which can lead to employee Job satisfaction.

Job characteristics Factors of job satisfaction

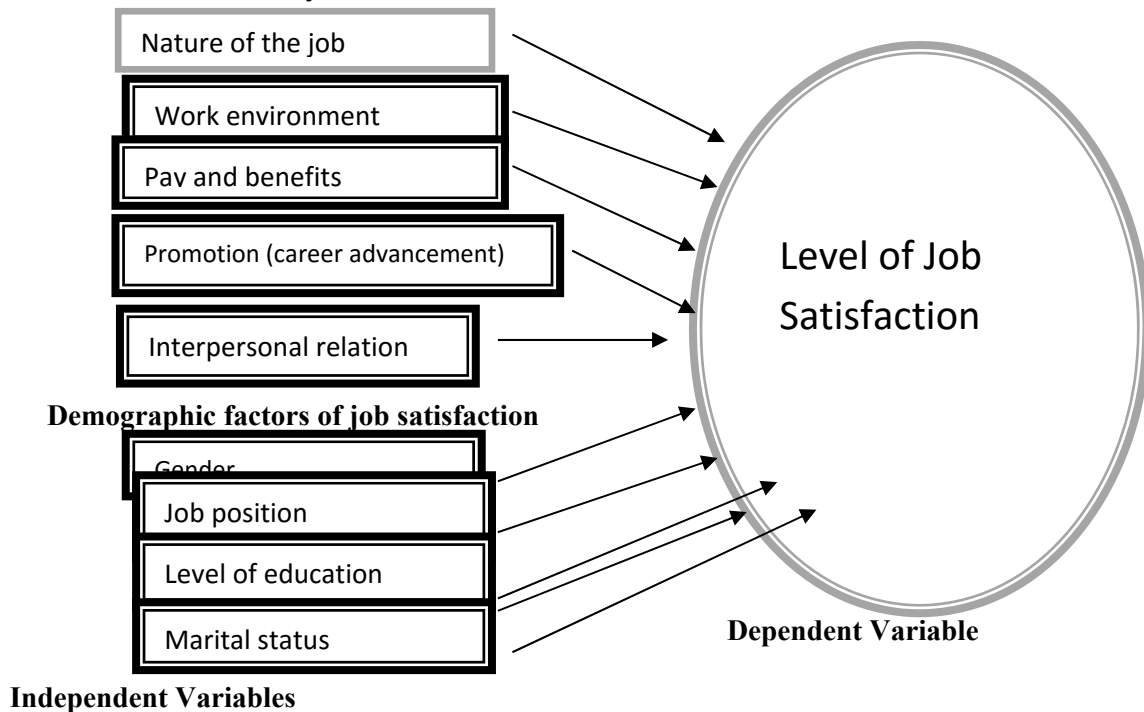


Figure 1: Conceptual framework of the study model

CHAPTER THREE METHODOLOGY

3.1 Description of Study Area

The study was conducted in Commercial Bank of Ethiopia Addis Ababa which has four districts under Addis Ababa city that consist a total of 372 branches.

3.2 Research Approach

This research was designed to apply the quantitative technique to conduct the research by using self-administration questionnaire. The questionnaire is adopted from Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss, Dawis, England, and Lofquist (1967). On this framework because of their validity and reliability target respondents were asked about their attitudes toward specific aspects of job satisfaction which are the work environment, pay and benefit, Nature of Job, Career advancement, and interpersonal relationship.

3.3 Study Design

A research design refers to the framework for the generation of evidences that are suited both to a certain set of criteria and to the research question in which the investigator is interested (Bryman & Bell, 2007). The objective of this study is to explore job satisfaction level and associated factors in Commercial Bank of Ethiopia in Addis Ababa area using an appropriate sampling technique. The present study is explanatory research design, as it seeks to discover ideas and insight to bring out new relationship. Research design is flexible enough to provide opportunity for considering different aspects of problem under study. A descriptive research uses a set of scientific methods and procedures to collect raw data and create data structure that describes the existing characteristics of a defined target population (Shiuet al., 2009). With

emphasis on the study design, in order to conduct primary data the researcher used questionnaires.

3.4 Source Population

All professional employees working in four districts of Commercial Bank of Ethiopia under Addis Ababa area were used as the source population. So that the study population were Randomly selected professional employees from the selected branches of Commercial Bank of Ethiopia South-Addis, North-Addis, East-Addis, and West-Addis districts. Professional employees having greater than one year work experience were included in the study and those not willing to participate were excluded.

3.5 Sample Size Determination

The sampling of the respondents for this study was conducted through stratified random sampling. First of all Bank employees working in the four districts (7135 employees) were tabulated and then clustered by their branches within each of the four districts. When a list of clusters of study units is available (e.g., districts, villages or schools) or can be easily compiled, a number of these groupings can be randomly selected (Creswell, 2003).

Depending on the sampling needs, we may combine the single-stage techniques to conduct multi-stage sampling (Creswell, 2003). Therefore, For this study the researcher used a cluster of bank districts in the Addis Ababa area zone of CBE; then a total of 20 branches conveniently selected, and within each four cluster selected a simple random sample of branches which proportional to the size of a cluster were selected, and within each branches, selected a simple random sample of employees for the study that proportional to the size of a branch. In this case, we have a three-stage sampling process consisting of cluster and simple random sampling.

Therefore, the total population used for the study was 7135. Then 20 branches were selected randomly. So the sample size is determined as follows

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

Where,

n = sample size

N = population size

e² = the level of precision, sampling error (Source: Yamne (1967))

$$\begin{aligned} \text{So, } n &= \frac{7135}{1 + 7135(0.07)^2} \\ &= \frac{7135}{1 + 7135(0.0049)} \quad n = 199 \text{ which is } n \sim 200 \end{aligned}$$

So with adjustment for non-response (10% contingency) n = (200+20), the final sample size was 220. Since the number of employees in each sample banks was not the same, it is necessary to proportionate this for each district and calculate using the following formula:

$$n = \frac{nN_1}{N}; \text{ Where;}$$

n = total number of samples

N = total number of population

N₁ = total number of population in each bank

So the proportion of sample size for each district was:

$$\text{North District} = \frac{nN_1}{N} \longrightarrow n = \frac{1948}{7135} * 220 = 60$$

$$\text{South District} = \frac{nN_1}{N} \longrightarrow n = \frac{1719}{7135} * 220 = 53$$

$$\text{East District} = \frac{nN_1}{N} \longrightarrow n = \frac{1802}{7135} * 220 = 56$$

$$\text{West District} = \frac{nN_1}{N} \longrightarrow n = \frac{1666}{7135} * 220 = 51$$

Therefore, the sample of respondents was determined by using simple random sampling (lottery method)

3.6 Sampling Procedure

Table 1: The number of population and sample Size in each sample branches of CBE

No.	District Categories	No of Branches	No of employees	No of branch Proportion	No of employees Proportion	No of selected branches for study	No of Employee respondent
1	North District	91	1948	0.245	0.273	5	60
2	East District	92	1802	0.247	0.253	5	56
3	West District	109	1666	0.293	0.234	5	51
4	South District	80	1719	0.215	0.240	5	53
	Total	372	7135	100%	100%	20	220

Source from corporate HR development of CBE December, 2016

Using purposive sampling 220 participants from 5 branches of each of the four districts were selected randomly as a study population.

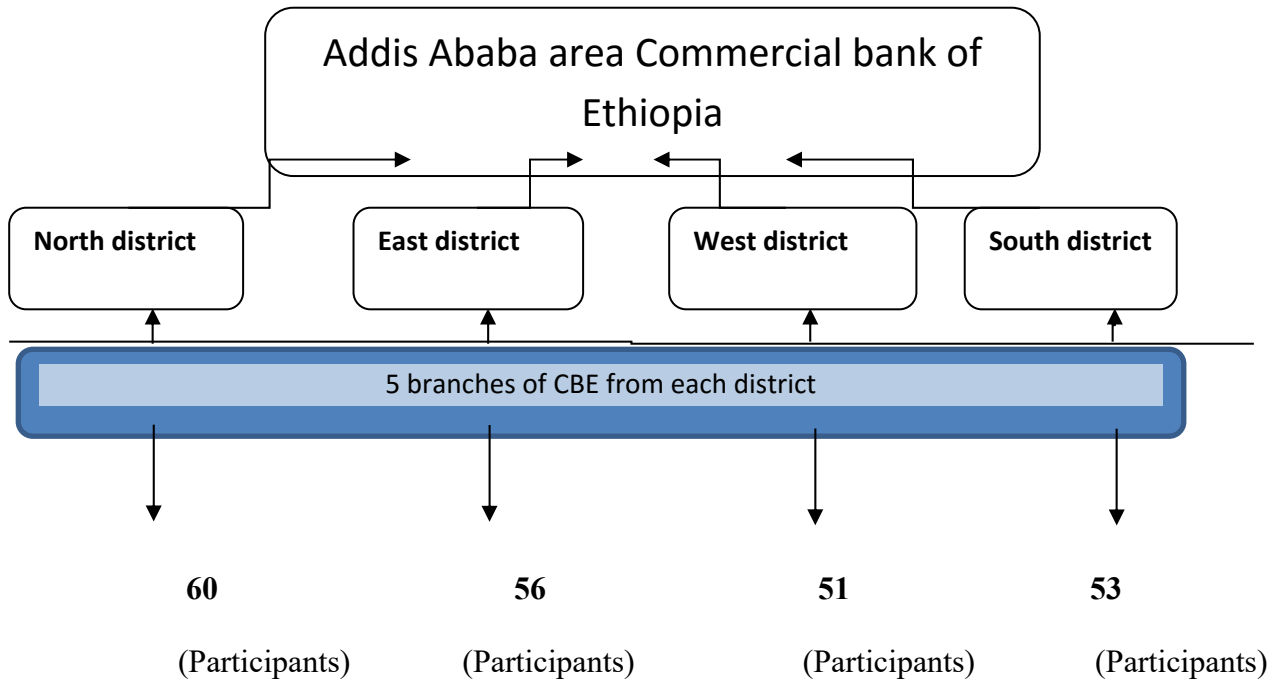


Figure 2: Schematic Presentation of Sampling Procedure

3.7 Data Collection Procedure

Both primary and secondary data was employed in this study in order to gather detailed information on employees' job satisfaction level and associated factors. The primary sources of data was collected from sample respondents focusing to their attitudes towards job satisfaction to see how they influence their job satisfaction. A questionnaire with five point Likert scale was a main tool for gathering primary data about Employee job Satisfaction and associated factors.

The questioner was designed to gather quantitative data regarding factors of satisfaction and demographic factors (Age, Education, Marital Status, Years of Experience, Gender and Job status). The questioner was organized in to three parts. The first part of the questioner is used to

gather information about socio demographic factors. The second part is used to gather information about job characteristics and the third part is about other work factors.

3.8 Data Quality Control

3.8.1 Internal Validity

Standard and pre tested questionnaire was used for its face validity, and applicability, at this time 18 questioners were distributed to employees of commercial bank of Ethiopia populare branch to test the reliability. The appropriateness of data collection instruments was checked content wise.

3.8.2 External Validity

To ensure its external validity and its generalizability, appropriate sample size and representative type of study units need to be selected however, in this study the sample size calculation and sampling technique was not well addressed.

3.8.3 Reliability

Reliability is another measure which is the ability to measure the same results under the same conditions. At this stage the questioner is subject for the pre-test to identify potential problem areas such as anticipated interpretation, willingness to answer and also to determine how long the questioner takes; Supervision regarding the data collection process was carried out. Cronbach alpha results used and tested after data was collected.

3.9 Variables of the Study

The dependent variable of the study is level of employee Job satisfaction. The independent variables are the contributing factors for job satisfaction such as: Age, Sex, Marital status, Educational qualification, pay and benefit, work environment Service year, interpersonal relationship and career advancement.

3.10 Data Management

Completed questionnaires were checked before data entry to check whether or not every questioner needs to be thoroughly cleared. Data was entered in to a computer one questioner at a time on SPSS program.

3.11 Data processing, Analyses and interpretations

Considering the nature of data that was collected for this study, the data was sorted, categorized and summarized using SPSS Version 20 Statistical software. Descriptive and inferential statistical analyses were employed and graphic presentations for the interpretation of findings are used. Descriptive Statistics, percentages frequencies, mean and standard deviation as well as Association between job satisfaction and, socio-demographic characteristics and comparison of overall level of job satisfaction with each factors of satisfaction was computed for statistical significance using Pearson correlation coefficient. P-values less than 0.05 were considered statistically significant.

3.12 Ethical Considerations

There were certain ethical protocols that are followed by the researcher. The first is asking explicit consent from the respondents. This ensures that their participation to the study is not out of their own will. The researcher also ensured that the respondents are aware of the objectives of the research and their contribution to its completion. One other ethical measure includes treating the respondents with respect and courtesy. This make the respondents are at ease and more likely to give honest responses to the questionnaire. They were told about their right to refuse and withdraw from participating in the research. For the concern of Confidentiality, the name of the study participants was not included in the questioner and data was kept safe and only used for the intended purpose.

CHAPTER 4

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

As indicated in the preceding chapters, this research study attempted to examine the determinants of employee job satisfaction and overall job satisfaction level in Commercial Bank of Ethiopia Addis Ababa area. A total of 220 questionnaires were distributed to collect data, out of which 198(90%) were collected. They were checked for completeness and coded before entering their contents to SPSS.

The purpose of this chapter is to present results and analysis of data involved in the study. Accordingly, the reliability and validity test, descriptive statistics of all the variables used in this study and the results of hypothesis testing i.e. the estimated parameters of the regression equation, their significance, the connection between the independent variables and dependent variable are presented and discussed in detail.

4.1 Socio-Demographic characteristics of respondents

This section presents the results of the analysis of the sample based on the demographic variables examined in the study, namely age, gender, education, marital status, work experience and job position. The summary of descriptive statistics that was intended to give general descriptions about the data is presented below. The total number of observation for each variable is 198. Accordingly, frequency and percent values of each variable were used so as to show the overall trend of the data.

4.1.1 Age Distribution of Respondents

Table :4.1.1 Age of the respondents

		Frequency	Percent
Age group	20-29	130	65.7
	30-39	45	22.7
	40-49	15	7.6
	>50	8	4
	Total	198	100.0

Source: Own study computed

Table 4.1.1 presents distribution of sample by age. The results show that, among the respondents, majority falls between the ranges of 20-29 years which constitute a total of 130 respondents which is equivalent to 65.7%. This is followed by age categories of between 30-39 and 40-49 years with 22.7 and 7.6 percent, respectively. The bank also has young employees 29 years and below (65.7 percent) and older employees 50 years and above (4 percent). This shows that most of the employees of the bank are young this shows that most of the employees of the bank are young and productive work force, if the bank satisfies this group the bank can achieve the overall goals.

4.1.2 Distribution of Respondents by gender

Table :4.1.2 Gender of the respondent

		Frequency	Percent
Gender	Male	89	44.9
	Female	109	55.1
	Total	198	100.0

Source: Own study computed

Table 4.2.2 shows distribution of respondents by gender. The results show that there were more female (55.1%) than male (44.9 %) respondents.

4.1.3 Distribution of Respondents by Education Status

Table: 4.1.3 Educational status of the respondent

		Frequency	Percent
Educational Status	Diploma	7	3.5
	Degree	181	91.4
	Master and above	10	5.1
	Total	198	100.0

Source: Own study computed

Table 4.1.3 presents the results of analysis of distribution of the respondents by their academic qualification. Results shows that majority of the respondents 181 (91.4%) have first degree, followed by 10 (5.1%) having masters and 7 (3.5%) respondents have diploma qualification. The distribution reveals most employees are degree holders since the organization has use as a minimum requirement for recruitment of employees and this imply that the bank is having the right employees for further training and development to grow them into best practitioners in banking out of which leaders in banking would come from.

4.1.4 Distribution of Respondents by Marital Status

Table 4.1.4: marital status of the respondent

Marital Status		Frequency	Percent
Marital Status	Never Married	123	62.1
	Married	58	29.3
	Divorced	9	4.5
	Widowed	8	4.0
	Total	198	100.0

Source: Own study computed

Table 4.1.4 presents results of the respondents by marital status. Originally respondents were asked to indicate their status based on four groups namely never married, married,

widowed and divorced. The results show that majority of employees are never married (single) at 62.1% followed by married at 29.3%. This indicates that most of the employees are unmarried.

4.1.5 Distribution of Respondents by Job Position

Table 4.1.5: Job position of the respondent

Job Position		Frequency	Percent
Job Position	customer service manager	33	16.7
	Customer Service officer	108	54.5
	Senior customer service officer	57	28.8
	Total	198	100.0

Source: Own study computed

Table 4.1.5 presents the results of the analysis of respondents by their job position. Majority of the respondents (54.5 percent) were in Customer Service officer position that mostly works at front side, followed by 28.8 percent in senior customer service officer position. Customer service manager represents about 16.7 percent of the sample. As show in the above result majority of respondents are Customer service officers and this groups mostly works as a front line worker, if the bank satisfies these group the bank can be productive.

4.1.6 Distribution of Respondents by work experience in CBE

Table 4.1.6: Work experience of the respondent

		Frequency	Percent
Work Experience	1-5 years	124	62.6
	6-10 years	45	22.7
	11-15 years	18	9.1
	>20 years	11	5.6
	Total	198	100.0

Source: Own study computed

Table 4.1.6 presents results of respondents' year of service as a measure of experience on the job. Originally the respondents were asked to indicate their belongingness into four groups

of 5-year intervals. The results showed that the majority of the respondents 124(62.6%) were have experience of less than 5 years and about 85.3 percent have been attached with the current organization for a period not more than 10 years while the rest 14.7 have been there for more than 11 years. If the bank satisfies the group of employees those work 10 years and below they can stay long in the organization.

4.2 Reliability Test

Before proceeded to the analysis of the data collected, the overall reliability of the measurement scale is tested, Chronbach's Alpha was conducted to test the reliability of the instrument. As stated by Nunnaly (1979) the closer the reliability coefficient to 1.00 is the better. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable. In this study, all the independent variables and dependent variable, met the above requirement with Chronbach's Alpha value of 0.867 which is very good reliability. As the Cronbach's alpha values of independent variables are more than 0.60 then it can be easily mentioned that there is internal consistency between items of questioners so, all the independent variables have an internal consistency of 85.2%; 85.5%; 84%; 85.21%; and 86.2%; correspondingly among each other. Therefore, item scales of the independent variables are mostly seemed to be perfect for further regression analysis. The alpha value for each question is identified and summarized in Table-4.2.1 as shown below.

Table :4.2.1: Cronbach's Alpha for each independent variable of the study

Ser. No.	Variables of the study	No. Items	Alpha Value
1	Work Environment	4	0.852
2	Pay and Benefit	3	0.855
3	Carrier Advancement	3	0.840
4	Interpersonal Relationships	4	0.852
5	Nature of the job	4	0.862
	Reliability of total items	18	0.841

Table 4.2.2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.871	18

4.3 Descriptive Analysis

4.3.1 Analysis of Employees' Job Satisfaction

The analysis of job satisfaction was organized in terms of demographic factors like age, gender, marital status, educational status, job position and work experience as well as other contributing variables like work Environment, Pay and Benefit, Carrier Advancement, Interpersonal Relationships and Nature of the job in CBE.

4.3.2 Overall Job Ssatisfaction of the Rrespondents

Using a computed value of all items to questions explore general satisfaction of employees mean value obtained and rated on a five point Liker's scale that is taken in

measuring the overall level of employee job satisfaction of the study participants. The level of job satisfaction determined as dissatisfied by using the total percentage of very dissatisfied and satisfied whereas satisfied determined by using total percentage of satisfied and very satisfied. As computed in descriptive statistics results showed that a slightly higher proportion of them, 114 (57.6%), were satisfied which means that the employees have overall satisfaction level of 57.6%, while 47 (23.8%) were dissatisfied with their job, the rest 37(18.7) rated as somewhat dissatisfied. (Table 4.3.1)

Table 4.3.1 overall job satisfaction level of respondents

		Frequency	Percent	mean	Std
Valid	Very Dissatisfied	14	7.1		
	Dissatisfied	33	16.7		
	Some What Satisfied	37	18.7		
	Satisfied	83	41.9		
	Very Satisfied	31	15.7		
	Total	198	100.0	3.42	1.150

Table: 4.3.2 Job satisfaction level by work related variables Mean score and percentage of descriptive statistics output among employees of CBE Addis Ababa Ethiopia (N=198)

Pay and Benefit				
Satisfaction status	Frequency	Percent	Mean	Std. Deviation
Dissatisfied	103	52.0	1.56	0.640
SomewhatSatisfied	79	39.9		
Satisfied	16	8.1		
Nature of Job				
Dissatisfied	34	17.2	2.29	0.742
SomewhatSatisfied	73	36.9		
Satisfied	91	46.0		
Carrier Advancement				
Dissatisfied	60	30.3	1.90	0.710
SomewhatSatisfied	97	49.0		
Satisfied	41	20.7		
Interpersonal relationship				
Dissatisfied	38	19.2	2.09	0.685
SomewhatSatisfied	104	52.5		
Satisfied	56	28.3		
Working Environment				
Dissatisfied	83	41.9	1.97	0.904
SomewhatSatisfied	37	18.7		
Satisfied	78	39.4		

Component of job satisfaction were assessed by 18 item scales. Each item was classified as satisfied, somewhat satisfied and dissatisfied after computing the five likert scale point in to three, by using component mean as cut of point and value greater than the mean (3) considered

as satisfied and value less than the mean interpreted as dissatisfied whereas value at mean (3) interpreted as somewhat satisfied, the means are the computed values for the likert scale. As presented in Table 4.3.1 the items on the scale with which respondents were satisfied were Working environment 78(39.4%), interpersonal relationship 56(28.3%), Pay and benefit 16(8.1%), Nature of job 91(46%), and Career advancement 41(20.7%). The items on the scale with which respondents were least satisfied were pay and benefit 16(8.1%) and carrier advancement 41(20.7%) followed by interpersonal relationship 56(28.3).

4.3.2 Independent T-Test and ANOVA Test

Independent T-Test and one way ANOVA was used to assess the significant impact of the independent determinant variables of demographic characteristics on job satisfaction and detailed analysis of each demographic factor is presented below.

4.3.2.1 Independent T-Test Analysis for Gender

Table 4.3.2.1 T-Test Group Statistics

	gender of the respondent	N	Mean	Std. Deviation	Std. Error Mean
job satisfaction	Male	89	52.22	10.991	1.165
	Female	109	52.41	10.556	1.011

Table 4.3.2.2 Independent Samples Test for Gender

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
job satisfaction	Equal variances assumed	.041	.840	-.122	196	.903	-.188	1.536	-3.218	2.842
	Equal variances not assumed			-.122	184.974	.903	-.188	1.543	-3.232	2.855

The results of independent T-test for gender showed The F value of the test for the data is 0.41 and the p-value associated with this F value is very high, 0.903 which is greater than alpha value 0.05 (Table 4.3.2.2), implies that there is no significant impact of the independent variables on the dependent variable job satisfaction.

H6: Null hypothesis: There is significant difference between gender and participants' level of job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis **rejected** at 5% level of significant since, P-value is 0.903 which is greater than the α value.

4.3.2.2 Analysis of variance for age group

Table: 4.3.2.3 Test of Homogeneity of Variances

Over all job satisfaction

Levene Statistic	df1	df2	Sig.
.716	3	193	.543

Table 4.3.2.4 Analysis of Variance Test for age group

Over all job satisfaction of employees by age group

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.813	4	.203	.825	.511
Within Groups	47.551	193	.246		
Total	48.364	197			

The results of ANOVA test for age group showed that The F value of the test for the data is 0.825 and the p-value associated with this F value is 0.511 which is greater than alpha value 0.05 (Table 4.3.2.4).), implies that there is no significant impact of the independent variables age group on the dependent variable job satisfaction.

H7: Null hypothesis: There is significant difference between age and participants' level of job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis **rejected** at 5% level of significant since, P-value is 0.511 and greater than the α value.

4.3.2.3 Analysis of variance for Work experience

Table 4.3.2.5 Test of Homogeneity of Variances

Over all job satisfaction

Levene Statistic	df1	df2	Sig.
.319	3	194	.812

Table 4.3.2.6 Analysis of Variance Test for work experience

Over all job satisfaction of employees by work experience

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.143	3	.048	.192	.902
Within Groups	48.221	194	.249		
Total	48.364	197			

The results of ANOVA test for work experience showed that The F value of the test for the data is 0.192 and the p-value associated with this F value is .902 which is greater than alpha value 0.05 (Table 4.3.2.6).), implies that there is no significant difference between the independent variables work experience and the dependent variable job satisfaction.

H8: Null hypothesis: There is significant difference between work experience and participants' level of job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis is **rejected** at 5% level of significant since, P-value is 0.902 and greater than the α value.

4.3.2.4 Analysis of variance for job position

Table 4.3.2.7 Test of Homogeneity of Variances

Over all job satisfaction

Levene Statistic	df1	df2	Sig.
.130	2	195	.878

Table 4.3.2.8 Analysis of Variance Test for job position

Over all job satisfaction of employees by Job Position

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.018	2	.009	.036	.964
Within Groups	48.346	195	.248		
Total	48.364	197			

The results of ANOVA test for Job position showed that the F value of the test for the data is 0.036 and the p-value associated with this F value is high, 0.964 which is greater than alpha value 0.05 (Table 4.3.2.8), implies that there is no significant difference between the independent variables job position and the dependent variable job satisfaction level.

H9: Null hypothesis: There is significant difference between job position and participants' level of job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis is **rejected** at 5% level of significant since, P-value is 0.902 and greater than the α value.

4.3.2.5 Analysis of variance for educational status

Table 4.3.2.9 Test of Homogeneity of Variances

Over all job satisfaction

Levene Statistic	df1	df2	Sig.
31.592	2	195	.000

Table 4.3.2.10 Analysis of Variance Test for educational status

Over all job satisfaction of employees by educational status

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.910	2	1.955	8.577	.000
Within Groups	44.453	195	.228		
Total	48.364	197			

The results of ANOVA test for marital status show The F value of the test for the data is 8.577 and the p-value associated with this F value is very small, 0.000 which

is less than alpha value 0.05 (Table 4.3.2.10).The study shows that there is positive significant impact of these independent variables on the dependent variable job satisfaction since all beta value shows positive sign and the model applied is significantly good enough in predicting the dependent variable.

H11: Null hypothesis: There is significant difference between educational status and participants' level of job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis accepted at 5% level of significant since P-value is 0.000 and less than the α value.

Table 4.3.2.11 Test of Homogeneity of Variances

Over all job satisfaction

Levene Statistic	df1	df2	Sig.
155.261	3	194	.000

Table 4.3.2.12 Overall job satisfaction of employees by marital status(one way ANOVA analysis)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.043	3	1.348	5.900	.001
Within Groups	44.320	194	.228		
Total	48.364	197			

The results of ANOVA test for marital status showed The F value of the test for the data is 5.9 and the p-value associated with this F value is very small, 0.001 which is less than alpha value 0.05 (Table 4.3.2.12).The study shows that there is positive significant impact of these independent variables on the dependent variable job satisfaction and the model applied is significantly good enough in predicting the dependent variable.

H11: Null hypothesis: There is significant difference between marital status and

participants' level of job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis **accepted** at 5% level of significant since P-value is 0.001 and less than the α value.

4.4 Correlation Results

4.4.1 Correlation between the independent variable and job satisfaction

Table 4.4.1 Pearson Correlation analysis of independent and dependent variables of the respondent

		Overall job satisfaction	Interpersonal Relation ship	Working Environment	Nature of Job	Pay and Benefit	Carrier Advancement
Overall job satisfaction	Pearson Correlation	1	.694**	.530**	.680**	.668**	.678**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	198	198	198	198	198	198
Interpersonal Relation ship	Pearson Correlation	.694**	1	.445**	.520**	.489**	.416**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	198	198	198	198	198	198
Working Environment	Pearson Correlation	.530**	.445**	1	.444**	.297**	.531**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	198	198	198	198	198	198
Nature of Job	Pearson Correlation	.680**	.520**	.444**	1	.389**	.502**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	198	198	198	198	198	198
Pay and Benefit	Pearson Correlation	.668**	.489**	.297**	.389**	1	.508**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	198	198	198	198	198	198
Carrier Advancement	Pearson Correlation	.678**	.416**	.531**	.502**	.508**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	198	198	198	198	198	198

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

Correlation coefficient above 0.7 could cause a serious multicollinearity problem, therefore from table 4.4.1 there is no multi-collinearity effect among indicators of the independent variables of working environment, nature of job, pay and benefit career advancement dependent variables of employees' job satisfaction (Kennedy, 2008)

The study findings were subject to correlation analysis to determine the relationship between Job satisfaction and the independent variables. The study used Pearson's correlation coefficient in order to quantify the strength of the relationship between the variables. The Pearson product moment correlation coefficient determines the strength of linear associations between two variables and is denoted by r which can take a range of values from +1 to -1. A value of 0 indicates that there is no association between two variables, a value of greater than 0 indicates a positive association that is as the value of one variable increases so does the value of the other variable. A value less than zero indicates a negative association that is the value of one variable increase the value of the other variable decrease.

Table 4.4.1 reveals a significant positive correlation between interpersonal relationship and job satisfaction ($r = .694$, $p < 0.01$), followed by nature of job ($r = .680$, $p < 0.01$), career advancement ($r = .678$, $p < 0.01$), pay and benefit ($r = .668$, $p < 0.01$) and working environment ($r = .530$, $p < 0.01$). Among the independent variables interpersonal relationship, nature of job, career advancement and pay and benefit are strongly positively correlated with job satisfaction, while work environment is moderately positively correlated with job satisfaction. According to Bartz 1999, $r = 0.8$ or higher interpreted as very high correlation, $r = 0.6-0.8$ interpreted as strong correlation, $r = 0.4-0.6$ interpreted as moderately correlated, $r = 0.2-0.4$ interpreted low correlation and 0.2 or lower considered as very low.

4.5 Regression Analysis

The regression analysis was conducted to know by how much the independent variable explains the dependent variable. It is also used to understand by how much each independent variable explains the dependent variable there for, regression analysis of the independent variable and Job satisfaction was conducted and the result of regression analysis are presented as following:

Table 4.5.1 Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.878 ^a	.771	.765	.240	.771	128.951	5	192	.000
a. Predictors: (Constant), Pay and Benefit, Working Environment, Nature of Job, Interpersonal Relationship, Career Advancement									

The regression analysis model summary shows that with F-value of 128.951 and p-value <0.000 the model has a good fit. Moreover the linearity and the normal distribution check are tested using the normal P-P plot and Histogram of bell shaped chart which referenced in the annex last part.

Table 4.5.2 Regression Analysis (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.266	5	7.453	128.951	.000 ^b
	Residual	11.097	192	.058		
	Total	48.364	197			
a. Dependent Variable: Overall job satisfaction						
b. Predictors: (Constant), Pay and Benefit, Working Environment, Nature of Job, Interpersonal Relationship, Career Advancement						

Table 4.5.3 Regression analysis of the independent variable and job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.122	.043		-2.859	.005
	Interpersonal Relationship	.282	.044	.284	6.342	.000
	Working Environment	.094	.057	.072	1.658	.099
	Nature of Job	.269	.044	.269	6.110	.000
	Carrier Advancement	.247	.047	.245	5.221	.000
	Pay and Benefit	.280	.043	.279	6.471	.000

Dependent Variable: Overall job satisfaction

With regard to identification of the determinants of job satisfaction, linear regression model was used. In this case, the model was employed to identify the probability that the respondents are dissatisfied, or satisfied with their job.

Looking at the model fit, a highly significant F value (128.951) ($p < .001$) indicates that the model gives a significant improvement over the baseline intercept-only model. This basically tells us that the model gives better predictions than if we just guessed based on the marginal probabilities for the outcome categories.

From the results in Table 4.5.3, it is observed that except work environment the other variables, interpersonal relationship, nature of job, Carrier advancement and pay and benefit have significant contribution to job satisfaction of employees

H1: Null hypothesis: Nature of the job has significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis **accepted** at 5% level of significant since P-value is

0.001 which is less than the α value and t-value 6.110 which is above 2 shows good model fit. Here the β coefficient of the variable is 0.269 which implies that nature of job contribute 26.9% of variation for employee job satisfaction.

H2: Null hypothesis: Working environment has no significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis **rejected** at 5% level of significant since P-value is 0.094 which is greater than the α value.

H3: Null hypothesis: pay and benefits has significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis accepted at 5% level of significant since P-value is 0.001 which is less than the α value. Here the β coefficient of the variable is 0.280 which implies that nature of job contribute 28% of variation for employee job satisfaction..

H4: Null hypothesis: career advancement has significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis accepted at 5% level of significant since P-value is 0.001 which is less than the α value. Here the β coefficient of the variable is 0.247 which implies that nature of job contribute 27.4% of variation for employee job satisfaction.

H5: Null hypothesis: Interpersonal relationship has significant effect in determining employee job satisfaction. At $\alpha = 0.05$ level of significance, the above hypothesis was tested and concluded that the null hypothesis accepted at 5% level of significant since P-value is 0.001 which is less than the α value. Here the β coefficient of the variable is 0.282 which implies that nature of job contribute 28.2% of variation for employee job satisfaction.

4.6 Results and Discussion

The main purpose of this study was to assess the determinants of job satisfaction in CBE. One of specific objective was to analyze job satisfaction across demographic variables. The one way ANOVA and Independent sample T-Test was analyzed and revealed that there were significant differences in job satisfaction across educational status, and marital status of the respondents with the p-value less than 0.05 and significant F-value. Thus, the first hypothesis that there are differences in the job satisfaction scores across demographic characteristics could be accepted for marital status and educational status from these categories. These results are consistent with those reported in the previous studies Gubruz (2007) and (Hayfaa A., 2013). However, the hypothesis was rejected for gender, work experience, job position and age with a p-value greater than 0.05 and a correlation coefficient less than 0.6, this showed that there is no significant differences in the job satisfaction across these categories. These results are inconsistent with those that Clark (1997) who found significant differences across gender.

It has been found in this study that the proportion of respondents who reported being “satisfied” with their job was 57.6%. On the other hand 42.4% of the respondents were “dissatisfied” with their job. This finding is in contrast with other studies conducted in Tanzania that have revealed a low level of job satisfaction among health care workers. A study done by Leshabari in 2008 found that more than half of Doctors and nurses were dissatisfied with their job Bush, while a study done in Mbeya revealed that 77% of health care workers were dissatisfied with their job. (Leshabari, 2008; igazi, 2009). This fact that the level of job satisfaction found in this study among this cadre of health care workers is higher compared to that found in the earlier Tanzanian studies is also not in keeping with findings from studies conducted in other countries. Studies done in Turkey by Bodur (2002), and Rain et, al. (2009) revealed that 60% of the nurses were dissatisfied with their job.

According to the regression result beta is 0.282 and is highly significant (0.001) at 99%. This means that an increase by 1% of interpersonal relationship will result in 0.28% increase of job satisfaction ratio, holding other variables constant.

The expected positive coefficient estimates of interpersonal relationship is consistent with Luthans (2006) and Markiewicz et al. (2000). According to these papers it can be explained that supportive colleagues enhance the rate of job satisfaction in a working environment. This area of satisfaction is measured by how well employees get along with each other and how well they look up to their fellow employees. In addition, close friendship has a high relationship with job satisfaction.

According to the regression and correlation result of pay and benefit, beta is 0.282 and is highly significant (0.001) at 95%. This means that an increase by 5% of pay and benefit will result in 0.16% increase of job satisfaction ratio, holding other variables constant.

The expected positive coefficient estimates of pay and benefits is consistent with Chiu et al., (2002). According to these papers it can be explained that salary was the prime factor for the motivation of salaried employees. In addition, benefits are a motivator for employees' commitment within an organization, which results in attraction and retention.

In our study inter personal relationship has significant impact on job satisfaction but it is inconsistent with a study done in India among private bank employees that revealed coworker relationship having no impact on job satisfaction but in other wards the other findings of this study is similar to our findings in such a way that work environment has 36.7%, salary (30.5%), career planning (54.2%) and rewards (63.9%) have impact on job satisfaction. These similarities and differences observed may be due to different cultural and geographical settings.

CHAPTER 5

SUMMARY OF THE ANALYSIS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents summary of the major findings, conclusion, and recommendations of the study, based on the analysis of the research data, the discussion, and the interpretation of the findings in the previous chapter

5.1 Summary of Key Findings

The findings showed that there is statistically significant difference variation of job satisfaction across marital status and educational qualification categories. However, the study finds no statistically significant difference variation in job satisfaction across categories of age, gender, work experience and job position. To investigate the determinant factors of demographic characteristics the researcher used independent sample T-test for gender and one way ANOVA for age, work experience, educational qualification, job position and marital status. The relationship between job satisfaction and independent variables like work environment, nature job, career advancement, pay and benefit and inter personal relationship were analyzed using correlation and regression analysis. The correlation analysis result indicates that (inter personal relationship $r=0.694$, nature of job $r=0.680$, pay and benefit $r=0.668$, and career advancement $r=0.678$) have positive relationship with job satisfaction of employees in commercial bank of Ethiopia. From the regression analysis result it is observed that interpersonal relationship, nature of job, pay and benefit, and career advancement have statistically significant contribution as determining factor for job satisfaction of employees in CBE. However work environment has no statistically significant relationship with job satisfaction ($p=0.094$) which is greater than the alpha value 0.05.

Table 5.1 Summary of hypothesis testing

Number	Hypothesis	Test	Result
H1:	Nature of the job has significant effect in determining employee job satisfaction.	Pearson Correlation coefficient	Accepted
H2:	Working environment has significant effect in determining employee job satisfaction.	Pearson Correlation coefficient	Rejected
H3:	Pay and benefits has significant effect in determining employee job satisfaction.	Pearson Correlation coefficient	Accepted
H4:	Career advancement has significant effect in determining employee job satisfaction.	Pearson Correlation coefficient	Accepted
H5:	Interpersonal relationship has significant effect in determining employee job satisfaction.	Pearson Correlation coefficient	Accepted
H6:	There is significant difference between gender and participants' level of job satisfaction.	Independent T-test	Rejected
H7:	There is significant difference between age and participants' level of job satisfaction.	One Way ANOVA	Rejected
H8:	There is significant difference Work experience and participants' level of job satisfaction.	One Way ANOVA	Rejected
H9:	There is significant difference between job position and participants' level of job satisfaction.	One Way ANOVA	Rejected
H10:	There is significant difference between Level of Education and participants' level of job satisfaction.	One Way ANOVA	Accepted
H11:	There is significant difference between marital status and participants' level of job satisfaction.	One Way ANOVA	Accepted

5.2 conclusion

Job satisfaction is just one among many important attitudes that influence human behavior in the workplace (Kinicki, & Kreitner 2003). Regarding job satisfaction and determinant factors this study showed that there is a link between job satisfaction and nature of the job, career advancement, pay and benefit and interpersonal relationship. This finding also support that nature of the job, career advancement, pay and benefit and interpersonal relationship enhance the job satisfaction if motivational activities performed regard to these factors. These factors affect employee job satisfaction and influence their decision to either stay in or leave their job. Again, the job satisfaction factors are examined using several analytical methodologies i.e. correlation and regression analysis to identify the most influential factors for satisfaction from the identified factors. The three most influential factors of job satisfaction are pay and benefit, career advancement, and interpersonal relationship.

From the overall findings it is concluded that: almost half of the employees are satisfied with their Jobs and also from the demographic characteristics marital status and educational status have significant associations with job satisfaction. Among the proposed determinant factors it is concluded that nature of job, career advancement, pay and benefit and interpersonal relationship are significant predictor of job satisfaction .If these all factors became favorable for the employees then Job satisfaction level will be enhanced.

5.3 Recommendations

Based on the findings obtained and the conclusions drawn, the following recommendations are forwarded to improve and develop the employees level of job-satisfaction in CBE.

The study has found that the satisfaction level of CBE employees is 57.6%, but, still it has to be

improved, so by focusing on the major determinant factors. The management of CBE should take necessary steps to provide greater financial benefits and create supportive organizational culture. Moreover, other determining factors needs to be improved in such a way that by availing on job trainings or continuing professional development, conducive work environment and by creating good interpersonal relationship with managers, supervisors and co-workers to achieve a high level of job-satisfaction in CBE.

Some other recommendations may forward to the organization in order to encourage senior managers to support their junior employees in order to achieve job satisfaction. The organization should focus on rewarding members of staff based on their contribution to the bank and merit. The bank should also support new ideas and invest in innovation. However, the study had a research gap as it did not address other factors that would affect employee satisfaction. In addition, the study failed to cover most branches of CBE. So, it is recommended to have further study by incorporating such gaps.

The present recommendations may be important for CBE higher officials to be aware of what factors were determined the level of employees job-satisfaction. Because employees job- dissatisfaction is not only destructive for workers themselves, but also for the organization because, when people fail to show up for work or quit their jobs ,valuable human resources are wasted and result in economic crisis. So CBE should improve the observed gaps.

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ANNEXS

Annex A: QUESTIONNAIRES

Addis Ababa University School of commerce department of human resource management, Questionnaire prepared for collection of data on assessment of job satisfaction level and its determinant factors among bank employees in selected branches of commercial bank of Ethiopia, Addis Ababa.

Dear Respondents,

This questionnaire is designed to gather information about determinant factors of employee satisfaction in Commercial Bank of Ethiopia (CBE). All responses will be used to conduct a study for the partial fulfillment of Master’s thesis in Human Resource Management. I would like to assure you that you will be guaranteed anonymity as I do not ask your name here and your responses will not be used for any other purposes other than the intended purpose. I am grateful for your cooperation in advance!

DD/MM/YEAR-----

District----- Branch -----

Questioner no. ----- Code no. -----

Section 1 - Demographic Information

Please indicate your choice by putting a thick mark (√) among the given alternatives

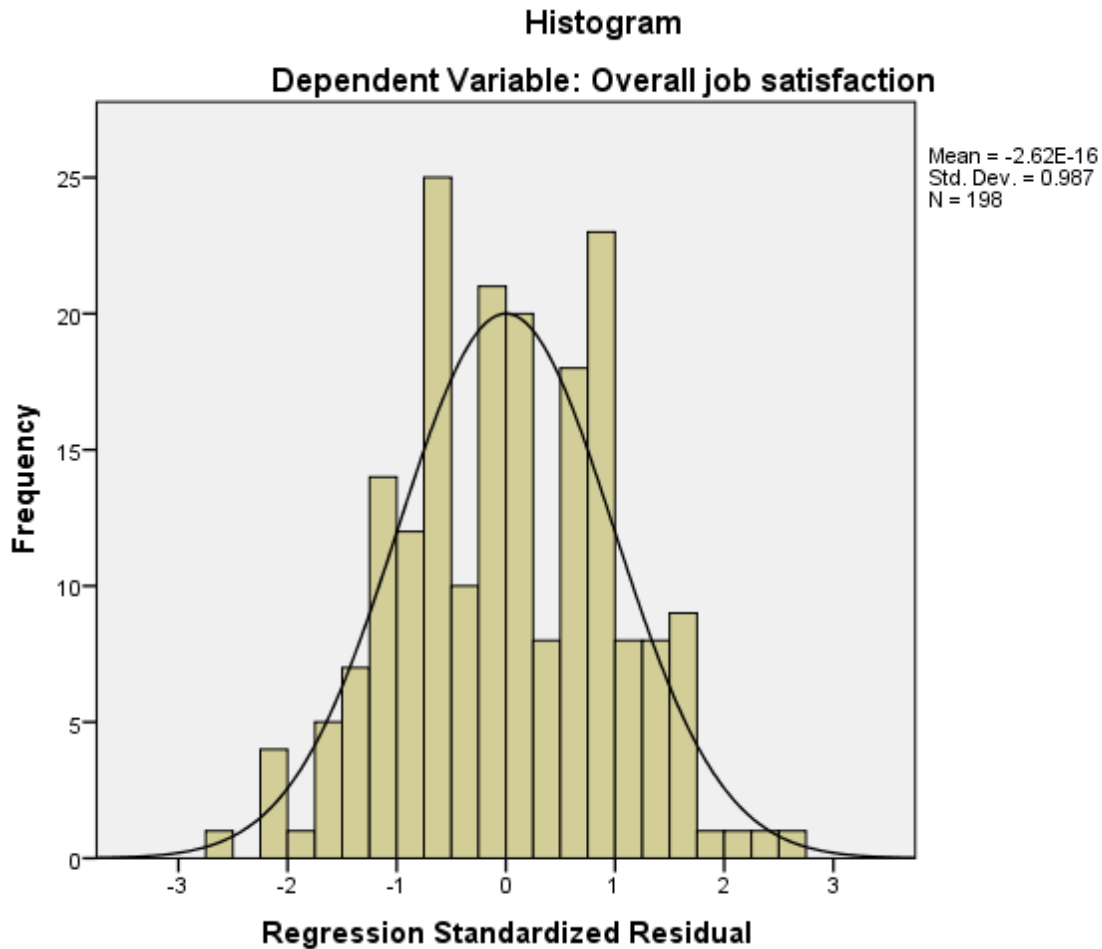
No.	Questions	Answers
1	What is your gender?	Male <input type="checkbox"/> Female <input type="checkbox"/>
2	What is your marital status?	Unmarried <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Separated <input type="checkbox"/> Widowed <input type="checkbox"/>
3	What is your educational status?	Diploma <input type="checkbox"/> Degree <input type="checkbox"/> Masters and Above <input type="checkbox"/>
4	What is your age?	20 - 29 <input type="checkbox"/> 30 – 39 <input type="checkbox"/> 40 – 49 <input type="checkbox"/> 50 and above <input type="checkbox"/>
5	What is your position in the bank?	customer service manager <input type="checkbox"/> Customer Service officer <input type="checkbox"/> Branch Manager <input type="checkbox"/> Senior customer service officer <input type="checkbox"/> Other <input type="checkbox"/>
6	What is your year of Experience?	1-5 <input type="checkbox"/> 6 -10 <input type="checkbox"/> 11 – 15 <input type="checkbox"/> 16-20 <input type="checkbox"/> >20 <input type="checkbox"/>

Part II - Work factors of Job Characteristic Theory		(1)very dissatisfied	(2) dissatisfied	(3)somewhat satisfied	(4) satisfied	(5)Very satisfied
7	How satisfied are you with the companies clear policies related to salaries, raises and bonuses?					
8	How satisfied are you with the feeling of accomplishment you get from the job?					
9	How satisfied are you with Involvement and responsibility among employees in your organization?					
10	How satisfied are you with opportunity to use skills and abilities in your job?					
11	How satisfied are you with the feeling of security in your organization?					
Part III Other Factors Related to Work						
12	How satisfied are you with the availability of resource and supplies needed for the work?					
13	How satisfied are you with helping others?					
14	How satisfied are you with your opportunities for promotion or advancement?					
15	How satisfied are you with your opportunities for training or education?					
16	How satisfied are you with your income?					

17	How satisfied are you with work load assigned on you?					
18	How satisfied are you with your clear cut responsibilities?					
19	How satisfied are you with your physical working place conditions?					
20	How satisfied are you with your status as a bank professional?					
21	How satisfied are you with recognition you receive for tasks well done?					
22	How satisfied are you with payment for professional hazard?					
23	Generally how satisfied are you with your job?					
24	How satisfied are you with the freedom to choose method of working?					

Thank You for Taking Your Time to Fill This Questionnaire!

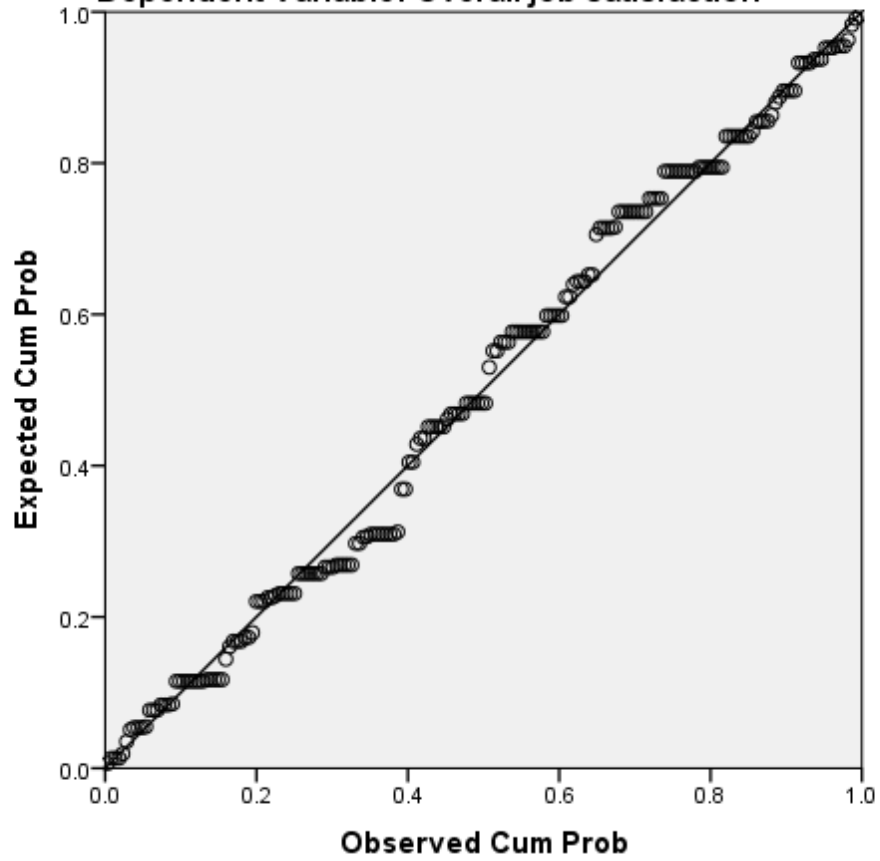
Annex B: Charts showing normality and linearity of data in the regression analysis



- *Histogram shows the distribution of sample variables in the regression analysis of overall job satisfaction and independent variables (pay and benefit, career advancement, nature of job, interpersonal relationships and working environment)*

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Overall job satisfaction



- *Normal Probability plot that shows the linearity of sample variables in the regression analysis of overall job satisfaction and independent variables (pay and benefit, career advancement, nature of job, interpersonal relationships and working environment)*