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Assessment of factors affecting job satisfaction of Employees in commercial Bank of Ethiopian and Dashen Bank S.C

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May31,2017

DECLARATION

I, Tewodros Haile declare that this research paper entitled “Assessment of Factors Affecting Job Satisfaction of Employees: in Commercial Bank of Ethiopia and Dashen Bank S.C. is my original work, and has not been presented for a degree or diploma in any other university and it is in partial fulfilment to the requirement of the masters of public Management and policy.

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Assessment of Factors Affecting Job Satisfaction of Employees: in Commercial Bank of Ethiopia and Dashen Bank S.C.

By

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I, the advisor, declare that, to the best of my knowledge, this thesis is the research product of my advisee Mr. Tewodros Haile and complies with the regulations of Addis Ababa University College of Business and Economics Department of Public Administration and Development Management and meets the accepted standards with respect to originality and quality.

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We, the undersigned, members of the Board of Examiners of the final open defense by Tewodros Haile have read and his thesis titled "Assessment of Factors Affecting Job Satisfaction of Employees in Commercial Bank of Ethiopia and Dashen Bank S.C", and examined the candidate. This is, therefore, to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree of Master of public Management and policy.

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ABBREVIATION AND ACRONYM

DB	Dashen Bank
CBE	Commercial Bank of Ethiopia
SPSS	Statistical Package for Social Science
NBE	National Bank of Ethiopia
PLC	Private Limited company
ATM	Automatic Teller Machine
POS	Points Of Sales
ANOVA	Analysis of Variance

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ABSTRACT

This study attempts to evaluate job satisfaction of bank employees in Commercial Bank of Ethiopia (CBE) and Dashen Bank (DB). It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees, and also it tried to fill the gap by empirically testing the variables including Pay, Promotion, Supervision, Fringe Benefit, Contingent Reward, Operating Procedure, Co-worker, Nature of work, and Communications on employees job satisfaction. It is a cross sectional case study by using survey data collection method. A quantitative methodology was used and questionnaires were used as measuring instrument. The result has been analyzed in terms of descriptive statistic followed by inferential statistic on the variables. The result indicated that there is a significant and positive relationship between all of independent variables and dependent variables. The present study highlighted the various dimensions necessary for motivating employees to improve the quality of service in the bank sector. Findings showed that DB bank employees have more job satisfaction than CBE employees. The study setting comprised only two banks, one private bank and one public bank; future study could include other private banks so that results could be generalized widely.

Key Words, Job Satisfaction, Pay, Promotion, Supervision, Fringe Benefits.

CHAPTER ONE
INTRODUCTION

1.1. Background of the Study

The sources of satisfaction or ways of getting satisfied depend, on what people think that will make them satisfied. The phenomenon that brings satisfaction for someone could not make satisfied the other. Researchers have found out that due to individual differences, motivational factors, ability of communication, working environment, etc, satisfaction varies among individuals. Tietjen & Myers(1998) believe that having lots of money might satisfy them, while others can think accomplishing what they planned make them satisfied, some on the other hand get satisfied just by doing good things like helping those who are in need".

The world is on a rapid and continuous change in demand and expectations for quality service. So for an organization to survive in this competitive environment, it has to focus on creating and reinforcing employee satisfaction to get the most out of their human capital. This becomes essential for companies whether they are in service or production sectors.

Job satisfaction is very important because most of the employees spend a major portion of their life in their work place. Moreover, it has impact on the general life of the employees because a satisfied employee is a contented human being *(**Chahal**, et.al.2013)*. Similarly, satisfied employees have better physical and mental well being. Employees' satisfaction is important because it enhances employee retention, increase productivity and customer satisfaction, and reduces costs associated with turnover, recruiting and training (Locke, 1980).

Even if job satisfaction is very important, "there are many people who work in jobs that they don't like simply because they guarantee them a living in which they can enjoy life" *(Lawler, 1990)*. The effect of job satisfaction is linked with vital organizational elements like its effect on absenteeism, turnover, organizational citizenship behavior (OCB), organizational commitment, and productivity.

The banking sector has undergone a change over the years, which has put new pressures and realities in front of the bank employees. Bank officers form a delicate link between the

management and the clerical staff. The success of the bank to a large extent depends upon the coordination, synchronization and cooperation of the Bank Officers with these two very divergent entities (Beer, 1984).

In general, employees' job satisfaction should be highly considered since it affects the whole business activity. Therefore, this study tries to assess those factors affecting job satisfaction of CBE and DB Employees under North Addis district city branches.

1.2. Statement of the Problem

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 affecting the job satisfaction of the employees in the organization. Among those factors include working conditions, opportunity for advancement, job safety and security, work load and stress level, relationship with co- workers, organizational policies, leadership behaviour, relationship with supervisor, financial reward, the level of pay and benefits and the job itself (Steyn, 2002).

To ensure the achievement of their goals, organizations must develop policies that facilitate employee satisfaction and create an atmosphere of commitment and cooperation. 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 (Khan, 2010).

It is found that satisfied employees exert high performance than dissatisfied employees (Rizwan, 2010). A person with high level of job satisfaction holds positive attitude towards the job while a person who is dissatisfied with his/her job holds negative attitude about the job (*Mosammod and Nurul, 2011).*

Satisfied employees tend to be committed, whereas dissatisfied employees on the contrary show absenteeism, soldiering (deliberately working at slow pace), turnover, etc. To ensure proper utilization of human resource available in them, organizations must continue research to identify factors and their relative importance for shaping job satisfaction of their employees (Medhin, 2011).

Nowadays the banking sector in Ethiopian is found in stiff competition. Hence, there is always a need on the part of the management to raise the level of satisfaction of employees.

Hence, organizations should keep on monitoring employee satisfaction level in order to stay profitable. Employee satisfaction surveys, therefore, provide management with the knowledge and tools to build positive relations and work environment. CBE has recognized the importance of monitoring employees' satisfaction level and conducted a survey in 2014. The following results were obtained from the survey.

According to TG Banking and Finance Consulting PLC the overall satisfaction level of the CBE's employees was 74.1%. This result is much higher than the 40.4% level obtained in the 2012 survey. As far as many researchers try to address factors that affect employees satisfaction whereas the employees' attitude towards the factors and which factors attribute to more satisfaction and which factors attribute to less satisfaction has not been studied. The purpose of this study is therefore to assess factors like pay, promotion, supervision, Fringe Benefits, Contingent Rewards, Operating Procedures, Co-worker, and Nature of the work and Communications that affect job satisfaction of employees.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of this study is to assessment the factors affecting job satisfaction of employees in CBE and Dashen banks.

1.3.2. Specific Objectives

- To assess the satisfaction level of employees in relation to pay and promotion.
- To show the satisfaction of employees in relation to fringe benefit and contingent rewards.
- To assess the satisfaction of employees concerning with supervision and their relationship with co-workers.
- To examine whether employees are satisfied with the nature of their work.
- To investigate the satisfaction of employees in relationship with operating procedures.

- To evaluate the satisfaction of employees regarding with communication.

1.4. Research Questions

This study is designed to answer the following research questions

1. How does the nature of the work affect employees' job satisfaction?
2. What is the effect of Fringe Benefits on employees' job satisfaction?
3. How does the contingent reward affect employees' job satisfaction?
4. What is the impact of operating Procedure and communications on employees' satisfaction?
5. How much co -workers and supervision affect employee's job satisfaction?
6. How much are employees satisfied with their pay and promotion Opportunities?

1.5. Scope of the Study

The study would be delimited conceptually, geographically as well as methodologically conceptually; this study only focuses on assessment of factors affecting Job satisfaction of employees on both banks which are CBE and Dashen Bank North District city branches.

Geographically; there are 19 commercial banks in Ethiopia but this study delimit itself on only two banks; one private bank and one government bank . Furthermore, this study was focused on some selected branches based on convenience sampling method to select sample branches.

1.6. Limitations of the Study

The limitation of the study relates to the sampling procedure i.e. convenience sampling, (to select sample branches) which limits the generalizability of the research findings. The limitation relates to the sample size for primary data sources; the number of participants included in the sample. The limitation Finance ,Time , Respondent willingness, Distance of the branches location.

1.7. Significance of the Study

The study is expected to provide information about which factors and to what extent they affect job satisfaction of employees for the respective body and give insight for policy makers of both banks on how to establish policies that can enhance the job satisfaction of their employees. In addition, managers also be benefited from this study in a sense that, the findings provide informed suggestions on how to improve work place treatment and practice their powers in order to retain employees loyal and committed to their job which in turn enables the bank achieve its objectives.

1.6 Organization of the Study

This study would be organized in to five chapters. The first chapter provides an introduction to the study. It contains background of the study, statement of the problem, research questions, objectives of the study, Scope and Limitation of the Study and significance of the study.

The second chapter would have the literature review of the study. In this part literatures related to theories of job satisfaction, assessment of factors affecting job satisfaction are reviewed & conceptual framework of the study. In addition prior studies were reviewed.

The third chapter would explain 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 forth chapter covers the result of the study. The last chapter was provide summary of findings, the conclusion of the study and suggests possible remedial recommendations.

CHAPTER TWO
LITERATURE REVIEW

2.1. Introduction

The aim of this literature review was providing more inclusive theoretical concepts on assessment of factors affecting job satisfaction. The literature review section discuss about job satisfaction. Under this sub section issues like theories of job satisfaction, determinants job satisfaction, measurement of job satisfaction, and the effects of job satisfaction would be addressed.

2.2. Job Satisfaction

Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, for example pay practice, quality of one's relationship with their supervisor, quality of the physical environment in which they work (Tanjeen, 2011).

An attitude of great interest to managers and team leaders is job satisfaction. Job satisfaction reflects the extent to which individuals find fulfilment in their work. Job satisfaction is an affective or emotional response towards various facets of one's job. In other words job satisfaction involves a person's positive or negative feelings about his or her job (Lisa&Timothy, 2004). The most used definition of job satisfaction in organizational research is that of Locke (1980), who described job satisfaction as "a pleasurable or positive emotional state resulting from the apprasa1of one's job or job experiences". Locke developed three important dimensions of job satisfaction. They are as follows: Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred. Job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than other in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss and/or co-workers and they will be dissatisfied. On the other hand, if they feel that they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job, and then they will be job satisfied. Job satisfaction represents several related attitudes, Sowmya1 &

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

Job satisfaction refers to a collection of feelings that an individual holds 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 (Langton& Robbins, 2006). Job Satisfaction is simply how people feel about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, it can also be a reflection of good treatment and an indicator of emotional well-being. The importance of enhancing job satisfaction has been studied by many researchers and it is also 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 behaviour (OCB), organizational commitment, and productivity. Job satisfaction describes a collection of factors that creates a feeling of satisfaction. It can be simply stated as a combination of how an individual feel, thinks and perceive about his or her Job and it is affected by many internal and external factors. A set of positive and negative feelings that an employee have about his job is known as job satisfaction (Rizwan, 2010).

2.3. Theoretical Review

A. Herzberg and job satisfaction

Armstrong (1991) showed that in terms of Herzberg's two factor theory of motivation, employees need can be divided into two groups: namely ,satisfiers, or motivators, because they are seen to be effective in motivating the individual to superior performance and effort. The other consists of dissatisfies, which mainly describe the environment and serve primarily to prevent job dissatisfaction while having little effect on positive job attitudes. These are called hygiene factors, implying that they are preventive and environment.

Robbins (1993) itemized that during his experiments, Herzberg found that certain characteristics tend to be consistently related to job satisfaction. Intrinsic factors: such as achievement, recognition, the work itself, responsibility, advancement and growth related to job satisfaction.

When respondents questioned felt good about their work; they tended to attribute those factors to themselves. On the other hand, when they were dissatisfied, they tended to cite extrinsic factors such as company policy, administration and supervision. Herzberg deduced from the experiments that the opposite of satisfaction is not dissatisfaction, as was believed. He found that removing dissatisfying characteristics from a job does not necessarily make the job satisfying.

He thus proposed a dual continuum, where the opposite of satisfaction would be no satisfaction and the opposite of dissatisfaction would be no dissatisfaction.

La Motta (1995) designated that Herzberg's two factor theory of motivation; organizations cannot begin to motivate employees until that which dissatisfies them has been removed.
Hygiene factors such as salary, working conditions and supervision are not motivators even when they are being met. Other types of hygiene factors include, company policy, poor personal relations and job security. The meeting of lower level needs of employees is not motivating, but can have a demoting impact if not met. True motivation only kicks in when an employee's higher level needs are met. Schultz (1982) found that Herzberg's motivators are the factors that motivate employees to the highest level of performance.

These motivators are an integral part of the wok itself and include factors such as the nature of the work, the persons sense of achievement, level of responsibility, personal development and growth, recognition for a job well done and feedback. Nel et al (2001) emphasized that the relevance of Herzberg's theory to the discussion of reward and recognition is that a dis-satisfied employee cannot be motivated. It is thus important that an organization first give attention to hygiene factors before introducing motivators into the work place. Barling et al (1987) found that intrinsic to Herzberg's theory is the fact that only motivators cause true motivation since the hygiene factors are of short-term duration, they could never be truly associated with work motivation. Rather they would be involved in reducing negative factors in the work environment.

B. Locke's theory on job satisfaction

According to Tietjen & Myers(1998) Locke's composite theory of job satisfaction is founded from the many other concepts which Locke has developed through study and research on related topics such as goal setting and employee performance. Initially Locke's job satisfaction theory is developed by criticizing Herzberg's' theory of job satisfaction. After criticizing Herzberg's'

work, Locke continued with his theory on values, agent/event factors, and finally an adjusted view of job satisfaction. The two basic points in which Locke's criticize Herzberg's two-factor theory are summarized in brief as follows; the first is that Job satisfaction and dissatisfaction result from different causes.

The second point is that two-factor theory is parallel to the dual theory of man's needs, which states that physical needs (like those of animals) work in conjunction with hygiene factors, and psychological needs or growth needs (unique to humans) work alongside motivators. (Tietjen& Myers, 1998).The point of Locke's criticisms is the concept of mind-body dichotomy, unidirectional operation of needs, lack of parallel between man's needs and the motivation and hygiene factors**,** incident classification system, defensiveness, the use of frequency data and denial of individual differences.

Tietjen & Myers (1998) added that, by distinguishing values from needs, he also argue that they have more in common with goals. Both values and goals have content and intensity characteristics. The content attribute answers the question of what is valued, and the intensity attribute, how much is valued. With regard to finding satisfaction in one's job, the employee who performs adequately on the job is the individual who decides to pursue his or her values.

As values are a point at which Locke's theory of job satisfaction begins to separate from the theory of Herzberg, so too are agent and event factors a source of divergence between the two theorists. The comparison of needs and values by Locke is described as follows. Primarily Locke refers needs as innate, a priori, and the same for all humans. Locke mentioned that needs are objective: they exist apart from knowledge of the Needs confront man and require action. Locke refers values to be acquired and posterior. Locke added that values are unique to the individual, and Values are subjective: they are acquired through conscious and sub-conscious means; Values ultimately determine choice and emotional reaction (Tietjen&Myers, 1998).

2.4. Empirical Review

Employee satisfaction is one of the most researchable issues in the human resource management practice. Many scholars invest their time and energy to identify the main factors for employees' satisfaction, but their results may not always be the same. Sehgal (2012) for example conducted

a study on job satisfaction of bank employees in Shimla (town in northern India). It is a comparative study of private and public banks. When comparing public and private banks, there is no much difference in the level of job satisfaction, but with regard to some factors like job security, salary, benefits and experience, the satisfaction level differs between the private and public banks. Public banks employees were found highly satisfied with the level of job security compared to the employees of private banks. When it comes to salary package in relation to experience, employees of public banks were more satisfied than employees of the private Banks. Employees of the public banks were also happy regarding the benefits they get in terms of promotions, appraisals, incentives, etc.

Usmanet al (2013) made a study on the determinants of Job Satisfaction among Employees of the Banking Industry in Bahawalpur (a city in eastern Pakistan). The purpose of this study was to identify the determinants of job satisfaction and examine its impact on employees of the banking industry in the city. The results concluded that all the variables including organizational policy and strategy, nature of work, communication, job stress, employee personality and recruitment and selection procedures were found to have significant association with employees' job satisfaction.

Kithuku (2012) studied employee satisfaction of Kenya commercial bank and concluded that level of absenteeism does not necessarily reflect the level of job satisfaction. This is because the level of absenteeism is due to personal factors like sickness and other family commitments, and not due to the level of job satisfaction of employees. The study also concluded that there are other factors that reflect the level of job satisfaction, including staff turnover, job rotation, career development, time management, job performance and teamwork. Many researches indicated that there is no strong linkage between satisfaction and productivity. Satisfied workers will not necessarily be the highest producers although at theoretical level, this is what organizations expect. The method of performance appraisal used by the bank (Balanced Score card) and the 360 degree feedback also have an effect on employee motivation and general job satisfaction. This is because performance has improved as a result of the reward employees receive after performance appraisal.

Iwu (2012) also carried out a study on job satisfaction of Nigerian banks' employees and the results of the study shows that job satisfaction is a function of the efficacy of incentive systems

in an organization. All subjects sampled were of the view that they could only be satisfied if the job satisfaction facets were present. However, the one-way analysis performed indicated that staff of the banking industry identified more with interpersonal relationship than every other facet of job satisfaction. This means that the job facets have their own ranking in terms of like or dislike. But the obvious fact is that job satisfaction and incentives are related, bearing in mind that a job condition in any organization cannot be created in isolation from other conditions. Srivastava and Bhatia (2013) conducted a study on the contribution of motivation on employee performance in public sector banks in India. The result showed that 64% of bank employees were satisfied with their job and the top factors that motivated employees were job satisfaction, promotion/ expectations, recognition, good pay, and styles of organizations or management.

Every year, Danske Bank Group conducts a survey based on a European model known as the European Employee Index to ascertain the satisfaction, motivation and loyalty of its employees who are working in seven European countries – Denmark, Finland, Sweden, Norway, Northern Ireland, Ireland and Baltic's. According to the Group's 2013 survey, the highest result was observed in Denmark and the Baltic's with 76% of employees' satisfaction level. About 73% of its employees who work in Sweden and Northern Ireland are satisfied with their job. Similarly, employees who work in Norway and Finland scored a satisfaction level of 74% and 71% respectively.

The least employee satisfaction was observed in Ireland with the satisfaction level of 61%. FMO is a public-private partnership Dutch development bank, with 51% of its shares held by the Dutch Government and 49% held by commercial banks, a Dutch union and other representatives of the private sector. FMO has an AAA rating from Standard & Poor's, Best Employer in the Dutch Financial Sector by research company effectors and publisher VNU Media and eighth Best Employer in the Netherlands among companies with up to 1,000 employees. The bank conducts employee satisfaction survey every two years. The 2012 survey in which 92% of the employees of the bank participated showed that overall satisfaction score was 81%. This was considered a positive improvement from the 2010 score of 78%. Employees also reported a score of 73% for motivation, 89% for commitment and 82% for engagement – all of which were improvements from the 2010 scores.

TG Banking and Finance Consulting Plc (2012) also conducted an employee satisfaction survey for the CBE. The study revealed that only 40.4% of sampled employees were satisfied, which was below the average level. Among the attributes that is used for the study, benefit and other motivational schemes registered the least satisfaction level (22.2%), and relationship with supervisor is the highest (71.8%). Table 2.1 below provides summary of survey results of some of the empirical findings discussed above.

Table 2.1: summary of Empirical Findings on Employees Satisfaction

		Overall Employee Satisfaction
CBE 2012		40%
Public Banks in India 2013		64%
Danske Bank Group 2013	Denmark	76%
	Finland	71%
	Sweden	73%
	Norway	74%
	Northern Ireland	73%
	Ireland	61%
	Baltic's	76%
	Danske Bank Group	74%
FMO 2012		81%

Source: TG Banking and Finance Consulting Plc, Srivastava and Bhatia (2013),

2.5. Determinants of Job Satisfaction

The following are some of the major determinants of job satisfaction – mentally challenging work, equitable rewards, supportive working conditions, supportive fellow employees, personality-job fit, company policies and programs (Rmaniram, 2007).

2.5.1. Factors that lead to Job Satisfaction:

(Rmaniram, 2007), 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. These factors are described as follows.

Mentally Challenging Jobs: employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom on how well they are doing. Jobs that have too little challenge create boredom.

Equitable rewards: employees who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs.

Furthermore when pay is seen as fair and based on job demands, individual skill level and the prevailing market pay standards, job satisfaction is likely to result. Promotion provides opportunities for personal growth, more responsibilities and increased social status.

Supportive Working Conditions: according to (Rmaniram, 2007) most employees prefer working relatively close to home, in clean and relatively modern facilities and with adequate, safe and well-maintained tools and equipment.

This is because comfortable working conditions such as temperature, light and other environmental factors facilitate to enhance satisfaction level of the employees.

Supportive Fellow employees: Employee's satisfaction is increased when the immediate supervisor understands and friendly, offers praise for good performance, listens to the employee's opinions and shows a personal interest in them.

Personality-job fit: it provided that high agreement between an employee's personality and occupation results in more satisfaction. People with personality type are congruent.

2.6. Measure of Job Satisfaction

A popular measure of job satisfaction used by organizations is measures of the five facets of job satisfaction: pay, security, social, supervisory, and growth satisfaction. The sources of job satisfaction and dissatisfaction vary from person to person.(Qasim Cheema &Syed 2012)

As it has been reviewed above from different literatures (Qasim, Cheema &Syed 2012) summed up the important sources of satisfaction for many employees include the challenge of the job, the interest that the work holds for them, the physical activity required, the working conditions, rewards available from the organization, the nature of co-worker's, and the like.

In most of recent researches job satisfaction is measured by using scientific research methods such as the questionnaire. According to Spector (1997) The Job Satisfaction Survey (JSS); is a 36 item, nine-facet survey instrument designed to assess employee attitudes about aspects of their jobs. Each facet is assessed with four items using a Likert-type rating scale format with six ordered response options ranging from “strongly disagree” to “strongly agree and Descriptions of the nine job satisfaction facets.

The Minnesota Satisfaction Questionnaire measures twenty features of work which can easily be responded by respondents in a paper-pencil type of a questionnaire. The Minnesota Satisfaction Questionnaire can be implemented both individually and in group. It is estimated that responding to this questionnaire usually takes between 15-20 minutes (Aziri B, 2011).

The 1967 version of the Minnesota Satisfaction Questionnaire uses five response categories: the categories are; Not satisfied, somewhat satisfied, satisfied, and very satisfied and extremely satisfied. Whereas the 1977 version of the Minnesota Satisfaction Questionnaire uses the following response categories: Very satisfied, Satisfied, neither satisfied nor dissatisfied, Dissatisfied and Very dissatisfied.

According to Aziri B, (2011) the 1977 version of the Minnesota Satisfaction questionnaire is more balanced compared to the 1967 version. The 1977 questionnaire has the following aspects of job: Co-workers, Achievement, Activity, Advancement, Authority, Company Policies, Compensation, Moral Values, Creativity, Independence, Security, Social Service, Social Status, Recognition, Responsibility, Supervision-Human Relations, Supervision-Technical, Variety, Working Conditions.

The second job satisfaction measurement technique is the Job Description Index. The Job Description Index is one of the most widely used techniques for measuring job satisfaction. It is a simple and easily applicable method. The measurement of strength and weakness within each factor are a sign as in which field improvement and changes are necessary (Aziri B, 2011).

This questionnaire allows acquisition of information on all major aspects of work and takes sex differences into consideration. The factors considered by the job description index are: The nature of work, Compensation and benefits, Attitudes toward supervisors, Relations with co-workers and Opportunities for promotion.

Descriptors on each of the five factors can be evaluated with three potential options by the employees: 1 which means that the description is relevant, 2 which means that the description is not relevant and 3 that means that the employee does not have an opinion (Aziri B, 2011).

2.7. Faceted vs. Overall Satisfaction

Job satisfaction is a positive emotional state resulting from the appraisal of one's job or reactions to work experiences, how workers feel about their jobs, aspect of their jobs, and work situations. It is the extent to which a worker feels positively or negatively about the internal and/or external domain of his/her job (Bhuian S. N. et al, 2002). Employees evaluate their job and related factors through their experience in the organization. The result of this evaluation enables the employee to know whether he/she is satisfied or not. Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, working conditions, supervision, organizational practices and relationships with co-workers (Misener et al., 1996).

2.8. Job Satisfaction and Its Effects

Job satisfaction refers to the people's feelings about the benefits they have received on the job. Employee satisfaction as simply how people feel about their jobs and various aspects of their jobs suggested by Lawler (1990). Some definitions tell about a discriminated attitude in which job satisfaction is seen as consisting of satisfaction with various dimensions of the job and the work situation. By totalling the satisfaction identified for many various dimensions of the job and the work situation, in this approach job satisfaction is measured. This type of assessment gives an exact picture of the employee's total job satisfaction. Hence, in our study, we measured job satisfaction using numerous aspects of the job and the work situation. According to Locke, (1976) job satisfaction as pleasurable emotional state resulting from appraisal of one's job or job experience (According to Rainey (1997), job satisfaction is most frequently studied variable in organizational research that is significant that what kind of feeling people have about their job and different features of their job. This is a exact and best way to know about people liking or disliking of their job (Spector, 1997) Rainey (1997) said that on studying employee fulfilment the satisfaction of employees is extensively read out inconsistent in managerial background, that

is right that how individuals think about their workplace or job and different aspects of the job. Employee satisfaction is an enjoyable or positive emotional state resulting from the appraisal of one's job or job experience Locke (1976). Rice et al. (1989) proposed that "satisfaction is determined, in part, by the discrepancies resulting from a psychological comparison process involving the appraisal of current job experiences against some personal standards of comparison."Employee satisfaction is a significant variable that is able to give estimation about general emotion and thinking forms of employees about their job and workplace. Thus, employee satisfaction related to hopes of the employee about the workplace and his approaches forward his job. Job satisfaction is a function of the extent to which one's needs are satisfied in a job (Togia et al., 2004).

The importance of enhancing job satisfaction has been studied by many researchers and it is also discussed in different literatures. The effect of job satisfaction is linked with organizational vital organizational elements. The most important effect of job satisfactions includes its effect on absenteeism, turnover, organizational citizenship behaviour (OCB), and customer satisfaction.

A. Job Satisfaction and absenteeism

Robbins (2005), states that there is consistent negative relationship between Job satisfaction and absenteeism, but the correlation is moderate. Absenteeism caused by low job satisfaction is consistent with both the involuntary and voluntary absence schools.

B. Job Satisfaction and turnover

"Labour turnover rates provide a valuable means of benchmarking the effectiveness of HR policies and practices in organizations. They do not tell the whole story, but if turnover is significantly higher than in comparable organizations, this should stimulate action to investigate why this is the case and to do something about it"(Armstrong 2010).

According to Locke (1980), there is a moderate negative relationship between job satisfaction and turnover. He also emphasized the importance of job satisfaction by in relation to turnover by considering that the effect of turnover can go as to level of very costly and also disrupting the organizations continuity.

C. Job Satisfaction and Productivity

Locke (1980) suggests that the link between an individual's job satisfaction and his or her productivity is very slightly positive. It turns out the productivity can be affected as much by external conditions as it is by job satisfaction. The relationship between job satisfaction and productivity is stronger when the employee's behaviour is not controlled by outside factors.

An employee's productivity on machine-paced jobs, for instance, will be much more influenced by the speed of the machine than by his or her level of satisfaction. The evidence also shows that the satisfaction-productivity correlation is stronger for higher-level employees.

Locke (1980) added that perceived organizational support reflects the degree to which employees believe that the organization values their contribution and cares about their well-being. An employee who believes the employer is supportive tends to perform better and feel a much stronger commitment to the organization.

According to Robbins (2005) at the individual level satisfaction and productivity are slightly related. However 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.

D. Job Satisfaction and Organizational Citizenship Behaviour

Langton & Robbins (2006) defined organizational citizenship behaviour (OCB) as discretionary behaviour that is not part of an employee's formal job requirements and is not usually rewarded, but that nevertheless promotes the effective functioning of the organization.

According to Robbins (2005), satisfied employees would seem more likely to talk positively about the organization, help other and go beyond the normal expectations in their job. In addition to this satisfied employees are expected to go beyond the call of the duty in order to reciprocate their positive experience. Examples of such behaviour include helping colleagues with their workloads, taking only limited breaks, and alerting others to work-related problems.

Langton & Robbins (2006) emphasizes that job satisfaction comes down to a belief that there are fair outcomes, treatment, and procedures in the workplace. If an employee do not feel that his or

her manager, the organization's procedures, or its pay policies are fair, your job satisfaction is likely to suffer significantly. However, when an employee perceives organizational processes and outcomes to be fair, trust is developed.

When an employee trust his/her employer, his/her job satisfaction increases, and the more willing to voluntarily engage in behaviours that go beyond the formal job requirements.

E. Job Satisfaction and Customer Satisfaction

Langton & Robbins (2006) stated that in service organizations the way how front-line employees deal with customers, customer retention and defection are highly determined by satisfied employees.

Accordingly if employees are satisfied then they are more likely to be friendly, upbeat, and responsive which customers appreciate. Because satisfied employees are less prone to turnover, customers are more likely to encounter familiar faces and receive experienced service. These qualities build customer satisfaction and loyalty (Langton & Robbins, 2006).

2.9. Employee Dissatisfaction

Langton & Robbins (2006) provided that the tendency dissatisfied employees are more likely to miss work, however the correlation is moderate. Dissatisfied medical employees are also more likely to quit their jobs, and the correlation is stronger than for absenteeism. However, a person's general disposition toward life moderates the job satisfaction-turnover relationship.

According to Robbins (2005) employees express dissatisfaction by displaying four types of behaviour result. The first behaviour is to exit. Exit is a behaviour which is direct to actively attempting to leave the organization, including looking for a new position as well as resigning. This is a destructive action from the point of view of the organization. The second behaviour is voice.

Voice is a behaviour which is described by actively and constructively trying to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity (Langton & Robbins (2006).

Loyalty is another part of change in behaviour that employees can show. According to Robbins (2005) employees will passively but optimistically wait for conditions to improve, including speaking up for the organization in the face of external criticism and trusting the organization and its management to do the right thing.

Finally neglect which is passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate is another way of determining dissatisfaction by employees.

2.10. Consequence of Job Satisfaction

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 Rmaniram(2007)will briefly discus the outcomes of job satisfaction/dissatisfaction.

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 Rmaniram(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.

Turnover

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

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.

2.11. Factors Affecting Job Satisfaction

Pay: is what an employee gets against his/her work after fulfilling his/her duty include all types of financial and non financial rewards A major determinant of employee productivity and satisfaction arises from the degree of fairness or unfairness dissatisfaction can influence employees feeling about their job (Bezuidenhout, 2001).

Promotion: getting high status in work place by doing effective work generally increase the status, position and remuneration of an employee in the organization Promotion and interesting work are the most important factors that motivate employees. According to Arnolds and Boshoff (2011) Satisfaction in the workplace, by providing promotional opportunities, has been shown to impact positively on employee's job performance. According to steyn (2002), most educators indicated that promotion to a higher post level was one of their goals.

Contingent Reward: is the acknowledgement of an individual contribution showing appreciation and to reward the individual for an accomplishment of a task(osthuizen,2001) or in recognition for good performance. Stroh (2001) adds that when rewarding individuals for good performance, the element of recognition must be present. Recognition by supervisor and peers were desired by employees in order to perform well, Analoui (2000) found that good work and high quality performance are not often recognized. This, according to Analoui (2000), may be a result of traditional managerial styles, bureaucratic organizational structures, or insufficient interpersonal skills on the part of management.

Fringe Benefits: A benefit refers to employees' satisfaction with pension, medical schemes and leave. Lam's et al. (2001) research found that reward (including benefits) has a positive

relationship with overall job satisfaction. In fact, the variable 'reward" emerged as the most important factor in predicting overall job satisfaction.

Nature of the work: the work content refers to the doing of the work and the type of work. The job can be repetitive or changing, creative or monotonous, easy or difficult." According to Pearson (1991), jobs that are both motivating and satisfying are said to be those that provide skill variety, task identity, task significance, autonomy and feedback. Osthuizen (2001) concurs that the type of work individuals do influences their satisfaction. He states that managers must make the work content as interesting as possible in order to build strong levels of motivation. Lam et al. (2000) found that the job itself is an influential factor in predicting overall job satisfaction. They concur that a job itself should be seen as challenging and interesting. Therefore, variety and flexibility in managers' work are important.

Communications: Lack of communication in the workforce is a major contributor to dissatisfaction. This is usually the result of managerial staff that is isolated and does not know how to relate to their employees on a personal or professional level (Branham, 2005). Bad communication leaves employees feeling disconnected from the organization. This is detrimental to the wellbeing of the company because when an employee feels neglected, he or she will tend to perform at a lower level. This employee becomes unsure of his or her position within the company, and wonders what his or her purpose is within the workplace. Employees may be unaware of how their performance measures up to that of their co-workers and have no sense of how they can improve. Without communication, it becomes difficult for employees to make any progress in their efficiency.

Supervision: Managers must learn to communicate better with lower level employees. Connection to the company gives staff a better feeling of belonging and worth. Supervisors should set an example by promoting friendly relationships with the staff so the work environment is healthier (Kaye & Jordan-Evans, 1999). They need to learn to listen to the employees when they have a concern or a question about the work that they are doing or the direction that the company is taking. It is imperative that managers show respect for all employees, their opinions, and their work.

Co-Workers: Another dimension which influences job satisfaction is the extent to which co-workers are Friendly, competent and supportive (Robbins et al., 2003). Research indicates that employees who have supportive co-workers will be more satisfied with their jobs (Aamodt, 2004; Robbins, 1989; 2005). This is mainly because "the work group normally serves as a source of support, comfort, advice and assistance to the individual worker" (Luthans, 1995, p. 127). Researchers further found that employees observe the levels of satisfaction of other employees and then model these behaviors (Salancik & Pfeffer, 1997 as cited by Aamodt, 2004). Hence, if an organization's veteran employees work hard and talk positively about their jobs; new employees will model this behavior and be both productive and satisfied. The reverse can also be true.

Operating Procedure: Perceptions of fairness are important determinants of people's behavior and reactions to work (Spector 2008). According to Martins and Coetzee (2007), 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 fulfils an individual's social factor need. Therefore, having friendly and supportive co-workers leads to increased job satisfaction.

2.12. Conceptual Framework

This study has assessed factors that affect job satisfaction of employees in Commercial Bank of Ethiopia North Addis district and Dashen Bank North district . The factors investigated under this study include Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Procedures, Co-workers, Nature of Work and Communications.

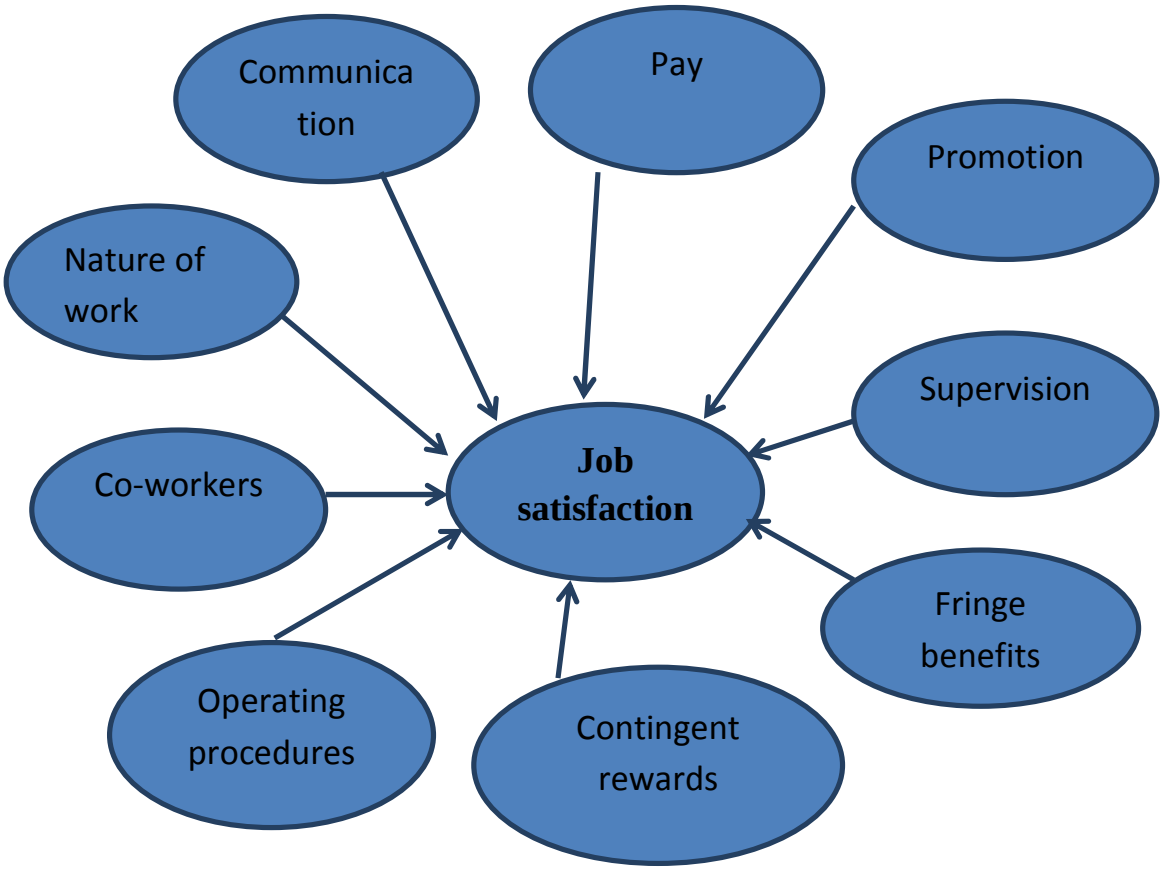


Figure 2.1: Conceptual framework of the factors affecting job satisfaction of employees
Adapted and modified from Mehmood, Irum, Ahmed & Sultana (2012)

CHAPTER THREE
RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents details of the organization of the study, the research design, source of data, method and tools of data collection, target population, sample size and sampling technique and method of data analysis. The data collected from both CBE and Dashen bank using questionnaires are presented and analyzed in this chapter and interpretation of the result making use of SPSS version 20 software.

3.2. Background of Commercial Bank of Ethiopia

Commercial Bank of Ethiopia is the government owned bank which is playing the catalyst role for the development of the country. Its history dates back to the establishment of the State Bank of Ethiopia in 1942. It is the pioneer in introducing modern banking system to the country.WWW.combank.et.com.

It has now merged with the Construction Bank of Ethiopia and has more than 1120 branches operating across country with an asset of 359.3 billion birr as of March 2016. The bank has more than 12.4 million account holders and it's Mobile and Internet users have reached 600,000.

CBE competes against 18 banks in the country. In terms of ownership of these competing banks, 16 are private commercial banks and the remaining two are state owned. The share of Commercial Bank of Ethiopia from the total capital of the banking sector is more than half.

CBE offers professional banking services to its customers backed by world-class technologies and outstanding levels of service. It provides multiple service points such as Automatic Teller Machines (ATMs), Point of Sales (POS) terminals, Foreign Exchange Bureaus and Banking Kiosks. This is part of its distinctive Multi-Channel Banking model whereby it allow to its customers the option of choosing from different banking service channels that suit customers particular needs and circumstances. This mode of financial services accelerates the need to satisfy customer need and serve to be competitive in the industry. In this regard Commercial

bank of Ethiopia has deploying 740 ATM and 4,450 POS machine in different corner of the country.

Vision, Mission and Value Statement

Vision

"To become A World-Class Commercial Bank by the year 2025"

Mission

"We are committed to best realize stakeholders' values through enhanced financial intermediation globally and supporting-national development priorities, by deploying highly motivated, skilled and disciplined employees as well as state of the art technology. We strongly believe that winning the public confidence is the basis of our success"

Corporate Values

In order to validate the vision and mission of the bank, CBE has given paramount importance to the following values in communication and deeds.

- ✓ Integrity- the bank firmly adheres to the highest ideals of honour and integrity
- ✓ Customer Satisfaction: the bank is committed to offer the highest quality service and create strong brand
- ✓ Learning organization: the bank is committed to anticipate and respond to internal and external changes through constant improvement and adaptation
- ✓ Teamwork: the bank recognizes the importance of supporting each other and working co-operatively
- ✓ Public Trust: the bank understands its business depends on its ability to maintain and build up the public confidence
- ✓ Value for money: the bank promises to deliver a better service for the same amount of money, time and effort
- ✓ Decentralization: The bank empowers employees and delegate them during operations and decision making
- ✓ Corporate citizenship: The bank cares about society's welfare and the environment.

3.3. Background of Dashen Bank S.C

Dashen Bank was established as per the intent of the new policy and the Ethiopian investment code. It came into existence on September 20, 1995 according to the commercial code of Ethiopia, 1960, and the licensing and supervision of banking business proclamation No. 84/1994. The first founding members were 11 businessmen and professional that agreed to combine their financial resources and expertise to form this new private bank.WWW.dashen.bank.com.et

The rationale behind its name, "Dashen Bank" "Ras Dashen" is the highest mountain of Ethiopia. It is also the habitat of rare wild animals; the Wali Ibex, the Gelada Baboon, and the Lammergeyer - the beautiful bone breaker eagle. These unique characteristics of the mountain coincided with the interest of the founders of the Bank and prompted them to adopt this great name and epitomize their aspiration. Rightly, reaching the top of banking business in dynamic and competitive business environment symbolized the highest peak, while the unique and efficient services the bank caters for the public through state -of-the-art computer technology and carefully selected and trained man-power equated with the rare wild animals. Today, indeed, reliability, efficiency and modernity are the hallmark and the bank's distinguishing features which make them synonymous with Dashen Bank as much as the rare animals are synonymous with Ras-Dashen Mountain. The Business Purpose of the Bank The business purpose of the banks as enshrined in its basic documents is to render commercial banking activities both at the domestic and international spheres. WWW.dashen.bank.com.et

Vision

‘‘In as much as Mount Dashen excels all other mountains in Ethiopia, Dashen Bank continues to prove unparalleled in banking services.’’

Mission

‘‘Provide efficient and customer focused domestic and international banking services, overcoming the continuous challenges for excellence through the application of appropriate technology.’’

Value

1. Develop banking habit in the community
2. Assist continuous growth of customers
3. Sustainable growth and stability
4. High integrity and accountability
5. Esteemed customers satisfaction
6. Non-stop openness for community access
7. Brightened and trained employees
8. Attend customers' constructive outlook
9. Normative confidentiality
10. Keen to consciously build professionalism and service quality

We are committed to the principals of responsible corporate citizenship and take pride from our active engagement in supporting social and economic development of the communities we operate in. Being one of the major corporate entities operating in the domestic economy, our business activities have been impacting lives positively. In the review period alone, we have created employment opportunities for 594 citizens, while channelling more than Birr 245.1 million to the government coffer in the form of corporate profit tax. We have also invested a staggering Birr 4.1 billion in the government bonds as of 30 June 2014.

3.4. Research Design

According to Saunders *et. al.* (2009) mixed method approach is the general term for when both qualitative and quantitative data collection techniques and analysis procedures are used in research design. The study would have descriptive research design, because it is fact finding and describing endeavour about the dimensions of factors of job satisfaction.

3.5. Sources of Data

The study used both primary and secondary sources of data for its successful accomplishment. Primary data was collected from the employees through structured questionnaires. Secondary

data was collected from sources like prior researches, journals articles, books, internet websites and manuals etc.

3.6. Method and Tools of Data Collection

The research approach used in this paper was quantitative. Qualitative research is concerned with qualitative phenomena, that is, phenomena relating to or involving quality or kind. On the other hand, quantitative research focuses on ascertaining the relationship between variations of independent and dependent variables. In this study structured questionnaires containing close ended questions have been used to collect primary data.

Secondary data was collected by referring different articles, books, and the company's manuals.

3.7. Target Population

The target population of the study was staffs of Dashen Bank and Commercial Bank of Ethiopia working in North Addis District City Branches.

3.8. Sampling Technique and Sample size

In this study three types of sampling techniques have been used. These are stratified random sampling, simple random sampling and convenience sampling technique. To select the respondents' population were divided into two separate strata. The 1st stratum was selected from staffs of Commercial Bank of Ethiopia (CBE) and the 2nd stratum from staffs of Dashen Bank North Addis District City branches. And also to select sample branch the researcher used convince sampling method.

CBE North Addis district has 84 branches out of which 43 branches are located in the Addis. The total number of employees in North Addis District city branches is 1200. On the other hand Dashen Bank North district has 27 branches. Out of which 25 branches are located in Addis. The total number of employees under this district is 520. Therefore, the total populations used for the study were 1720. Then ten branches were selected by using convenience sampling method from both banks. So the sample size were determined as follows

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

Where, n=sample size

N=population size

e=the level of precision, sampling error

(Source: Yamne (1967)

So, $n = \frac{1720}{1+1720(0.05)2}$

$= \frac{1720}{1721(0.0025)}$

n = 400

Thus, the total sample size was 400. Since the number of employees in each sample banks was not the same, it was necessary to proportionate this for each bank and calculate using the following formula:

$$n = \frac{nN1}{N}$$

Where; n= total number of samples

N= total number of population

N1= total number of population in each bank

$n1 = \frac{400(1200)}{1720}$ $n2 = \frac{400(520)}{1720}$

CBE n1= 279 DB n2= 121

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

Table 3.1 The number of population and sample Size in each sample branches of CBE

Branches	Number of Population	Sample Size
Abunepetros	13	11
Arada Giorgis	85	61
Arat kilo	78	57
Gedamsefer	15	12
Gulelle	45	22
Mahateme Ghandi	52	38
Mehalketema	48	28
Sebarababur	19	10
Kidste Mariam	35	15
Silasse	52	25
Total	442	279

Source: Employee records in the Human resource management department of CBE,2017

Table 3.2: The Number of population and sample size in each sample branches of DB

Branches	Number of Population	Sample Size
Kazanchis meneariya	15	12
City council	9	12
Kazanchis	16	12
Taytu	18	8
Piassa	22	18
Amsit Kilo	28	22
Arada	18	12
Gulele	13	6
Tikur anbessa	19	15
Gola	12	7
Total	173	121

3.9. Method of Data Analysis

Both descriptive and inferential statistics were used to analyze and interpret the findings. Demographic variables of the respondents and mean scores of the factors of job satisfactions dimensions are interpreted using descriptive statistics where as inferential statistics is used to find out the relationship between factor of job satisfaction and employees job satisfaction using correlation and regression analysis via SPSS Version 20.

3.10.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 for the intended purpose.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter presents a summary of the findings of study and a discussion of the final results and the processes through which the results were obtained. Including the profile of respondents and the statistical methods of analysis, descriptive analysis,

T-test and correlation analysis using SPSS version 20 for computational statistics based on the practices, analysis and determining the findings, summary and recommendations forwarded.

4.1. Data Analysis

Table 4.1: Profile of Respondents

Questionnaires	Commercial Bank of Ethiopia		Dashen Bank	
	Respondents	Valid percentage	Respondents	Valid percentage
Returned	242	87%	108	89%
Not returned	37	13%	13	11%
Total	**279**	**100%**	**121**	**100%**

Source: Survey result, 2017

4.1.1. Demographic Characteristics of Respondents

The demographic profile of the respondents includes the following sex, age, level of education, experience and salary level. This aspect of data analysis deals with the analysis of personal data on the respondents. These were summarized in the following table.

Table 4.2: Demographic Characteristics of the Respondent

Characteristics	**Frequency**		Percentage	
	DB	CBE	DB	CBE
Age				
20-30	65	194	60.2	80.2
31-40	40	35	37	14.5
41-50	3	11	2.8	4.5

Characteristics	Frequency		Percentage	
	DB	CBE	DB	CBE
Above 51	0	2	0	0.8
Total	108	242	100%	100%
Gender				
Male	71	138	65.7	57
Female	37	104	34.3	43
Total	108	242	100	100
Experience				
Less than 2 years	19	84	17.6	34.7
2-5 years	47	96	43.5	39.7
5-10 years	37	42	34.3	17.4
10-15 years	-	10	-	4.1
More than 15 years	5	10	4.6	4.1
Total	108	242	100	100
Education level				
Diploma	5	10	4.6	4.1
Bachelor Degree	90	212	83.3	87.6
Master's Degree	12	20	11.1	8.3
Above master's Degree	1	-	0.9	-
Total	108	242	100	100
Salary				
Less than 3000	-	32	-	13.2
3001-6000	21	166	19.4	68.6
6001-9000	73	21	67.6	8.7
9001-12000	10	14	9.3	5.8
12001-15000	2	9	1.9	3.7
Greater than 15,000	2	-	1.9	-
Total	108	242	100	100

` Source: own survey, 2017

As have seen from table 4.3 out of the total DB respondents 65.7% (71) were male while the remaining 34.3% (37) were female. Similarly, in the case of CBE out of the total respondents 57% (138) were male while the remaining 43% (104) were female.

The largest groups of DB respondents which contain 60.2 % (65) were aged between 20 and 30. And 37 % (40) of the respondents were between 31-40 and 2.8 % (3) of the respondent were between 41-50.

Likewise, the largest groups of CBE respondents which contain 80.2 % (194) were aged between 20 and 30. 14.5 %(35) were between31-40. 4.5 %(11) were aged between41-50. And 0.8 %(2) were above 51.

Regarding to educational level, the largest group of DB respondents which make 83.3% (90) were BA holder, 11.1% (12) of the respondent have Masters Degree, 4.6% (5) of the respondent have diploma and the remaining 0.9% (1) of the respondent have above Masters Degree. In the same way, the largest numbers of CBE respondents were included under BA holder group which makes 87.6% (212). 8.3% (20) of the respondent have Masters Degree and 4.1% (10) of the respondent have diploma.

With regard to experience, out of the total DB respondents 43.5% (47) have 2-5years work experience, 34.3%(37) of the respondent have 5-10 years experience. 17.6 %(19) of the respondent have less than two years work experience. And 4.6 %(5) of the respondent have more than 15 years work experience. However, out of the total CBE respondents 39.7% (96) of the respondent have2-5 years work experience. 34.7 %(84) of the respondent have less than two years work experience. 17.4 %(42) of the respondent have 5-10 years experience. 4.1 %(10) of the respondent have 10-15 years of experience and 4.1 %(10) of the respondent have more than 15 years experience.

With regard to salary level, the largest group of DB respondent 67.6 %(73) got 6001-9000 Birr. 19.4 %(21) of the respondent got between 3001-6000 Birr. 9.3 %(10) of the respondent got 9001-12 000. 1.9 %(2) of the respondent got 12001-15000 and 1.9 %(2) of the respondent got greater than 15000 Birr. On the other hand the largest group of CBE respondent 68.6 %(166) got 3001-6000. 13.2 %(32) of the respondent got less than 3000. 8.7 %(21) of the respondent got between 6001-9000. 5.8 %(14) of the respondent got 9001-12000 and 3.7 %(9) of the respondent got between 12001-15000 Birr.

Data Reliability

Cronbach's alpha reliability test was run on the data collected to determine the reliability of the data. Results showed that all the values were above 0.70 indicating acceptable reliability (Table 4.2). Nunally (1978) cited in Abreham (2015) suggested that the minimum of 0.70 would be an

acceptable level. Therefore the nine dimensions of Job Satisfaction were found to be an acceptable in their internal consistency and thereby in measuring the dimensions of interest.

Table 4.3: Cronbach's Alpha Reliability Test Result

Factors of the Job Satisfactions	Cronbach's Alpha
Pay	.744
Promotion	.740
Supervision	.803
Fringe Benefits	.815
Contingent reward	.844
Operating Procedure	.851
Co-worker	.751
Nature of work	.775
Communications	.713

4.2Assessment of Factors Affecting Job Satisfaction of Employees in CBE North Addis District City Branches

4.2.1Pay and Remuneration

As presented in Table 4.4 below, one of the most important factors that affect job satisfaction is salary. Companies need to have an instrument in place to assess employee performance and provide salary increases. 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. Accordingly the mean value of pay and remuneration were 3.10. This implies that the respondents were nether agree nor disagree by their organization pay and remuneration. As it can be seen from the table the highest mean score was obtained from I feel appreciated by the organization when I think about what they pay me. That had the mean value of 3.5 and relatively

it was the highest score from other. The lowest mean score is obtained in the statement which asks Raises are too many and frequent.

Table 4.4: the mean value of Pay and Remuneration

		I FEEL I AM BEING PAID A FAIR AMOUNT FOR THE WORK I DO	RAISES ARE TOO MANY AND FREQUENT.	I FEEL APPRECIATED BY THE ORGANIZATION WHEN I THINK ABOUT WHAT THEY PAY ME.	I FEEL SATISFIED WITH MY CHANCES FOR SALARY INCREASES	Pay and Remuneration
N	Valid	242	242	242	242	242
	Missing	0	0	0	0	0
Mean		3.13	2.83	3.50	2.97	3.10

Source: own survey, 2017

4.2.2Promotion Opportunities

Promotion provides employees with opportunities for personal growth, more responsibilities and also increased social status. Employees seek promotion policies and practices that they perceive to be fair and unambiguous and in line with their expectations. Research indicates that employees who perceive that promotion decisions are made in a fair and just manner are most likely to experience job satisfaction.

Accordingly the mean value of Promotion Opportunities was 2.98 (it was almost Neutral). Relatively the highest mean score is obtained from the statement People get ahead as fast here as they do in other place. That had the mean value of 3.08.The lowest mean score was obtained on There is really high chance for promotion on my job. The respondents were disagree by this statement and which had the mean value of 2.76. Therefore the general perception of CBE employees related to promotion opportunities is neutral.

Table 4.5: The mean value of promotion opportunities

		THERE IS REALLY HIGH CHANCE FOR PROMOTION ON MY JOB.	THOSE WHO DO WELL ON THE JOB STAND A FAIR CHANCE OF BEING PROMOTED	PEOPLE GET AHEAD AS FAST HERE AS THEY DO IN OTHER PLACES	I AM SATISIED WITH MY CHANCES FOR PROMOTION	**PROMOTION OPPORTUNITIES**
N	Valid	242	242	242	242	242
	Missing	0	0	0	0	0
Mean		2.76	3.05	3.08	3.04	2.9804

Source: own survey, 2017

4.2.3 Immediate Supervisor

People who enjoy working with their supervisors will be more satisfied with their jobs and satisfaction with supervisors was related to organizational and team commitment, which in turn resulted in higher productivity, lower turnover and a greater willingness to help.

As it can be noted from the below table the mean score of Immediate Supervisor was 2.78(Disagree). Relatively the highest mean score was obtained on my Supervisor shows high interest in the feelings of subordinate which had the mean value of 2.93. It is more related to neutral (nether agree nor disagree). Relatively the lowest mean score was obtained on my supervisor is fair to me which was (2.62). The respondents were disagree by the statement. Generality the mean value of Immediate Supervisor was 2.78 which represent most of the respondent were not happy by their supervisor).

Table 4.6: The Mean Value of Immediate Supervisor

		MY SUPERVISOR IS QUITE COMPETENT IN DOING HIS OR HER JOB	MY SUPERVISOR IS FAIR TO ME	MY SUPERVISOR SHOWS HIGH INTEREST IN THE FEELINGS OF SUBORDINATEs.	I LIKE MY SUPERVISOR	**IMMEDIATE SUPERVISOR**
N	Valid	242	242	242	242	242
	Missing	0	0	0	0	0
Mean		2.71	2.62	2.93	2.89	2.7862

Source: own survey, 2017

4.2.4 Monetary and Nonmonetary Fringe Benefits

It includes insurance payment and retirement plan, payment for time not worked, medical plans and different allowances, extra cash payment other than bonus based on performance and cost of service and so on.

Accordingly to Monetary and Nonmonetary fringe Benefit had a mean score 3.11 (it is Neutral) the respondent were nether agree nor disagree in related to fringe benefit. Relatively from this factor the highest score was the benefits we receive are as good as most other organizations Offer. That had a mean score 3.23 and relatively the lowest score on I am satisfied with the benefits I receive. It had a mean value of 2.68. By this factors some of the respondents were disagree. in general the total mean of this factor were neutral.

Table 4.7: The mean value of Fringe Benefits

		I AM SATISFIED WITH THE BENEFITS I RECEIVE	THE BENEFITS WE RECEIVE ARE AS GOOD AS MOST OTHER ORGANIZATIONS OFFER	THE BENEFIT PACKAGE WE HAVE IS EQUITABLE	THERE ARE NO BENEFITS WE DO NOT HAVE WHICH WE SHOULD HAVE.	**MONETARY AND NONMONETARY FRINGE BENEFITS**
N	Valid	242	242	242	242	242
	Missing	0	0	0	0	0
Mean		2.68	3.23	2.99	3.10	3.1198

Source: own survey, 2017

4.2.5 Contingent Rewards

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 (Robbins 1993). Contingent rewards support the reinforcement theory of motivation, in terms of which performance-relevant behaviors will increase in frequency if rewarded (Spector 2008). From these factors the mean value was 2.60, which represent disagree. Relatively the highest mean of this factor was 3.31 that were 'when I do a good job I receive the recognition for it that I should receive'. It indicate that most of the respondents were in between

nether accept not reject the statement. And also relatively the lowest score on 2.07 I feel that the work I do is appreciated.

Table 4.8: The mean value of Contingent Rewards

		WHEN I DO A GOOD JOB I RECEIVE THE RECOGNITION FOR IT THAT I SHOULD RECEIVE	I FEEL THAT THE WORK I DO IS APPRECIATED.	THERE ARE MANY REWARDS FOR THOSE WHO WORK HERE.	I FEEL MY EFFORTS ARE REWARDED THE WAY THEY SHOULD BE.	**CONTINGENT REWARDS**
N	Valid	242	242	242	242	242
	Missing	0	0	0	0	0
Mean		3.31	2.07	2.40	2.62	2.6033

Source: own survey, 2017

4.2.6 Operating Police and Procedures

Perceptions of fairness are important determinants of people's behavior and reactions to work (Spector 2008). According to Martins and Coetzee (2007), 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 fulfils an individual's social factor need. Therefore, having friendly and supportive co-workers leads to increased

Job satisfaction (Robbins 1993). As observed in Table 4.9 the total mean value of operating policies and procedure were 3.00 this also neutral. Most of the respondents nether agree nor disagree by the statement. Relatively the higher score on I do not have too much paper work. The mean value was 3.28, and also relatively the lowest mean score was I do not have too much to do at work. Which had 2.81 the respondents were disagree by this fact.

Table 4.9: The mean value of Operating Police and Procedures

		MANY OF OUR RULES AND PROCEDURES MAKE DOING A GOOD JOB DIFFICULT	THERE ARE NO OBSTACLES THAT BLOCK MY EFFORTS TO DO A GOOD JOB	I DO NOT HAVE TOO MUCH TO DO AT WORK	I DO NOT HAVE TOO MUCH PAPER WORK	**OPERATING POLICIES AND PROCEDURES**
N	Valid	242	242	242	242	242
	Missing	0	0	0	0	0
Mean		2.95	2.98	2.81	3.28	3.0052

Source: own survey, 2017

4.2.7 People you work with

Another Factors which influences job satisfaction is the extent to which co- workers are friendly, competent and supportive (Robbins et al., 2003). Research indicates that employees who have supportive co-workers will be more satisfied with their jobs (Aamodt, 2004; Robbins, 1989; 2005). This is mainly because "the work group normally serves as a source of support, comfort, advice and assistance to the individual worker". From this factor the highest mean score on there is too little bickering and fighting at work, the mean value was 4.05 which is related to Agree and the lowest mean score on I find I have to work equitable at my job because of the competence of people I work with. That had the mean value of 3.10. In general the mean value of People you work with had a mean score of 3.73, which is the relatively highest from all other factors. Even though which also in the range of between neutral and Agree.

Table 4.10: The Mean Value of People you work with

		I LIKE THE PEOPLE I WORK WITH	I FIND I HAVE TO WORK EQUTIABLE AT MY JOB BECAUSE OF THE COMPETENCE OF PEOPLE I WORK WITH	I ENJOY MY CO WORKERS	THERE IS TOO LITTLE BICKERING AND FIGHTING AT WORK.	**PEOPLE YOU WORK WITH**
N	Valid	242	242	242	242	242
	Missing	0	0	0	0	0
Mean		3.89	3.10	3.89	4.05	3.7324

Source: own survey, 2017

4.2.8 Job Task Themselves

The content of the work performed by employees is a major predictor of job satisfaction. Not surprisingly, "research is fairly clear that employees, who find their work interesting, are more satisfied and motivated than employees who do not enjoy their jobs". Employees tend to prefer jobs which afford them the opportunity to apply their skills and abilities, offer them variety and freedom as well as jobs where they get constant feedback on how well they are doing. From this factor the total mean was 2.90 which is between disagree and neutral. Relatively from this factor the highest mean score was I fell a sense of pride in doing my job, which had the mean score of 3.14 which also were neutral (nether agree nor disagree). The lowest mean in this factor were I always feel my job is meaning full, which were 2.66. It was totally disagree and implies that most of the respondents were not fell their job is meaningful.

Table 4.11: The mean value of Job Task Themselves

		I ALWAYS FEEL MY JOB IS MEANING FULL.	I LIKE DOING THE THINGS I DO AT WORK	I FELL A SENSE OF PRIDE IN DOING MY JOB	MY JOB IS ENJOYABLE	**JOB TASK THEMSELVES**
N	Valid	242	242	242	242	242
	Missing	0	0	0	0	0
Mean		2.66	3.12	3.14	2.72	2.9091

Source: own survey, 2017

4.2.9. Communication

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 (Robbins 1993). As mentioned in table 4.12 the total mean value of this factor was 3.13, which represent neutral. Relatively the highest score for this factor was the goals of this organization are clear to me. It had the mean value of 4.22; most of the respondents were agree by the statement. And also relatively the lowest mean was scored on work assignments are fully and clearly explained, this had the mean value of 2.53.

Table 4.12: The Mean Value of Communications

		COMMUNICATIONS SEEM GOOD WITHIN THIS ORGANIZATION	THE GOALS OF THIS ORGANIZATION ARE CLEAR TO ME.	I OFTEN FEEL THAT I KNOW VERY WELL ABOUT WHAT IS GOING ON WITH THE ORGANIZATION.	WORK ASSIGNMENTS ARE FULLY AND CLEARLY EXPLAINED.	**COMMUNICATION**
N	Valid	242	242	242	242	242
	Missing	0	0	0	0	0
Mean		3.25	4.22	2.89	2.53	3.1395

Source: own survey, 2017

4.3Assessment of factors affecting job satisfaction of employees in Dashen Bank North Addis District City Branches.

4.3.1 Pay and Remuneration

Payment is also referred as salary or remuneration is significantly found to motivate individuals. Arnolds and Boshoff (2001) found that managers and employees are significantly motivated by monetary rewards. They added that remuneration packages of top managers and employees should be linked to motivational interventions that satisfy the self actualization and growth needs of top managers. For example, by linking salary increases and performance bonuses to the successful completion of challenging assignments.

As it can be noted from the below table the mean score of Pay and Remuneration is 3.95, which represent the respondents were agree by their organization pay and Remuneration. Relatively the highest mean score is obtained on I feel satisfied with my chances for salary increases, which had the mean value 4.02.whereas relatively the lowest mean score is obtained on Raises are too many and frequent, the mean value of 3.89. Generally most of the respondents were agree about their organization pay and remuneration.

Table 4.13: The mean value of Pay and Remuneration

		I FEEL I AM BEING PAID A FAIR AMOUNT FOR THE WORK I DO	RAISES ARE TOO MANY AND FREQUENT.	I FEEL APPRECIATED BY THE ORGANIZATION WHEN I THINK ABOUT WHAT THEY PAY ME.	I FEEL SATISFIED WITH MY CHANCES FOR SALARY INCREASES	**PAY AND REMUNERATION**
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		3.96	3.89	3.94	4.02	3.9514

Source: own survey, 2017

4.3.2. Promotion Opportunities

Promotion opportunity means a chance to advance or it is a chance to promote from lower position to a higher or the next higher position. For any employee promotion opportunity is a very essential term in his work. If the promotion opportunity of an organization is very low, employees' turnover of that organization will be increased.

Promotion is also known as advancement, is a motivator, and should therefore build strong levels of motivation (Oosthuizen, 2001). His research indicated that this factor contributes significantly to the dissatisfaction of employees. Accordingly the mean value of Promotion Opportunities is 3.92 which is relative to agree. The respondents were happy by their organization promotion Opportunities. The highest mean score is obtained on there is really high chance for promotion on my job, it had 4.14 mean value. Which indicate that the respondents were agree by their organization chances for promotion. Relatively the lowest mean score is obtained on I am satisfied with my chances for promotion; this had the mean value 3.83.

Table 4.14: The mean value of Promotion Opportunities

		THERE IS REALLY HIGH CHANCE FOR PROMOTION ON MY JOB.	THOSE WHO DO WELL ON THE JOB STAND A FAIR CHANCE OF BEIING PROMOTED	PEOPLE GET AHEAD AS FAST AS THEY DO IN OTHER PLACES	I AM SATISFIED WITH MY CHANCES FOR PROMOTION	**PROMOTION OPPORTUNITIES**
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		4.14	3.87	3.86	3.83	3.9259

Source: own survey, 2017

4.3.3. Immediate Supervisor

Supervisor support is one of the important factors for employee job satisfaction. Supervisor support is defined as the extent to which leaders care about their employees' welfare and value their contributions. A leader with high supervisor support is one that makes employees feel appreciated, heard and cared about. Researchers like Buckingham & Coffman in Break All the Rules, (1999) have found that the talented employee may join an organisation for many reason, but how long that employee stays and how productive he/she is while there is determined by the relationship with the immediate supervisor. The mean score of immediate supervisor was 4.10, which indicate that the respondents were agree by the statement. Relatively the highest score on my supervisor is quite competent in doing his/ her job, which had the mean value of 4.24. Relatively the lowest mean score is obtained on my supervisor is fair to me, but it also in the range of agree. This had the mean value 4.02 and the most of respondents were happy by their Immediate Supervisor

Table 4.15: The Mean Value of Immediate Supervisor

		MY SUPERVISOR IS QUITE COMPETENT IN DOING HIS/HER JOB	MY SUPERVISOR IS FAIR TO ME.	MY SUPERVISOR SHOWS HIGH INTEREST IN THE FEELINGS OF SUBORDINATES.	I LIKE MY SUPERVISOR	**IMMEDIATE SUPERVISOR**
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		4.24	4.02	4.13	4.03	4.1042

Source: own survey, 2017

4.3.4 Monetary and Nonmonetary Fringe Benefits

Benefit refers to employee's satisfaction with pension, medical schemes and leave. Lam's et al. (2001) research found that that monetary and nonmonetary fringe benefit has positive relationship with overall job satisfaction. As mentioned table 4.16 the total mean value of fringe benefit were 4.00, Which represent the respondent were agree about the benefit they receive from their organization. Relatively the largest mean value was the benefits we receive are as good as most other organization offer. That had the mean value of 4.05 which represent the respondents were agree and also relatively the lowest mean score were I am satisfied with the benefits I receive. That had the mean score 3.95, this also indicate the respondents were almost agree by the statement.

Table 4.16: The mean value of Monetary and Nonmonetary Fringe Benefits

		I AM SATISFIED WITH THE BENEFITS I RECEIVE.	THE BENEFITS WE RECEIVE ARE AS GOOD AS MOST OTHER ORGANIZATIONS OFFER	THE BENEFIT PACKAGE WE HAVE IS EQUITABLE	THERE ARE NO BENEFITS WE DO NOT HAVE WHICH WE SHOULD HAVE.	**MONETARY AND NONMONETARY FRINGE BENEFITS**
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		3.95	4.05	3.99	4.04	4.0069

Source: own survey, 2017

4.3.5 Contingent Rewards

Recognition is the acknowledgement of the contribution of a person, to express appreciation or to reward the individual for the accomplishment of a task. The mean score of contingent Reward were 3.92, which indicate that the respondents were almost agree about reward system of their organization. Relatively the highest score on there are many rewards for those who work here. That had the mean value of 4.06, and also relatively the lowest score on I fell my efforts are rewarded the way they should be. That had the mean value of 3.77, it represent neutral.

Table 4.17: The Mean Value of Contingent Rewards

		WHEN I DO A GOOD JOB, I RECEIVE THE RECOGNITION FOR IT THAT I SHOULD RECEIVE	I FEEL THAT THE WORK I DO IS APPRECIATED.	THERE ARE MANY REWARDS FOR THOSE WHO WORK HERE.	I FEEL MY EFFORTS ARE REWARDED THE WAY THEY SHOULD BE.	**CONTINGENT REWARDS**
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		3.97	3.92	4.06	3.77	3.9282

Source: own survey, 2017

4.3.6 Operating Policies and Procedures

Perceptions of fairness are important determinants of people's behavior and reactions to work (Spector 2008). According to Martins and Coetzee (2007), 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 fulfils an individual's social factor need.

As observed in Table 4.18 the total mean value of operating policies and procedure were 3.96, this also indicate the respondents were agree by the statement. Relatively the higher score on there are no obstacles that block my efforts to do a good job, the mean value was 4.02 and also relatively the lowest mean score on many of our rules and procedures make doing a good job difficult, this had 3.91 mean values, even if the respondent were agree.

Table 4.18: The mean value operating Policies and Procedures

		MANY OF OUR RULES AND PROCEDURES MAKE DOING A GOOD JOB	THERE ARE NO OBSTACLES THAT BLOCK MY EFFORTS TO DO A GOOD JOB.	I HAVE NOT TOO MUCH TO DO AT WORK	I HAVE NOT TOO MUCH PAPER WORK	**OPERATING POLICIES AND PROCEDURES**
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		3.91	4.02	3.98	3.94	3.9630

Source: own survey, 2017

4.3.7 People you work with

Another dimension which influences job satisfaction is the extent to which co-workers are friendly, competent and supportive (Robbins et al., 2003). Research indicates that employees who have supportive co-workers will be more satisfied with their jobs (Aamodt, 2004; Robbins, 1989; 2005). There is a natural desire of human beings to interact with others and so existence of groups in organization is common observable fact. This characteristic results informal of work group in the work place. The work group make use of a remarkable influence on the satisfaction

of employees. The satisfaction of an individual is dependent largely on the relationship with the group member, group dynamics, group cohesiveness and his own need for affiliation.

As mentioned table 4.19 the total mean value of People you work with were 3.98, it represent the respondent were almost agree. Relatively the highest score on I like the people I work with. That had 4.18 mean values, this implies that most of the respondents were agree they like their co-worker and also relatively the lowest mean score on I enjoy my co-workers it had the mean value of 3.99 still the respondents were agree on this statement.

Table 4.19: The mean value of people you work with

		I LIKE THE PEOPLE I WORK WITH	I FIND I HAVE TO WORK EQUITABLE AT MY JOB BECAUSE OF THE COMPETENCE OF PEOPLE I WORK WITH	I ENJOY MY CO-WORKERS	THERE IS TOO LITTLE BICKERING AND FIGHTING AT WORK.	**PEOPLE YOU WORK WITH**
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		4.18	4.03	3.99	4.02	3.9884

Source: own survey, 2017

4.3.8 Job Task Themselves

This term describes the working condition of a given task; employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working conditions bring out a fear of bad health in employees. 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, 1993).

Accordingly the mean value of job task themselves was 3.83, which reflect the respondents were between neutral and agree. The highest mean score is obtained on I always feel my job is meaning full. It had the mean value of 3.93, which indicate that the respondents were almost agree about the statement. Relatively the lowest mean score was obtained I like doing the things I do at work, this had the mean value 3.76.

Table 4.20: The mean value of Job Task Themselves

		I ALWAYS FEEL MY JOB IS MEANING FULL.	I LIKE DOING THE THINGS I DO AT WORK	I FEEL A SENSE OF PRIDE IN DOING MY JOB	MY JOB IS ENJOYABLE	**JOB TASK THEMSELVES**
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		3.93	3.76	3.83	3.83	3.8380

Source: own survey, 2017

4.3.9 Communication

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 (Robbins 1993). As mentioned in table 4.21 the total mean value of this factor was 3.90, which represent agree. Relatively the highest score for this factor was the goal of this organization are clear to me and work assignments are fully and clearly explained both had the mean value of 3.99, and also relatively the lowest mean was scored on Communications seem good within this organization, this had the mean value of 3.82.

Table 4.21: The Mean Value of Communications

		COMMUNICATIONS SEEM GOOD WITHIN THIS ORGANIZATION	THE GOALS OF THIS ORGANIZATION ARE CLEAR TO ME.	I OFTEN FEEL THAT I KNOW VERY WELL ABOUT WHAT IS GOING ON WITH THE ORGANIZATION.	WORK ASSIGNMENTS ARE FULLY AND CLEARLY EXPLAINED.	**COMMUNICATIONS**
N	Valid	108	108	108	108	108
	Missing	0	0	0	0	0
Mean		3.82	3.99	3.83	3.99	3.9097

Source: own survey, 2017

Table 4.22: Descriptive Analysis about Comparison of Mean between each Factor of Job Satisfaction

Factors affecting job satisfaction	Commercial Bank of Ethiopia		Dashen Bank	
	Mean	Std. Deviation	Mean	Std. Deviation
Pay	3.10	.74	3.95	.50
Promotion	2.98	.71	3.92	.47
Supervision	2.78	.57	4.10	.48
Fringe benefits	3.11	.73	4.00	.53
Contingent Reward	2.60	.72	3.92	.52
Operating Procedures	3.00	.64	3.96	.56
Co-workers	3.73	.69	3.98	.46
Nature of work	2.90	.73	3.83	.47
Communication	3.13	.57	3.90	.42
Over all job Satisfaction	3.03		3.95	

Source: own survey, 2017

The above table shows that the overall Job Satisfaction mean score for the two banks (CBE and DB) was 3.03 and 3.95 respectively which is in the range of between neutral and agree. This indicates that respondents perceived the overall job satisfaction of the two banks was neutral for CBE and agree for DB. It is perceived that relatively DB employees got better job satisfaction than CBE employees.

As we have seen from the above table CBE payment factor score the mean of 3.10 and DB 3.95, which indicate that DB employees were almost satisfied by their organization payment structure than CBE employees. When we come to the Promotion, Supervision, and Fringe Benefit the mean score of CBE and DB were 2.98, 2.78, 3.11 and 3.92, 4.10, 4.00 respectively. This implies that by promotion opportunity staff of CBE employees were neutral (nether agree nor disagree) in the supervision factor of CBE employees were dissatisfied by their organization. Whereas, DB employees were satisfied by promotion opportunities and supervision style of their organization.

In fringe benefit CBE employees were neutral nether satisfied nor dissatisfied but DB employees were satisfied by the benefits they receive from their organization.

The other factor Contingent Reward, Operating Police, and Co-workers CBE and DB employees score the mean value of 2.6, 3.00, 3.73 and 3.92, 3.96 and 3.98 respectively. It indicates that by the reward factor CBE employees were dissatisfied but DB employees were satisfied by reward system of their organization. In operating police and co-worker factor CBE employees were between neutral and agree. On the contrary DB employees were satisfied by the two factors.

In the last factor Nature of the work and Communications the mean value of CBE and DB employees were 2.90, 3.13 and 3.83, 3.90 respectively. This implies that by nature of the work and communication factor CBE employees were neutral, whereas DB employees were between neutral and agree.

4.2. Correlation

To find out the relationship between Factor of job Satisfaction and employees job satisfaction, Pearson's correlation coefficient (r) which measures the strength and direction of a linear relationship between two variables is used. Values of Pearson's correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative sense, and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables. A low correlation coefficient; 0.1-0.29 suggests that the relationship between two items is weak or non-existent. If r is between 0.3 and 0.49 the relationship is moderate. A high correlation coefficient i.e. >0.5 indicates a strong relationship between variables. The direction of the dependent variable's change depends on the sign of the coefficient. If the coefficient is a positive number, then the dependent variable will move in the same direction as the independent variable; if the coefficient is negative, then the dependent variable will move in the opposite direction of the independent variable. The table below presents the result of the correlation analysis made using bivariate correlation.

Table 4.23: Correlation

Variables	Commercial Bank of Ethiopia		Dashen Bank s.c	
	Overall Job Satisfaction			
	Pearson Correlation	Sig. (2-tailed)	Pearson Correlation	Sig. (2- tailed)
Pay	.568	.000	.514	.000
Promotion	.491	.000	.516	.000
Supervision	.446	.000	.474	.000
Fringe Benefits	.489	.000	.483	.000
Contingent Reward	.418	.000	.480	.000
Operating procedures	.385	.000	.444	.000
Co-workers	.475	.000	.481	.000
Nature of work	.454	.000	.488	.000
Communications	.430	.000	.465	.000

Source: own survey, 2017

The result in the above table 4.23 shows that pay (r= .568, p<0.01) was strong and significant relationship with employees job satisfaction in CBE likewise in DB pay (r= .514, p< 0.01) was strong and significantly relationship with employees job satisfaction. It means that increase or decreases in pay will bring corresponding change in employee job satisfaction.

Result reported in the above table show that promotion Opportunities also significantly correlated with employees job satisfaction (r= .491, p<0.01) in CBE and (r= .516, p<0.01) in DB. Which indicate that change in promotion result in change in Job Satisfaction of employees'.

As it can be seen in the above table supervision factor (r=.446, p<0.01) in CBE and (r= .474, p<0.01) in DB. This indicates that there is moderate and significant relationship between supervision and employees job satisfaction on both banks.

A statistical moderate and significant relationship was also observed between Fringe Benefit and employees job satisfaction (r=.489, p<0.01) in CBE and (r=.483, p<0.01) in DB.

As indicated in Table 4.23 Contingent Reward has moderate and significant relationship with employees job satisfaction with coefficient (r=.418, p< 0.01) in CBE and (r= .480, p<0.01) in

DB. Operating procedure was also moderate and significant relationship with employees job satisfaction (r=3.85, p<0.01) in CBE and (r= .444, p<0.01) in DB.

A statistical significant and moderate relationship was observed between co-workers, nature of the work and communications with employees job satisfaction (r= .475, p<0.01), (r= .454, p<0.01) and (r=.430, p<0.01) in CBE respectively and (r<.481, p<0.01), (r=.488, p<0.01) and (r=.465, p<0.01) in DB respectively.

4.3. Regressions Analysis

Regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis helps one understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. In this study regression analysis is used to identify the Factors affecting job satisfaction dimension on employees' job satisfaction.

Table 4.24: Regression: Dependent variable (employees Job Satisfaction)

	Commercial Bank of E Ethiopia				**Dashen Bank S.C**			
Multiple Regression								
R squared (R2)	.708				.615			
Adjusted R2	.696				.579			
Standard Error	.228	F=62.357	Sig F=.000		.19832	F= 17.361	Sig F=.000	
Variables	B	SE for B	T	P	B	SE for B	T	P
Payment	.134	.023	5.838	.000	.118	.053	2.028	.041
Promotion	.137	.023	6.048	.000	.116	.058	2.013	.047
Supervision	.087	.029	3.044	.003	.121	.048	2.540	.013
Fringe Benefits	.98	.023	4.313	.000	.111	.048	2.323	.022
Contingent Reward	.077	.050	1.532	.127	.103	0.48	2.149	.034
Operating Procedure	.090	.025	3.613	.000	.041	0.44	.917	.361
Co-workers	.125	.023	5.393	.000	.103	0.55	1.887	.062
Nature of work	.101	.022	4.506	.000	.135	0.49	2.746	.007
Communications	.041	.064	.645	.520	.064	0.56	1.134	.260

Source: own survey, 2017

The result shown in table 4.24 indicate a relatively high percentage of variation in employees job satisfaction and can be explained by variables entered in the equation (R2=.708) and (adjusted R2 = .696) in CBE and R2= (.615) and (adjusted R2= .579) in DB. Thus 69.6% of variance in employees job satisfaction in CBE and 57.9% of variance in employees' job satisfaction in DB can be explained by pay, promotion, supervision, Fringe Benefit, Contingent Reward, Operating Procedure, Co-worker, Nature of Work, Communications. The F ratio (62.357) ($p<0.01$) in CBE and F (17.361) ($p<0.01$) indicate that regression on the dimensions assessed, expressed through R2 are statistically significant. These variables accounts for 69.6% of variance in employees job satisfaction in CBE and for 57.9% of variance in DB. These findings suggest that unexplored variables could count for the other variance in employees' job satisfaction.

4.4. The estimated Regressions model of CBE and DB

Yi =B0+B1X1+B2X2+B3X3+B4X4+B5X5+B6X6+B7X7+B8X8+B9X9

For CBE Employees Job satisfaction =

.222+.134pay+.137promotion+.087supervision+.098Fringe Benefit+.077Contingent rewards+.090Operating procedures+.125Co-workers+.101Nature of work+.041Communication.

For DB Employees Job Satisfaction = .856+.118pay+.116promotion+.121supervsion+.111Fringe benefit+.103Contingent Reward+.041Operating Procedure+.103co-worker+.135Nature of work+.064Communications.

The standardized regression coefficient shows the impact of a unit change in independent variable on dependent variable, employees' job satisfaction.

Table 4.25: ANOV for Factor of Job Satisfaction and Employees Job Satisfaction

	Commercial Bank of Ethiopia					Dashen Bank S.C				
	Sum of squares	DF	Mean square	F	Sig.	Sum of squares	DF	Mean square	F	Sig
Regression	29.423	9	3.269	62.357	.000[b]	6.146	9	.683	17.361	.000[b]
Residual	12.163	232	.052			3.854	98	.039		
Total	41.587	241				10.000	107			

a. Dependent Variable: overall satisfaction
b.Predictors: (Constant), Factor affecting Job Satisfaction

F-test is used to test the impact of overall explanatory power of the whole model, or the joint effect of all explanatory variables as a group. (I.e. testing the overall performance of the regression coefficients). It measures the statistical significance of the entire regression equation rather than of each individual coefficient as the t-test is designed to do the greater the value of F-statistics, the more confident the researcher would be that variables included in the model have together a significant effect on the dependent variable, and the model has a high explanatory power.

From the ANOVA table 4.25 it is identified that the value of F for CBE and DB was 62.357 and 17.361, $p < 0.001$respectively. This indicates that the overall model was fit and there was a statistically significant association between factors Job Satisfaction and employees Job satisfaction.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

By investigating the relationship between Assessment of Factors Affecting Job Satisfaction of Employees' in CBE and DB, the following findings were reached.

- Descriptive statistic was used to indicate that the mean of pay, promotion, supervision, Fringe Benefits, Contingent Reward, Operating Procedure, Co-worker, Nature of work, Communications. These are pay (mean=3.10), promotion (mean=2.98), supervision (mean=2.78), Fringe Benefit (mean=3.11), Contingent Reward (mean=2.60), Operating Procedure (mean=3.00), Co-worker (mean=3.73), Nature of work (mean=2.90), Communications (3.13) for CBE.

  For DB, pay (mean=3.95), promotion (mean=3.92), supervision (mean=4.10), Fringe Benefit (mean=4.00), Contingent Reward (mean=3.92), Operating Procedure (mean=3.96), Co-worker (mean=3.98), Nature of work (mean=3.83), Communications (mean=3.90). The result has shown that DB employees were more satisfied by their job than CBE employees.

- Correlation coefficient was computed for the purpose of determining the relationship between factors of job satisfaction and employees' job satisfaction in CBE and DB. There was a positive and statistically significant relationship between the variables and the overall Job Satisfaction of employees. For CBE, pay ($r=.568$, $p<0.01$), promotion ($r=.491$, $p<0.01$), supervision ($r=.446$, $p<0.01$). Fringe Benefit ($r=.489$, $p<0.01$), Contingent Reward ($r=.418$, $p<0.01$), operating procedure ($r=.385$, $p<0.01$), Co-worker ($r=.475$, $p<0.01$) nature of work ($r=.454$, $p<0.01$) and Communications ($r= .430$, $p<0.01$).

  For DB pay ($r=.514$, $p<0.01$), promotion ($r=.516$, $p<0.01$), supervision ($r=.474$, $p<0.01$), Fringe Benefit ($r=.483$,$p<0.01$), Contingent Reward ($r=.480$, $p<0.01$), operating procedure ($r= .444$, $p<0.01$), Co-worker ($r=.481$, $p<0.01$), Nature of work ($r=.488$, $p<0.01$), and

Communications (r=.465, p<0.01). In both banks, all variables show strong and moderate relationship with employees' job satisfaction.

- 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 of quit their jobs, valuable human resources are wasted and result in economic crisis .so CBE should improve the observed gaps.
- 84ultiple regressions were done to ascertain the extent to which the variables mentioned explain the variance in job satisfaction in both banks. For CBE, (adjusted R2= .696) which indicates 69.6% of variance in job satisfaction is explained by the variables pay, promotion, supervision, Fringe Benefit, Contingent Reward, Operating Procedure, Co-worker, Nature of work, and Communications. For DB, (adjusted R2= .579), in which 57.9% variation is explained by the variables selected. The result indicated a relatively high percentage of variation in job satisfaction can be explained by variables entered in the equation.
- From the overall finding 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 with job satisfaction. Among the proposed determinate factors it is concluded that nature of job ,career advancement , pay and benefit and interpersonal relationship are significant predictor of the job satisfaction. If these all factors become favorable for the employees then job satisfaction level will be enhanced.

The estimated model from the regression analysis is:

- **For Commercial Bank of Ethiopia**

Job Satisfaction = .222+.134pay+.137promotion+.087supervision+.098Fringe Benefit + .077 Contingent rewards +. 090 Operating procedures + .125 Co-workers + .101 Nature of work +.041 Communication.

- **For Dashen Bank S.C**

.856+.118pay+.116promotion+.121supervsion+.111Fringebenefit+.103Contingent Reward+.041Operating Procedure+.103co-worker+.135Nature of work+.064Communications.

The standardized regression coefficient shows the impact of a unit change in independent variable on the dependent variable: Employees Job satisfaction.

ANOVA is identified that the value of F for CBE and DB was 62.357 and 17.361, $p< 0.001$respectively. This indicates that the overall model was fit and there was a statistically significant association between factors of Job Satisfaction and employees Job satisfaction.

5.2. Conclusion

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Thousands of papers and research have been conducted on job satisfaction all over the world. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employees' perceptions for the nature of his work and the level of overall job satisfaction. Pay and Remuneration has a great impact on the overall job satisfaction of employees.

Factors affecting Job Satisfaction of employees was explored in this study including pay, promotion, supervision, Fringe Benefit, Contingent reward, Operating Procedures, Co-workers, Nature of work, and Communications. There was a significant and positive relationship between in variables mentioned with employees' job satisfaction. From the finding of the study, it can be concluded that, out of nine factors of affecting Job Satisfaction of employees' dimensions, relatively the highest mean score for CBE was Co-workers whereas Contingent Reward had the lowest mean score. For DB relatively the highest mean score was on supervision whereas Nature of work had relatively the lowest mean score.

The study concluded that in order to gain competitive advantage and adapt to the dramatic changing environment it is important for the organizations to achieve management efficiency by increasing employee satisfaction. Therefore it is concluded that in order to keep employees satisfied today, it takes an entirely different approach than it did just a few years ago. Now days the relationship with co-workers and Supervision is the most critical factor in keeping an employee satisfied in today's business world.

From the mean result of all dimensions we can say that the commercial Bank of Ethiopia employees were neutral nether satisfied nor dissatisfied by the organization, whereas DB employees were satisfied by their organization.

5.3. Recommendations

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

- From the result the least job satisfaction level is from the Contingent Reward for CBE. So the researcher suggests for top management of the bank to provide sufficient level of reward for its employees based on their performance to gain competitive advantage from other bank and to keep their employees for long period of time. For DB relatively the least job satisfaction level is from nature of the work, the researcher suggests that the top management of the bank take innovative steps to make work more interesting in order to increase the levels of job satisfaction of employees. Furthermore, if a job is highly motivating, employees are likely to be satisfied with the job content and deliver higher quality work.

- The overall Job Satisfaction of CBE employees were neutral; this means that they were not satisfied. So that the bank management give high attention to their employees to satisfy them in order to achieve the organization goal. With low employee's motivation and satisfaction level, it is very difficult to be a world class bank by the year 2025 and gain market share from other private banks.

- The banks management should also initiate mechanisms to improve communication amongst workers in different units by developing a better communication system. Promotion should be regularly considered to reward good performance. However, alternative forms of reinforcement should also be introduced and used frequently, including verbal reinforcement, letters of recognition for tasks performed well, priority for short – and long term training for workers who excel in their performance, and creating an environment where good service generates self- motivation for the workers.

- Regarding the relationship between Factors job satisfaction dimensions with employees overall job satisfaction the correlation analysis shows that there is a direct and positive relationship between them. So, it is recommended that banks should give equal attention for each component and improve them to increase employees' productivity. Appropriate reinforcement should also be given for good service with more focus on administering positive reinforcement for work well done. In general, banks should have to make improvement on all dimensions of job satisfaction in order to increase employees' satisfaction .This will enable them maintain high level of competitiveness in retail banking industry.

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APPENDIX

Addis Ababa University College of Business and Economics
Department of Public Administration and Development Management

MASTER OF PUBLIC MANAGEMENT and POLICY

QUESTIONNAIRE TO BE FILLED BY EMPLOYEES OF COMMERCIAL BANK OF ETHIOPIA AND DASHEN BANK S.C NORTH ADDIS DISTRICT

Dear Respondents,

This questionnaire is designed to gather information about factors that affect job satisfaction of employees in case of Commercial Bank of Ethiopia (CBE) and Dashen Bank North Addis District". All responses will be used to conduct a study for the partial fulfillment of Master's Thesis in Public Management and Policy. 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!

Section I – Background information

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

1. Age

   A.20-30 ☐ B. 31-40 ☐ C. 41-50 ☐ D. above 51 ☐

2. GENDER:

   A. Male ☐ B. Female ☐

3. How many years of experience do you have in your current organization?

   A. Less than 2 years ☐ C. 5- 10 years ☐ E. More than 15 Years ☐

   B. 2 - 5 years ☐ D. 10-15 years ☐

4. What is your educational qualification?

   A. Diploma ☐ B. Bachelor Degree ☐ C. Master's Degree ☐

   D. Above master's Degree ☐

5. Monthly Salary Level (in Birr)

   A. Less than 3000 ☐ B. 3001-6000 ☐ C. 6001-9000 ☐

   D. 9001-12000 ☐ E. 12001-15000 F. Greater than 15,000

Section II

This part of questionnaire covers about factors affecting job satisfaction. Please indicate how much you agree or disagree with each of the following statements by putting a thick mark (✓) that best represents of your opinion. 1 indicates strongly disagree (SDA), 2 indicates disagree (DA), 3 indicates neutral (N), 4 indicates agree (A) and 5 indicates strongly agree (SA).

No	Questions	1(SDA)	2(DA)	3(N)	4(A)	5(SA)
Pay and Remuneration						
6.	I feel I am being paid a fair amount for the work I do.					
7.	Raises are too many and frequent.					
8.	I feel appreciated by the organization when I think about what they pay me.					
9.	I feel satisfied with my chances for salary increases.					
Promotion Opportunities						
10	There is really high chance for promotion on my job.					
11	Those who do well on the job stand a fair chance of being promoted.					
12	People get ahead as fast here as they do in other places.					
13	I am satisfied with my chances for promotion					
Immediate Supervisor						
14	My supervisor is quite competent in doing his/her job.					
15	My supervisor is fair to me.					
16	My supervisor shows high interest in the feelings of subordinates.					
17	I like my supervisor.					
Monetary and Nonmonetary Fringe Benefits						
18	I am satisfied with the benefits I receive.					
19	The benefits we receive are as good as most other organizations offer.					
20	The benefit package we have is equitable.					
21	There are no benefits we do not have which we should have.					
Contingent Rewards						
22	When I do a good job, I receive the recognition for it that I should receive.					

No	Questions	1(SDA)	2(DA)	3(N)	4(A)	5(SA)
23	I feel that the work I do is appreciated.					
24	There are many rewards for those who work here.					
25	I feel my efforts are rewarded the way they should be.					
Operating Policies and Procedures						
26	Many of our rules and procedures make doing a good job difficult.					
27	There are no obstacles that block my efforts to do a good job.					
28	I have too much to do at work.					
29	I have too much paperwork.					
People you Work with						
30	I like the people I work with.					
31	I find I have to work harder at my job because of the incompetence of people I work with.					
32	I enjoy my co-workers.					
33	There is too little bickering and fighting at work.					
Job Tasks Themselves						
34	I always feel my job is meaning full.					
35	I like doing the things I do at work.					
36	I feel a sense of pride in doing my job.					
37	My job is enjoyable.					
Communication						
38	Communications seem good within this organization.					
39	The goals of this organization are clear to me.					
40	I often feel that I know very well about what is going on with the organization.					
41	Work assignments are fully and clearly explained.					

Overall Job Satisfaction

Please tick (√) on the overall job satisfaction

highly dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Highly satisfied (5)

Source: Spector, P. E. (1985).

Thank You for Taking Your Time To Fill This Questionnaire!!!.