

Assessment of Employees' Job Satisfaction in Construction and Business Bank (CBB): The Case of Merkato Branch

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1. Background of the Study

Different scholars have defined job satisfaction in different ways. Saiyadain (2000) states that job satisfaction is a combination of psychological and environmental circumstances that cause a person to say 'I am satisfied with my job'. When a person comes to work, she/he brings her / his total personality, attitude, likes and dislikes, personal characteristics etc and these, in turn, influences the satisfaction, one derives from work. Similarly, Singh (2002) states that every individual who joins the organization is given some work or job to perform. Performance of the job by the employees also requires that expectations and aspirations in terms of reward, consideration and fulfillment of need, etc. have been met. If these are fulfilled, employees will be satisfied with the outcome of job performance and greater job satisfaction would generally motivate for performing more effectively. Singh (2002) further states that job satisfaction and motivation reinforce, strengthen and promote each other. Accordingly, it is this notion of employees' job satisfaction and its relations with motivation and performance which motivated the researcher to conduct this study on the level of employees' job satisfaction in the Construction and Business Bank, Merkato Branch.

2. Statement of the Problem

Motivation scheme is one of the key factors which play significant role for the organization to operate competitively in the business world, reduce turnover and increase employee's performance. This study hypothesizes that employees of Construction and Business Bank of Merkato Branch are dissatisfied with their job. Besides, it is also assumed that there is a gradual increase of employees' turnover. Accordingly, the study

investigates employees' job satisfaction in Construction and Business Bank (CBB) of Merkato Branch.

3. Objectives of the Study

The general objective of this study is to assess employees' job satisfaction in the Construction and Business Bank of Merkato Branch. The specific objectives of the study are to

- identify the major causes of job dissatisfaction,
- identify the motivation schemes of the organization,
- examine the relationship between job satisfaction and the organization's benefit scheme, and
- find out the consequences of satisfaction or dissatisfaction of employees on their job.

4. Research Questions

The research tries to seek answer to the following basic questions:

- What are the major causes of job dissatisfaction?
- What kinds of motivation schemes does the organization use?
- What is the relationship between job satisfaction and the organization's benefit scheme?
- What are the consequences of satisfaction or dissatisfaction of employees on their job?

5. Research Methodology

The study was specifically concerned with Merkato Branch of CBB where there are thirty-six employees including the branch manager. Since the number of the study population is manageable, the study employed the census method and considered the entire population as the subject of study.

Both primary and secondary data source are employed in the study. Data collected through interview and questionnaire from the respondents represent the primary one. On the other hand, in order to substantiate the primary data, the study also employed data from secondary sources like magazines, annual reports, books, etc.

The researcher designed a questionnaire to gather the primary data from employees of CBB in Merkato Branch. The questionnaire was distributed to all of the thirty-six employees. It consists of two parts: the first part focuses on background information of the respondents where as the second part focuses on employees' level of job satisfaction in relation to promotion scheme, reward system, working conditions, etc. To substantiate the information obtained through the questionnaire, the researcher conducted an interview with the branch manager.

The study employed descriptive statistics to analyze and generate the findings. The raw data which has been collected through questionnaire was coded, edited and entered in to the computers. The researcher employed statistical software: spread sheet (Excel) to process and analyze the data. Accordingly, frequency distributions and descriptive tables were used to present the findings of the study. Data collected through interview was transcribed.

6. Data analysis and Interpretation

Out of the total thirty-six questionnaires distributed, thirty-five of them were filled and returned. This makes the response rate of questionnaire 97%. This section therefore, presents the analysis and interpretation of the data gathered from all 35 respondents. Besides, result of the interview is also included where appropriate.

6.1 Characteristics of Respondents

This part addresses background characteristics of respondents with regard to sex, age, years of experience, and level of education. Accordingly, out of the total respondents 57% (20) of them are female and 43% (15) of are male. This indicates that the majority of employees are female. Similarly, 60% (21) and 26% (9) respondents fall with in the age

range 21 – 30 and 31 – 40 respectively. Where as, 14 % (5) of respondents belong to the age group between 41- 50. The finding indicates that the majority of the employees are youngsters.

With regards to work experience, majority of the respondents i.e. 30% (11) and 37% (12) of them worked for 1 - 3 years and 4 - 6 years respectively. While 14% (5) of the respondents have worked in the bank from 7 - 9 years, 9% (3) of them have worked from 10 - 12 years, and the remaining 9% (3) of the respondents have more than 12 years of work experience.

In terms of education level, about 23% (8) of the respondents have obtained their first degree while the majority of the respondents 43% (15) are diploma holders. Only 6% (2) of the respondents have completed 10 + 2 Diploma program, and the remaining, about 28% (10) of them are below 12th grade. According to the above finding, more than half of the total employees are diploma holders. This implies that employees at CBB may need to advance their educational status with further studies. Such provision of educational benefits can boost job satisfaction of employees which, in turn, addresses the problem of turn over.

6.2 Analysis of Data Pertinent to the Study

Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. It is an end state of feelings and consists of an employee's cognitive, affective, and evaluative reactions to his/her job. There are various factors that determine the level of job satisfaction of employees. These factors are classified into two categories. The first one is related to the organization itself and the other in related to personal characteristics of employees themselves. The major organizational factors are reward system, the work itself, supervisory behaviors, and working conditions. Individual factors include age, gender, work experience, status and seniority, and marital status.

TABLE - 1: Reward system and employees satisfaction

Item	Alternatives	Frequency of Responses	
		No	%
To what extent are you satisfied with the reward system?	A very great extent	2	6
	A great extent	4	11
	Undecided	4	11
	Some extent	4	11
	Less extent	21	60
	Total	35	100

Table 1 shows that majority of respondents 60% (21), indicated that they are satisfied to a less extent with the reward system of the organization. However, only 6% (2) of the respondents asserted that they are satisfied to a very great extent. On the other hand, 11% (4) of the respondents said that they are satisfied to a great extent and the same percent of the respondents responded they are satisfied to some extent. The remaining 11% (4) of the respondents remained undecided. This shows that more than 70% of employees are not satisfied with the reward system of the organization.

TABLE - 2: Reward system and employees performance.

Item	Alternatives	Frequency of Responses	
		No	%
To what extent is the reward system tied with your performance?	A very great extent	4	11
	A great extent	3	9
	Undecided	4	11
	Some extent	11	30
	Less extent	13	37
	Total	35	100

Table 2 shows that, more than half of the respondents believe that the reward system has either very little connection or does not have any connection at all with their performance. To put this in percentage, 30% (11) and 37% (13) of the respondents feel the reward system is tied with their performance ‘to some extent’ and ‘to less extent’ respectively. On the other hand, 11% (4) of the respondents answered that the reward system is connected to their performance ‘to a very great extent’ and 9% (3) of the respondents feel ‘to a great extent’. While 11% (4) of respondents remain ‘undecided’.

This indicates that the reward system of the organization is not based on the performance of employees.

TABLE - 3: Employees participation in decision making process.

Item	Alternatives	Frequency of Responses	
		No	%
To what extent does the organization try to give you the opportunity to participate in decision making?	A very great extent	3	9
	A great extent	3	23
	Undecided	1	3
	Some extent	9	26
	Less extent	14	40
	Total	35	100

Table 3 presents respondents view on participation of employees in decision making process. From the data, about 40% (14) of respondents rate it 'to less extent' and 26% (9) of respondents rate it 'to some extent'. Whereas 3% (1) of the respondents are 'undecided' and 23% (3) rate it 'to a great extent'. The remaining 9% (3) responded opted for 'to a very great extent'. The data indicates that majority of respondents are not satisfied with their involvement in decision making process.

TABLE - 4: Conduciveness of the organization's working environment.

Item	Alternatives	Frequency of Responses	
		No	%
How do you rate your level of satisfaction with the work environment?	Very High	3	9
	High	7	20
	Undecided	6	17
	Low	12	34
	Very Low	7	20
	Total	35	100

According to the above table, majority of respondents i.e. 34% (12) believe that they have 'low' satisfaction with the working condition. Similarly, 20% (7) of the respondents have 'very low' level of satisfaction. On the other hand, 9% (3) and 20% (7) of the respondents have 'very high' and 'high' level of satisfaction respectively. The remaining 17% (6) remain 'undecided'. From the above data, it can be deduced that the working environment of the organization is poor.

TABLE - 5: Employees' turnover in the organization.

Item	Alternatives	Responses	
		No	%
Do you think that the rate of turnover is high in the company?	a. Yes	31	88
	b. No	1	3
	c. Do not know	3	9
	Total	35	100

According to the above table, most of the respondents believe that there is high turnover in the organization i.e 88% (31). Only 3% (1) of the respondents disagree with the idea. However, 9% (3) of the respondents said they do not know. Almost all of the respondents said that high rate of turnover is linked with problem in salary increment. On the other hand, the other respondents relate the high rate of turnover with poor promotion system and managerial problems. The information obtained from the management during interview also indicated that there is high rate of turnover in the bank as compared to others.

TABLE - 6: Insurance coverage and employees' satisfaction.

Item	Alternatives	Responses	
		No	%
I am satisfied with the insurance coverage of the organization.	Strongly agree	7	20
	Agree	16	46
	Undecided	4	11
	Disagree	3	9
	Strongly disagree	5	14
	Total	35	100

According to the above table, about 20% (7) and 46% (16) of the respondents opted for 'strongly agree' and 'agree', respectively with regards the insurance coverage of the organization. On the contrary, 9% (3) and 14% (5) of the respondents expressed that they 'disagree' and 'strongly disagree', respectively with the insurance coverage offered by the organization. The remaining 11% (4) of the respondents remain 'undecided'. The result indicates that the health insurance offered by the bank is satisfactory.

TABLE - 7: Motivation scheme and employees satisfaction.

Item	Alternatives	Frequency of Responses	
		No	%
I am the satisfied with the motivation scheme offered by the organization.	Strongly agree	2	6
	Agree	7	20
	Undecided	5	14
	Disagree	9	26
	Strongly disagree	12	34
	Total	35	100

As indicated in the above table, 26% (9) and 34% (12) of the respondents said that they are ‘dissatisfied’ and ‘highly dissatisfied’ respectively with the motivation scheme. On the other hand, 6% (2) of the respondents are ‘highly satisfied’ and 20% (7) of the respondents feel ‘satisfied’. The remaining 14% (5) of the respondents remain ‘undecided’. This data indicates that the majority of the respondents feel dissatisfied with motivation scheme offered by the organization.

TABLE - 8: Satisfaction of respondents with the training offered.

Item	Alternatives	Frequency of Responses	
		No	%
To what extent are you satisfied with the training offered by the organization?	Avery great extent	17	49
	A great extent	8	23
	Undecided	4	11
	Some extent	6	17
	Less extent	-	-
	Total	35	100

Table 8 presents the satisfaction of the employees with the training offered by the organization. The finding revealed that about 17% (6) of the respondents rate it ‘to some extent’ and 11% (4) of the respondents said ‘undecided’. 23% (8) of the respondents indicated ‘to a great extent’ and the remaining 49% (17) of the respondents rate it ‘to a very great extent’.

7. Summary of Findings, Conclusions and Recommendations

This section summarizes the major research findings; draws conclusions based on the findings, and propose some possible recommendations

7.1 Major Findings

The major findings of the research are summarized as follows:

- Majority of the respondents i.e. 71% of them are not satisfied with the reward system of the organization. Besides, 67% of them feel that the reward system is not linked with the performance of employees.
- The findings indicated that 66% of the respondents believe that they are not involved in the decision making process. Likewise, 54% of the respondents feel that the working environment is not conducive for employees. Similarly, 88% of the respondents believe that there is high rate of turnover in the organization.
- More than half of the respondents, i.e. 66%, of them are satisfied with the insurance coverage, particularly the health insurance. However, 60% of the respondents are not satisfied with the motivation scheme. It was also discovered that, only 49% of the respondents are satisfied with the training offered by the organization.

7.2 Conclusions

As can be seen from the previous section of this chapter, employees of CBB are not generally satisfied with the organization. Hence, based on these major findings of the study, the following concluding remarks have been drawn.

- It can be concluded that the employees of CBB are not satisfied with the reward system of the organization. This has led employees to be dissatisfied with their job and develop the intention to leave. Further more, the reward system of the organization is not linked with the performance of employees.

- The organization does not give the required attention to its employees in order to involve them in decision making process.
- The working environment of CBB is not conducive for employees. Hence, the organization may not get the maximum return from its employees. In addition, the rate of turnover in CBB is very high. This certainly has a negative impact on the reputation of the bank. On the other hand, employees are satisfied with the health insurance of the organization. This will certainly have a positive impact on the reputation of the bank.
- The organization has a good training scheme that could retain employees.

7.3 Recommendations

As can be seen from the above concluding remarks, employees of CBB are not satisfied with their job in relation to the various aspects mentioned. The researcher would like to give the following recommendations that could help the organization in addressing employees' job dissatisfaction and enhance the overall effectiveness of the organization.

- ❖ The organization is advised to introduce proper employees' reward system that helps to recruit, select competent employees, retain and increase both employees' morale and satisfaction.
- ❖ The organization should undertake a periodic review of salary and remunerate employees based on their qualification, experience and performance.
- ❖ The organization is advised to create a conducive working environment by improving office facilities (such as ventilation system) to improve employees productivity and job satisfaction.
- ❖ The organization is also advised to create healthy relationship among employees and provide the opportunity to participate in decision making. The organization needs to facilitate the forum whereby the management and employees discuss on the various problems towards proposing possible remedies.

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