



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**DETERMINANTS OF EMPLOYEE JOB SATISFACTION IN
THE CASE OF COMMERCIAL BANK OF ETHIOPIA**

**BY
ABIY BENYAM**

**JUNE, 2016
ADDIS ABABA, ETHIOPIA**

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ACRONYMS AND ABBREVIATIONS

CBE	Commercial Bank of Ethiopia
EOCV	Effect Of Corporate Value
EOER	Effect of Employee Recognition
EOLS	Effect of Leadership Style
EONW	Effect of Nature of Work
EOR	Effect of Reward
EOS	Effect of Salary
EOWEN	Effect of Work Environment
EOWP	Effect of Work Promotion
EOWPF	Effect of Work Place Friend ship
HRM	Human Resource Management
JS	Job Satisfaction
SPSS	Software packages for social science

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ABSTRACT

This paper attempted to measure the effect of factors of motivation on the basis of the following hypotheses, i.e., such as H1: Promotion opportunities have positive effects on employees' job satisfaction in the bank, H02: Employees recognition has positive impact on employees' job satisfaction in the bank, H03: Salary (pay) has positive impacts on employees' job satisfaction in the bank, H04: Leadership style and employee job satisfaction have strong positive association in the bank, H05: Employees work place friendship is positively correlated with job satisfaction in the bank, H06: Nature of the work/work design has positive effects on employees' job satisfaction in the bank, H07: Work environment is affected positively employees' job satisfaction in the bank, H08: Special reward system and employee job satisfaction have positive relationship in the bank, H09: Corporate/firm value and employee job satisfaction have a strong positive linkage in the bank, on job satisfaction of employees in Commercial Bank of Ethiopia (CBE). In order to test hypotheses, the study deployed a quantitative research approach using a sampling technique of a purposive and convenience random sampling by applying multiple regression analysis. In connection with this, 326 questionnaires were distributed, and out of this, 286 sheets of paper were returned back which had a response rate of 86%. According to the analysis, the research obtained summary of findings i.e. two factors only: salary/payment and employees recognition had significance positive effects on job satisfaction, whereas, the rest seven factors promotion, leadership style, workplace friendship/relationship, firm/corporate value, reward system, work condition and environment had scored insignificance result which divulged that there were not had impacts on job satisfaction. Based on the summary of findings, the research was concluded that the aggregate impacts of the motivation factor on job satisfaction of employees were insignificance i.e. unsatisfactory. Considering this, the researcher recommended that the bank should have a clear motivation policy which integrated with the strategy of the bank.

Key words: work promotion, salary/pay, work condition, work environment, recognition of employee, leadership style, and Job satisfaction.

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Employees are the backbone of an organization as they are the primary sources of productivity gains. Without people nothing will be done whatever latest technologies we have implemented. So these employees should be managed properly.

Employee Job Satisfaction is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one's needs in working place (Togia et al., 2004). It is mainly depends on the following prominent factors like working environment, reward and recognition, training and development, teamwork, job rotation and employee empowerment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups (Mahamuda&Nurul, 2011).

Higher employees' satisfactions level resulted in commitment and better engagement. It fosters productivity and innovation, team work. Employees become loyal towards their organization and lowers turnover. Ultimately it resulted in customer satisfaction and loyalty which increases the firms' higher profit (R. Anitha, Sep. 2011).

Organizations are using various perspective and strategies to facilitate employee job satisfaction. Most firms in developing countries linked solely satisfaction with compensation which is the earliest strategy (Hill &Wiens-Tuers 2002). This is not enough people needs are differ from time to time and holistic approach is recommended (Champion-Hughes 2001). Employee satisfaction is also affected by their feeling regarding the work itself, management fairness and cares about them, the working environment, and with the resources available to complete their jobs.

One of the manifests of job satisfaction is employee turnover as it is tie closely with turnover (Carpitella, 2003). Recent trends show that there is high employee turnover in CBE. It is obvious that one of main reason for employee turnover is because of

dissatisfaction in the organization. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public.

Therefore, the purpose of this study is to examine the level of employee satisfaction in the bank in a comprehensive manner using the various important basic factors and identify the problem areas and forward a recommendation based on the results to correct it accordingly.

1.2. Company Background

The Commercial Bank of Ethiopia (CBE) was established in 1942 and has been playing a conspicuous role in economic development of the country for more than 70 years. It is owned by the government and the highest authority of the bank is the board of directors which is represented by senior government officials including the chairperson and the day today functions of the bank are managed by the President.

Currently, the Commercial Bank Ethiopia (CBE) has more than 1100 branches throughout the country serving as market outlets and the branches execute their functions under the supervision of 15 district offices. The CBE is the leading Bank in the country with assets of 359.3 billion Birr as on March 31th 2016 and has market share of 67% and 38.8% with regard to deposit position and number of branches respectively as of June, 2014. Currently CBE has more than 12.4 million account holders and more than 22,000 employees. From this fact we can see how vast is the human resources of the bank which require the practices of effective human resources management.

The CBE has also set a strategy of exceeding customers and stake holder's expectation through service excellence and business growth supporting the development efforts in the country. CBE currently played a great role for the development of the economy to achieve the growth transformational program of the country. Commercial Bank of Ethiopia has the following strategic elements:

- **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**

1. Integrity

- We are committed to the highest ideals of honor and integrity.
- We strive to act in an honest and trustworthy manner.
- We firmly adhere to ethical principles.

2. Customer Satisfaction

- We strive to excel in our business and satisfy our customers.
- We are committed to offer the highest quality service to our customers and aspire to be branded with quality in the minds of our customers and the general public.

3. Employee satisfaction

- We are committed to employee training and professional growth.
- We distinguish our employees as valuable organizational resources.
- We recognize our employees for their achievements.

4. Learning Organization

- We are committed to anticipate and respond to internal and external changes through constant improvement and adaptation.
- We strive to establish a culture that nurtures individual and group learning

5. Teamwork and Collaboration

- We recognize the importance of teamwork for our success.
- We support to one another and working co-operatively

6. Public Trust

- We understand that the sustainability of our business depends on our ability to maintain and build up the public's confidence.

7. Value for Money

- We use resources carefully to save expense, time or effort.
- We deliver the same level of service for less cost, time or effort.
- We deliver a better service or getting a better return for the same amount of expense, time or effort

8. Decentralization

- We are committed to delegate operations and decision-making responsibilities.

9. Corporate Citizenship

- We value the importance of our role in national development endeavor and step-up for commitment.
- We abide by the laws of Ethiopia and other countries in which we do business.
- We care about society's welfare and the environment.

1.3. Statement of the Problem

Employee job satisfaction in an organization is mainly depends on the following prominent factors like working environment, reward and recognition, training and development, teamwork, job rotation and employee empowerment (Igalens and Roussel, 1999; Brewer et al., 2008). Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups (Mahamuda & Nurul, 2011).

Employees play an important role for the growth of any organization, so employee satisfaction is the essential one. Satisfied employees have good engagement and commitment to their job and contribute a lot for the organization effectiveness and performance. On the other hand, employees not satisfied with their job have less morale to

their work and hence they are not efficient and this turn into customer complaints. Employee dissatisfaction increases absenteeism and turnover. Dissatisfied employees may become less loyal towards the organization and resign from the organization with their accumulated knowledge and experience (Meena and Dangayach, 2012).

Commercial Bank of Ethiopia (CBE) is the largest commercial bank in the country and it engaged in providing various banking services to the community through its branches network whole over the country. But, customers of the bank repeatedly heard to complain the inconsistency of service provided. I as a staff and customer of the bank observed the problem. Service excellences and employee job satisfaction has a direct relationship. It is obvious that dissatisfied employees can decrease the service quality and organizational performance (Mahamuda & Nurul, 2011; Alam Sageer, Dr. Sameena Rafat, & Ms. Puja Agarwal, 2012). As observed by the researcher there is existing of dissatisfaction of employees to ward their job due to existing of little chance for work promotion, poor condition of work such as unclear objective, uncomfortable work environment for work due to high waiting customers numbers, improper leadership style like unable to handle dispute etc., lack of employees recognition for high performance, lack of both financial and non-financial reward system, lack of clear motivation policy in HRM practice, lack of appropriate work place friendship, poor firm/corporate value recognition etc. In addition to this, according to the bank assessment on measuring the level of employees' job satisfaction throughout the bank it indicated that there was total dissatisfaction of employees toward their job. This means the level of satisfaction is 60%.

Regarding this, other studies stated the problem of job satisfaction like existing of gaps with regard to knowledge of specific effects of the influence of rewards on job satisfaction in the workplace, and the way in which supervisors or managers can effectively manage employees' satisfaction. The other major problem is created by the aggressive expansion of branch which results in poor working environment and condition that affect the satisfaction of employees toward their work in the bank.

Another challenge that is seen in the bank is unable to predicate the future needs of employees since there is high dynamic environment that affect the attitude of work forces

to have negative aspects for their work. According to the authors (Birt, Wallis and Wintemitz, 2004) that stated that many organizations lack to see forehead for their employees need, this affected the attraction and retention of employees.

Furthermore other challenges that are existed in the bank is lack of recognizing employees friendship/relationship at work place that help for sharing of information about the work, and help to reduce stress of work etc. Turnover is also highly related with the dissatisfaction of employees at their job in the organization.

Let's observe five years data from 2010-2015 which indicated number of employees and turnover of employees in CBE.

Table 1.5: Number of Employees and Turnover

S. No	Years	Active Employees	Terminate No. of Employees	Rate of Growth	Turnover Rate
1	2010/11	8041	461
2	2011/12	10190	485	21%	5%
3	2012/13	12541	555	19%	14%
4	2013/14	16133	349	22%	-42%
5	2014/15	20612	528	22%	37%
Total		67517	2378		

Source: HRM office Document

As seen in the report the number of employees hired in the organization indicated increasing from year to year. At the same time, the turnover rate of employees from year to year divulged increasing until 2013/14. Year 2014/15 indicated the growth rate of 37%. From this, it analyzed that the number of workforces increased in aggressive ways from year to year in the bank, and still there existed turnover of employees. An increase of number of work forces in the organization requires the importance of the HRM practice to enhance job satisfaction of employees. In this regards the purpose of HRM should be creating appropriate factors to enhance job satisfaction at work area. However; in the bank there is still lack of establishing effective job satisfaction tools that match the number of

work forces increment in each year. This again indicated the requirement of the need for creating motivation, positive attitude/perception, and optimum expectation toward employees in systematic way. It is obvious that dissatisfaction of employees leads to employees toward job turn over. That is why giving attention to job satisfaction of employee and studying factors affecting have significant value for any organization.

Therefore, assessment of the level of employee job satisfaction is vital to identify the factors that affect it and propose a solution to address the problem. Regarding this, the study attempted to evaluate the following gap about job satisfaction:

How do factors like work promotion, salary (pay), work condition, work environment, recognition of employee, leadership style, reward system, firm value, and work place friend ship affect job satisfaction of employees in the bank?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this study is to investigate the determinants of employee job satisfaction and to identify problem area in Commercial Bank of Ethiopia.

1.4.2. Specific Objective

In addition, the specific objectives are:

1. To assess the effects of promotion opportunities on employees' job satisfaction.
2. To identify the impacts of employees recognition on job satisfaction.
3. To explore the association of Salary (pay) and employees' job satisfaction in the bank.
4. To measure the effect of leadership style of managers on job satisfaction of employee.
5. To recognize that employees work place friendship have impacts on job satisfaction of employees.

6. To investigate the impact of Nature of the work/work design on employees' job satisfaction.
7. To examine the relationship of work environment and employees' job satisfaction in the bank
8. To evaluate the relationship of reward system on job satisfaction of employees.
9. To see the effects of corporate value on job satisfaction of employee.

1.5. Hypotheses

In order to measure the challenges of job satisfaction in the bank, the study applied some factors that have impacts on satisfaction using the author of (Spector, 1997). The hypotheses were applied to measure the causal effects of the factors such as (promotion opportunities, salary (pay), nature of the work and work environment. Accordingly the research employed the following hypotheses:

***H01:** Promotion opportunities have positive effects on employees' job satisfaction in the bank.*

***H02:** Employees recognition has positive impact on employees' job satisfaction in the bank.*

***H03:** Salary (pay) has positive impacts on employees' job satisfaction in the bank.*

***H04:** Leadership style and employee job satisfaction have strong positive association in the bank.*

***H05:** Employees work place friendship is positively correlated with job satisfaction in the bank.*

***H06:** Nature of the work/work design has positive effects on employees' job satisfaction in the bank.*

***H07:** Work environment is affected positively employees' job satisfaction in the bank.*

***H08:** Special reward system and employee job satisfaction have positive relationship in the bank.*

H09: Corporate/firm value and employee job satisfaction have a strong positive linkage in the bank.

1.6. Definition of Terms

Job satisfaction is defined as how people feel about their jobs as well as the different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997).

Job satisfaction is depends on various factors but in this research paper the following nine factors are considered. Although different people interpret them differently, the definitions of each factor which are suitable for this study are presented as follows:

1. Nature of the Job: it is defined by Spector as “the related job tasks and to which degree of enthusiasm the employee enjoys performing these tasks” (Spector, 2007).
2. Promotion: It refers to, as “the advancement opportunities that exist within a profession” (Spector, 2007).
3. Recognition is described by Spector as “the appreciation for a well done job” (Spector, 2007).
4. Salary/Pay: it refers to the employees’ remuneration (Spector, 1994).
5. Fringe Benefits: they are “the monetary and the non-monetary benefits that might exist within the employees’ position” (Spector, 2007).
6. Supervision: “the ability of the supervisor to provide emotional and technical support and guidance with work- related tasks” (Robbins et al, 2003).
7. Operating Procedures: they are defined as “the governing rules, policies, procedures, and workload involving the paperwork affecting employees’ job satisfaction” (Spector, 1994).
8. Coworkers: they are people and colleagues an employee is working with (Spector, 1994).

1.7. Significance of the Study

Since in the modern business environment, employees are one of the key elements that help to achieve proposed strategy of the organization. In addition to this, the turbulent of the business environment enforced organization to give attention to human capital. One of the major tools to increase productivity in the organization is strategy to enhance job satisfaction of employees by applying appropriate HRM tools. So the result of this study is going to be very much useful for the bank to recognize the weaknesses and gap in managing employees' job satisfaction and to take corrective measures accordingly. In addition to this, the outcome of study paper used as a feedback or reference for other academic researchers who will be interested to work on related research topics.

1.8. Scope of the Study

The study covered area, target population, methodological and theoretical concept scope in order to conduct the study at an optimum performance of the researcher considering time, and economy feasibility.

Keeping this in mind, the research was restricted to in the area of Addis Ababa concerning the populations who have been working at branches for at least one year only. In the case of methodological scope, the study deployed a purposive and convenience sampling techniques as mentioned in the methodology. Concerning literature or theoretical concepts, the study was only based on the variables that affect employee job satisfaction stated on the statement of the problem and objective of the study. In addition to this, demographic factors and other personal attribute of the respondents were not recognized in the study.

1.9. Limitation of the Study

The main limitation of this study was constraints of time and available of data from the organization. There was a reluctance of respondents to provide their responses for the questions.

1.10. Organization of the Research Paper

The rest of the research paper organized to have four chapters. The chapter that follows discussed the concepts and literature relevant to the study which is about factors that affect job satisfaction. Next to this, the third chapter dealt with the methodology of the research which incorporates type and instrument of data collection, sample size and techniques. The results and discussion from the data held on Chapter four. Following this, the last Chapter five provided with summary of findings, conclusion and recommendation.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter portrays about the concept of employees job satisfaction in terms of nine factors such as work promotion, salary/pay, work condition, work environment, recognition of employees, leadership style, rewards system, firm/corporate value, and work place friend ship which are the basis for conceptual frame work of this study as independent variables. In order to conduct appropriate research, the chapter included related concepts and empirical review as the basis of mentioned factors. It incorporated a sub topic about the concepts and literatures of each independent factors effect on dependent variable (job satisfaction). The sub topics which are incorporated under this chapter extend from 2.2 up to 2.20. The researcher attempted to explain the concepts of each independent variable which affected the job satisfaction and other related factors to be readable easy for any readers. It mostly dealt with the factors that affect the job satisfaction of employees and discuss with model (theoretical frame work). Since as (Spector, 1997) mentioned that job satisfaction in terms of how people feel about their job and including different related aspects of job at work, the researcher thrived to incorporate basic issues that are prominent to the objective of this study.

2.2. Job Satisfaction

During the emergence of the theory of management, the concept and assessment of job satisfaction began in 1911 with the study of Taylor. According to his study, workers in the organization should get rewards such as good earnings of the job, incentive payments, promotion, appreciation, and opportunities for growth could improve the satisfaction of the employees' job in the organization. Taylor started the concept of job satisfaction of employees in the organization.

In modern organization the needs and requirements of the man power are increasing day to day activities and ever changing. Whatever the increasing and changing of human elements in the organization, if they are not satisfied effectively, impacts on productivity is not

materialized. Dissatisfied work forces are likely to contribute very little for any purpose. As (Spector, 1997) suggested job satisfaction is highly researched topics.

In this regards, the history of job satisfaction stems back to the early 1900's with situationalist perspective states that satisfaction can be effected by attribute of the job and work environment itself. Study in the Hawthorne (Cranny et al. 1992) at Western Electric Plant supported such attribute of work condition can influence a certain level of satisfaction.

Job satisfaction is highly related with cognition effect of the worker/employees to ward a certain job. Job satisfaction is an attitude towards work related conditions, facets, or aspects of the job. Scholars defined job satisfaction in different angles, for example, (Wiener, 1982) suggests that job satisfaction is just the attitude of employees toward work related conditions, facets, or aspects of the job. Other scholar (Feinstein, 2000) recognized job satisfaction as more response to a specific job or various aspects of the job. From this we can recognized that job satisfaction is highly related to the internal feelings of employees towards the job in the organization. In connection with this, other researcher (Hoppock, 1935) described job satisfaction as a combination of psychological, physiological and environmental condition that forced a person to recognize "I am satisfied with my job". Job satisfaction is characterized by many factors and varies in its impact on individuals' satisfaction with life because work varies in importance from individual to individual, (Nash, 1985). In the concept of job satisfaction, the crux point is job satisfaction is related to ergonomics, design and productivity. Job satisfaction leads to higher organization commitment of employees, and this leads to overall organizational goal achievement, (Feinstein, 2000). Satisfaction of employees at their job has a perception attribute that suggests how well their job accomplished, (Woods et al, 2004).

Keeping this in mind, we can state that job satisfaction is one of factor for keeping the organization health in order to give effective services largely depends on work forces, (Fitzgerald et.al., 1994). From this we can say that the service rendering quality of the employees highly depend on their satisfaction at their work. Other definition of job satisfaction refers to "the pleasurable emotional state resulting from the appraisal of one's

job as achieving or facilitating the achievement of one's job values", (Lock, 1969). In this essence, job satisfaction has to do with an individual's perception and evaluation of his/her job and this perception is influenced by the person's evaluation toward the work area, structure of the organization, management style, promotion, supervision, co-workers, and nature of work. (Lock, 1969) also found that people who performs their job as a primary factor can experience high level of job satisfaction. In this essence, employees' job satisfaction can be enhanced if they apply or utilized properly their skills. So this job satisfaction is also a reason for motivation to come to work and it can change with the age and employment cycle. The other interesting points this scholars states that the factor that influences women and men can be different in terms of ranks. This means in the case of men rank security first, followed by advancement, type of work, company, pay, co-worker, supervision, benefits, and duration of work and then working condition. Whereas women rank type of work first, followed by company, security, co-workers, advancement, supervision, pay, working condition, duration of work and then benefits.

Let's see other scholars, (Ellickson and Logsdon, 2002) which define job satisfaction as the extent to which employees like their work. From this definition, we can say that job satisfaction is in the mind of employee attitude toward the work in the organization. Supporting this, (Scchermerhom, 1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. This indicates job satisfaction is a feeling or a general attitude towards works that a worker has about his/her job, (C.R.Relly, 1991) and it influenced by the perception of one's job. In addition to this, J.P. Wanous and E.E. Lawler (1972) refers job satisfaction is the sum of job facet satisfaction across all facets of a job.

The other factor which to be considered is job satisfaction that are related to the need fulfillment. This described by (Abraham Maslow, 1954) which suggested that human needs from a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985). Other scholar indicates the extent of job satisfaction as well as dissatisfaction of employee depends on also the expectation in which that employee

require to be obtained, this means job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee, (Hussami, 2008).

The other factors that enhance job satisfaction are higher organizational, social and intrinsic reward can enhance job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). This leads to Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992;Xie and Johns, 2000). Job satisfaction can also be influenced by the factors like working environment, autonomy at work, communication and organizational commitment. The convenience of the working environment such as the arrangement of office lay out, air circulation, etc and interaction of employees with others are also one of the factor the affect the level of job satisfaction, (Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xieand Johns, (2000).

2.3. Affective and Cognitively of Job Satisfaction

Literature indicates job satisfaction can be basically of two categories, i.e. Affective job satisfaction and Cognitive job satisfaction. The extents of employee's satisfaction that is related to the internal feelings toward the job, this feeling are related to the intrinsic value. In the contrary to this, cognitive job satisfaction suggests the employee satisfaction is related with organizational salary, growth prospect, physical working environment, working hours so on and forth, this satisfaction is likely to related with extrinsic factors. Researchers have contributed their findings from organizational set ups to increase employee job satisfaction at the work area. Feinstein (2000) says to increase individual's satisfaction level at the work area; the organization should have benefit advancement opportunities. There are also other attributes that contribute to enhance job satisfaction such as good pay scales, employee input in policy development, and appropriate work environment. The attribute which contributes satisfaction of employees at their work is the interaction of them with other peer groups, and this can be the biggest satisfier, Elton Mayo. As (Mosadeghard,2000) suggested other dimensions of job satisfaction such as nature of the job, management and supervision, task requirement, co-worker, job security, and recognition and promotion can have more impact on employees satisfaction.

2.4. Determinants of Job Satisfaction

In the recent year the banking industry in Ethiopia has been able to attract young workers who have graduated from universities. The changing nature of work at high dynamic rate and the attribute that are applied by the organization to make employees satisfied with their job is also changing time to time. Modern organization considers satisfying their employees to increase the retention rate and to achieve valuable skilled work force (Islam and Hasan, 2005).

Considering this, some researchers have suggested that there is no appropriate standard factor to measure job satisfaction (Locke, 1976; Hackman, 1975). In order to measure job satisfaction factors, related factors are considered only. Other researchers suggested that job satisfaction is bi-dimensional concept that incorporate intrinsic and extrinsic factors (Rose, 2001). This means intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative relations with supervisors, or the work that the person actually performs, these are symbolic or qualitative facets of the job. In the contrary to this, extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these could be financial and other nonfinancial rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction.

It is observed that the level of job satisfaction can be categorized by four main groups of factors such as economic aspects, interpersonal relations, working conditions and personal fulfillment, which includes the following factors

2.4.1. Pay.

Herzberg theory incorporates salary as hygiene factor which refers salary and job satisfactions have no relationship. When we observe the hygiene factors, these factors have no attribute of satisfaction or dissatisfaction. A salary means the amount of money or payment that are offered to an individual who commit his/her work and time. It is also a source of cost for the operation and development of business (Oshagbemi, 2000). In the contrary to this, other authors Locke and Porter suggested that job satisfaction that

obtained from salary depends on the expectation of an individual, i.e. if the expectation of employee meet the salary, there is satisfaction unless the reverse dissatisfaction can occur.

2.4.2. Working Hours

In the case of working hours, the job satisfaction can be affected by the rising of conflict interest of employee. The conflict can be occurred to fulfill two or more interest of employee at the same time. One success of interest can hinder the success of the other interest of employee. Here the employee lacks bringing balance between professional demands and personal expectations.

The conflict of roles associated with the discomfort of the work, share common causes. Examples of such causes are naughty working hours and frequent overtime. An author (Pors, 2003) commented that there the role conflict and employee satisfaction this means when a worker spends most of this time with his/her friends and families, the satisfaction may rise.

2.4.3. Working conditions

The working conditions can also affect the satisfaction level of worker in the organization. Since, it refers where employees are working. According to researches, the working environment has three goals such as excellence in organizational terms; meet the needs of customers and employees.

2.4.4. Supervision

This considers the fairness and competence of supervisor at his/her work. According to authors, Cranny, Smith, and Stone, (1992) suggest that if the managers creating loyalty in the job, this helps the employees to have job satisfaction. Others author argued that if managers have effective relationship with coworkers, there is an enhancing of employment behavior and job satisfaction, (Morrow and Reichers, Chen, 2001),

2.4.5. The Human Resources Department

The role of human resources departments connected with the recruitment, selection, organizational design and development, business transformation and change management, performance, conduct and behavior management, industrial and employee relations, human resources analysis and workforce personnel data management, compensation, rewards, and benefits management, training and development. These functions and values are directly related to employee satisfaction.

2.4.6. Job design

Many theorists believe that the characteristics of the job description affect job satisfaction. Such characteristics are autonomy, variety, encourage and reward employee initiative, recognition, appreciation, and other motivators, skill improvement opportunities and clarity of function (Abraham, Medoff, 1984; Abraham, Medoff 1985; Pors, 2003). As part of the job design should be also mentioned the risk of absence of clarity of tasks, which negatively affects job satisfaction.

Literature indicates that there are many factors which affect job satisfactions in the organization. These are described below in the table which shows different authors and their responses.

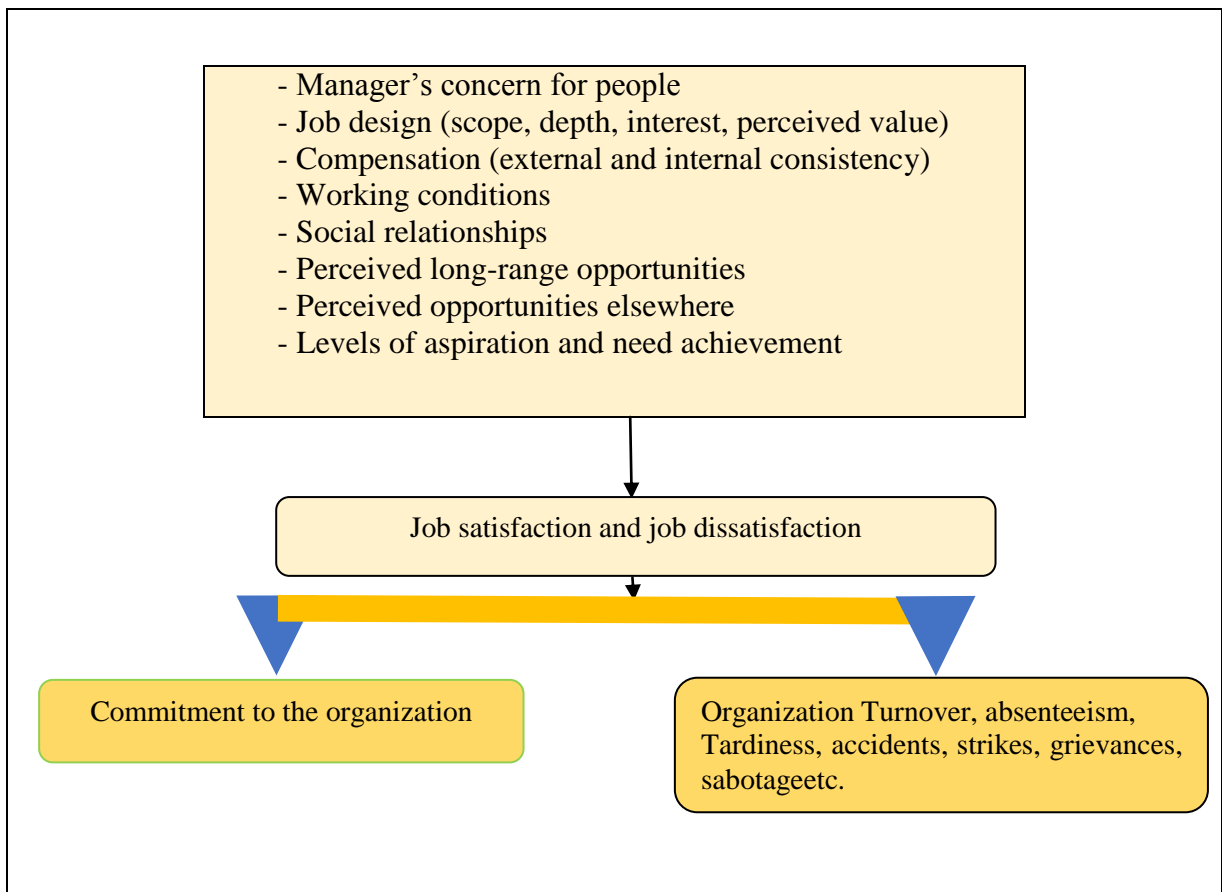
Table 2.6: Factors affecting the level of Job Satisfaction

Factors	Authors										
	Chen et al (2006)	Aggarwal and Mudury (2012)	Awang and Ahmed (2010)	Ohaff et al (2013)	Yong (2002)	Strydom (2011)	Saba and Zafid (2003)	Rehman et al (2013)	Khalid at al (2012)	Oahagberni (1999)	Toker (2009)
Remuneration and benefits, financial security	√	√	√	√		√	√	√	√	√	√
Organization vision	√	√									
Performance feedback and motivation	√	√									
Management system	√	√	√								
Work environment, work condition	√	√	√	√		√	√	√	√		
Respect and moral values	√	√									
Workload			√								
Relationship with co-workers										√	
Job potential			√								
Job security				√		√	√				√
Promotional opportunities				√			√	√	√	√	
Demography (age, gender, years of teaching)					√						
Knowledge					√						
Control					√						
Psychology					√						
Task, activity					√						√
Emotional well being						√					
Autonomy						√					
Physical resources, working faculties						√				√	
Challenges and accomplishment						√					√
Work itself							√				
Supervision								√	√	√	√
Teaching										√	
Research										√	
Administration and management										√	
Independence											√
Variety in job											√
Social status											√
Social service											√
Authority											√

As seen above from the table, it is recognized that there are not a single best factors that affect job satisfactions in the organization. This refers an appropriate model can be developed based on the context of the intended research (Chen et al., 2006).

In addition to this, there are also other determinant factors that affect the job satisfaction which are particular demographic traits such as education level, tenure, position, marital status and years in services of employees that significantly affect their job satisfaction. Most literature indicates that job satisfaction is influenced by a series of factors such as: the nature of work, salary advancement opportunities, work groups and work conditions. There is also other somewhat different approach regarding the factors of job satisfaction that is provided by (Rue and Byars). These factors are the followings:

Table 2.7: Rue and Byars Model



Source: Rue and Byars job satisfaction factors

As shown above in the table 2.3, it describes factors of job satisfaction and job dissatisfaction. For this concept, there is no consensus regarding this issue among authors. Herzberg's Two Factor Theory is probably the most often cited point of view. The main idea is that employees in their work environment are subjected under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Pursuant to the author, there are factors that contribute to job satisfaction as well as job dissatisfaction of employee at the work area such as perceived future opportunities in the organization, social relationship among work forces, working conditions, job design, and the concern of leaders or managers. If there is dissatisfaction at work area, it may cause turnover, tardiness, accidents, strikes etc.

2.5. Duality Theory of Job Satisfaction by Herzberg

The debate on job satisfaction started when Herzberg published his book “**The Motivation to Work**” (1959). This book was based on interviews conducted with engineers and financial Managers. As per the findings of Herzberg, he divided work dimensions in two elements “Motivators” and “Hygiene factors”. This means factors which cause good feelings for employees are “Motivators” and “Satisfying factors” which include achievement at work, recognition of employees, work itself, responsibility, advancement, and growth. These are mostly intrinsic in nature, while others such as administration of the company, organizational policy, supervisory behavior, and relationship with superiors, working environment, salary, relationship with coworkers and subordinates, status, personal life and safety measures are called hygiene factors. The hygiene factors are related to external factors which are called extrinsic factors. According to Herzberg, the motivation factors are not related with the hygiene factor, instead it is affected by the motivation factors. Some scholars criticized the theory of Herzberg's, it is based on a limited range and examined only one aspect of the job attitude,

2.6. Dimension of Job Satisfaction

In order to describe the dimension of job satisfaction, this study is based on an author (Luthan, 1998), according to the author job satisfaction has two dimensions:

1. Job satisfaction is an internal feeling which is attributed by emotional responses of employee toward the job situation;
2. The other part is, job satisfaction which often determined by how well outcome meet or exceed expectations, for example, appraisal rate given to employees may be meet or below his/her expectation.

As seen these dimensions, the concepts have similarities with the Herzberg's theory. As he said factors which have effects on the internal feeling of employee, i.e. intrinsic factors, and the other is called extrinsic factors.

2.7. Components of Job Satisfaction

To determine the components of job satisfaction of employees at work, this study is based on the research on Minnesota Satisfaction Questionnaire (MSQ) and Job Descriptive Index (JDI). Based on the findings and interpretation obtained through questionnaires, there are five components of job satisfaction:

1. The "work itself" that refers the responsibility, interest and growth of employee in the organization, next to this,
2. "Quality of Supervision" is also one of the components which describe technical help and social support by the managers or supervisors.
3. The third component, which is "Relationships with Co-workers emphasizes about the interaction of employee with other workers at their work place.
4. The fourth component is "Promotion opportunities" which describes the opportunity of employees about further advancement in the organization.
5. The fifth component "Pay" refers about the compensation of payment and perceived quality vis-à-vis others.

2.8. Importance of Improving Job Satisfaction

There are many literatures which describe the importance of job satisfaction to enhance performance of human beings and increase the productivity of the organization. Since

human beings are key elements in the organization, and any resources are carried by the workforces, it is strategically very important to identify which attributes in the organization have increase job satisfaction and factors which have adverse effect on job satisfaction.

Increasing of job satisfaction can give the organization to easily retain experienced work employees and at the same to attract other skill full work forces. It must be remembered that the supervisory and managerial staff has the capacity to maximize potential, creative abilities and talents of the entire workforce resulting in competitive advantage for the organization by enhancing satisfaction of employee. The other major benefits of increasing of job satisfaction are not only related to the performance of employees', but it also increases the cohesiveness of workers for sustainability of achieving the organization's goals. In addition to this, satisfaction can increase also organizational commitment.

2.9. Signs of High Employee Job Satisfaction

Literature indicates many factors that can increase the satisfaction of work employees; these can be assigning of high employee satisfaction. For example Herzberg describes motivator factors (intrinsic factors) such as opportunity of growth, advancement in work, recognition of employees, work itself, responsibility, and growth. Other scholars describe the satisfaction factors for employees such as salary or financial motivators, leadership style, image of the organization in business environment etc. For the sake of this study, the researcher selected the following factors that could be the sign of employee job satisfaction.

2.9.1. Opportunity for Growth:

This refers the work has challenges and give opportunity for employees to get future professional growth. To do this, organization should give resources such as time, money and moral support for employee to achieve his/her future career in the right track.

2.9.2. Exceptional Compensation Package

The compensation package extends beyond the regular salary which incorporates the financial as well as non-financial benefit package at least

that meet or more than the expectation of employee. This includes vacation, financial rewards, perks etc.

2.9.3. The Boss is a Mentor

In this case the supervisor/manager plays mentor role. He/she provides supports to subordinates how to perform their works. The quality of the leadership has positive effects on satisfaction of job.

2.9.4. Company or Organization is Solid

This refers the image of the company in the competitive business environment, if the organization has positioned well in the market and compete globally effectively, the employees could have good feeling

2.9.5. Tools and Resources

This refers the resource and tools which require to the employees, not only increase productivity also the job satisfaction level of the employees.

2.9.6. Corporate Values

High degree of job satisfaction demands adhering to defined values of the organization by the authority. The compensation packages and incentives should demonstrate these values which yield higher productivity.

The other major factors suggest that the improvement in performance of workers, machinery, quality of products and increase in output are the responsibilities of the leaders of the organization which is essential to create high level of satisfaction among the employees. The motivation of the employees within the organization can be also improved by taking positive work culture, appreciation, reward and recognition, and employees' participation in decision making, improving workers skills.

2.10. Measure of Job Satisfaction

It is very difficult to measure the level of job satisfaction in the organization, due to this, it is also better to make choice how to conduct evaluation of job satisfaction in the organization. For example, there are several different instruments for measuring the concept of job satisfaction. One of the most frequently used instruments is the Job Descriptive Index (JDI) which developed by (Smith, Kendall and Huling, 1969). This evaluation factors developed by Vroom's (1964) and still most organization applied this parameters as a measurement of scales.

2.11. Model of Job Satisfaction

It is also very important to understand the issue of employee job dissatisfaction in the organization which causes lack of loyalty, increased absenteeism, increase number of accidents etc. Let's see one author (Spector , 1997) states that there are three important features of job satisfaction, i.e. first, organization should consider the value of human element, this means the organization provides recognition for the employees in the organization in order to develop the essence of the value of human element assets. In this essence the assessment of job satisfaction may serves good indicator of employee effectiveness, and job satisfaction could be sign of a good emotional and mental state of employees.

The second aspect is the behavior of workers related with the level of job satisfaction which affect the functioning and activities of the organization business. This leads to that job satisfaction will result in positive behavior and vice versa, while dissatisfaction from the work will lead to negative behavior of employees.

The third factor is about job satisfaction which may serve as indicator of organizational activities. This refers job satisfaction evaluation at different levels of satisfaction in different organizational units/ departments. The evaluation helps as a good indication regarding in which organizational units changes that would boost performed should be made.

Let's see here different models of job satisfaction. (Christen, Iyer and Soberman, 2006) provide a model of job satisfaction that incorporates of job related, role perceptions, job performance and firm performance that could affect job satisfaction in the organization.

The other model is described by (Lawler and Porter, 1967) which is unlike the previous model places a special importance on the impact of rewards on job satisfaction that include the intrinsic rewards and extrinsic rewards which may not causes job satisfaction, since it depends on employees perceptions regarding the level of payment.

The other authors (Locke and Latham, 1990) have shown a model of job satisfaction which is a little bit different. According to the authors, they considered satisfaction and expectation have implication on job satisfaction of employees at work area. This means a stretched objective of the work can enhance the motivation of the employees and result in job satisfaction. In this case a success is analyzed as a factor that creates job satisfaction.

2.12. Leadership Style and Job Satisfaction

Literature indicates that the job satisfaction of employees can be affected by the type of leadership style of the organization, since the leadership can affect the motivation and passion of employees at the work area, (Kennerly, 1989).

As described that leadership affects the motivation of the employees, job satisfaction can be also the factor of good leadership style in the organization, ((Bass & Avolio, 1994). Many study findings described there is a significant impacts of transformational leadership style on job satisfaction of employees (Wiratmadja et al., 2008; Griffith, 2004; Avolio and Bass, 2004; Antonakis et al., 2003; Bass and Avolio, 1994). In the work area, satisfaction of employees can create feeling of more responsibility, commitment and accountability in the organization, (Santhapparaja & Seyed Shah Alam, 2005). Furthermore, (Kennerly, 1989) stated that job satisfaction of employee and leadership style are the crux elements that affect the organization productivity through job satisfaction of employees.

2.13. Work Environment and Job Satisfaction

The interaction between employees and their environment can be faced into different dimensions like social, technical, and economic in which the work is normally viewed and designed. A scholar (Stephen P. Robbins, 2001) describes that the working conditions will influence motivation and enthusiasm of employees to have job satisfaction. Regarding this, the work area should be deployed with appropriate physical work environment. This can render a more positive of job satisfaction. Literatures states that employees that are received benefit by the type of work environment, and this creates sense of belonging toward the organization, (Miller, Erickson & Yust 2001). A good environment creates to employees a sense of good feeling, reduce sick leave, minimize turnover rates and increase efficiency. Work environment can be physical aspects that have direct impact on the productivity and enhancement of job satisfaction of employees. To create effectiveness and increase of productivity, the work environment and employees work are evaluated carefully. The congenial, fatigue, monotony and boredom are minimized and work performance can be maximized. Well organized type of environment in the organization such as neater place, conducive environment, having good air circulation, and offices places are considered in physical working circumstances, (Ceylan, 1998).

2.14. Employees Work Place Friendship and Job Satisfaction

Work friendship (WF) has been considered valuable for both individuals and organizations. According to (Fine, 1986), WF increases support and resources that help individuals to accomplish their job, reduce work stress, and provide increased communication, cooperation, and energy. (Hamilton, 2007) also suggested that when in a friendship at work, people might feel comfortable with their workplace friends and reduce feelings of insecurity and uncertainty. They also share more information and empathies with workplace friends about work-related problems and concerns. (Jehn and Shah, 1997) further argued that employees in a friendship exchange words of encouragement, confidence, trust, respect, and critical feedback, which may increase enthusiasm and a positive attitude.

According to (Fehr, 1996), friendship is “a voluntary, personal relationship typically providing intimacy and assistance” (p. 20). The definitions of WF, however, are distinct from general types of friendship because workplace friendship is focused on friendship occurred in the workplace (Song, 2005). (Berman et al., 2002) define workplace friendship as “nonexclusive voluntary workplace relations that involve mutual trust, commitment, reciprocal liking and shared interests and values” (p. 218). WF is a phenomenon that is beyond mere behaviors engaged in friendly ways among people in an organization; there should be “trust, liking, and shared interests or values” rather than being only mutual acquaintances (Berman et al., 2002, p. 218).

2.15. Employee Recognition and Job Satisfaction

Research shows that both financial and nonfinancial rewards impact the job satisfaction and motivation of employees (DeCenzo & Robbins, 2010; Haile, 2009; Severinsson & Hummelvoll, 2001). Employees are likely to be motivated to improve their performance with nonmonetary rewards such as employee recognition. Recognition is the acknowledgement, appreciation, or approval of the positive accomplishments or behaviors of an individual or team (Caligiuri et al., 2010; Nelson, 2005; University of Iowa, 2009). According to (Gostick and Elton 2007), recognition refers to praise or a personal note acknowledging achievements including small gestures that are important to employees. Recognition is the acknowledgement, appreciation, or approval of the positive accomplishments or behaviors of an individual or team (Caligiuri et al., 2010; Nelson, 2005; University of Iowa, 2009).

For the sake of employee job satisfaction, honour and acknowledgement are crux factors that enhance motivation and passion at work area (Maurer, 2001). The research of (Pascoe et al., 2002) indicated external honour on employees’ work is important to boost morale of employees that help for job satisfaction. Employees’ job satisfaction reduces due to the existence of absence of recognition. This has also negative affect on spirit and team work of employees in the organization. The major aim of recognition and related reward program is to create and extend job satisfaction and set a system to compensate and collaborate it to the employees. One valuable outcome and reason for recognizing

employees is that studies show that people who feel appreciated are more positive about themselves and their ability to contribute, i.e., employee recognition can boost productivity and increase satisfaction (Daniels, 1999; Darling et al., 1997; Nelson, 2005; Gostick & Elton, 2007).

As (Flynn, 1998) said that high intent among employees, rise their team spirit and motivation at work can be maintained by the recognition of employees. The other related factor with recognition of employees at their work is, reward. This refers tangible incentives which are effective in increasing performance of employees for task (Broad, 2007). Incentives, rewards and recognitions are also prime factors that impact on employee motivation and this enhance job satisfaction. In most cases, factors like incentives and rewards are the most preferred factors for employee motivation program. The simultaneous effect between recognition and reward are the most contingent factors that motivate and passionate employees at work area.

2.16. Corporate/Firm Value and Job Satisfaction Relationship

The link between job satisfaction and firm value is of great interest to both academics and practitioners. The implications of managers how to recruit, and motivate employees are one of the most important task of HRM for a firm's overall business strategy (Landy, 1989).

The theoretical benefits of job satisfaction are reasonably clear. HRM theories (e.g., Becker & Gerhart, 1996; Likert, 1961; McGregor, 1960; Pfeffer, 1994) suggest several channels through which job satisfaction can improve firm value. HRM theories suggest that several channel through which job satisfaction can enhance firm value through maximizing the performance of the organization (Gerhart, 1996, Likert, 1961, McGregor, 1960, Pfeffer, 1994). Other scholar suggested that firms can develop a sustainable competitive advantage by building resources that are valuable and enhance competitive advantage (Wernerfelt, 1984). HRM theories assured that employees are key elements in the organization and crux sources of value creation in the modern firm. The other factor that helps to create firm value is motivation of employees at their work areas; this can be

achieved by extrinsic and intrinsic factors. The other benefits of job satisfaction is, it fosters organizational citizenship behavior (organ, 1988), where an employee goes beyond the formal requirements of the job to achieve the firm's objective.

2.17. Work Conditions and Reward Impacts on Job

Work condition and job satisfaction have a positive correlation affect each other (Gawel, 1997). An increase of appropriateness of work condition to employees can enhance the level of job satisfaction by maximizing the good feelings of employees to motivate at their work (Atamboet.al. 2012).

According to expectancy theory, efforts exertion depends on first, people's expectancy that their efforts will lead to the desired level of performance, second, their belief that their performance will lead to valued outcomes, referred to as instrumentality and finally, the value they assign to those outcomes (Bartol and Locke, 2000). As a result of this perceived work conditions are understood to have a relationship to performance.

For a long time the concept of job satisfaction is taken as a unique concept, but currently job satisfaction is a complex cluster of attitudes toward different aspects of work (Rollinson et al., 1998). That is why the definition of job satisfaction should include a variety of factors such nature of the work, salary, stress, working condition etc. As a factor of job satisfaction, working condition includes, the influence of factors related to the employee which are subjective factors, the effect of environmental factors, and the impact of organizational factors that are primarily related to the organization activities.

There are various factors which affect the working condition of employees at work area so it is necessary to take appropriate measurements to make conducive the work nature to employee. Training is one of tools that help employees to recognize about their work condition effectively (Buble, 2006, p.437).

When we observe the effect of rewards on job satisfaction, it is also major factor that are related to with the concept of recognition. As (DeCenzp& Robbins, 2010) stated that pay and benefits are common financial incentives and employee recognition that can be derived from both financial and non-financial rewards.

Job satisfaction and motivation of employees can be also affected by both financial and non-financial rewards employees (DeCenzo& Robbins, 2010; Haile, 2009; Severinsson & Hummelvoll, 2001). Employees are likely to be motivated to improve their performance with no monetary rewards such as employee recognition. Researchers have also argued that rewards offered by organizations that have a power full impact on employees' attitude towards their jobs and enhance their job satisfaction (Lincoln &Kallerberg 1990). According to Herzberg &Mausner's two factor theory, it states that rewards are as intrinsic and extrinsic factors thus have impacts the level of job satisfaction of employees' experience (Hong Lu, et al. 2005).

2.18. Pay and work promotion relationship with job satisfaction

Organizations have different payment structure for their employees. The judgment of satisfaction is related to job payment system. Job satisfaction level is less for employees who receive less amount of pay whereas job satisfaction increases for that high payment (Hamermesh, Daniel S. 2001). Pay is an imperative factor for job satisfaction, however; there are also other related factors with payment such as promotion, recognition, and job involvement and commitment are also taken into account to enhance job satisfaction (Heywood, John S. and Xiangdong Wei. 2006). The other crux factor that has contribution for job satisfaction of employees at work area is work promotion which is mostly related to the wage/salary benefits. Promotion refers a shifting of employee for a job of higher significance and higher compensation; this means the movement of employee to the next position opens the door for other responsibilities and can improve the benefit package (Lazear, Edward P. 1986). The other concept of promotion is related to with the increment of wages. Pay satisfaction and satisfaction are the prominent factors of job satisfaction.

2.19. Review of Empirical Literature

In order to study the effect of job satisfaction let's see the following empirical review:

Job satisfaction has effects on organizational day to day activities such as influence of job satisfaction on employee productivity, loyalty and absenteeism a series of influences on various aspects of organizational life.

For example a comprehensive meta-analysis of the research literature finds only a .17 best estimate correlation between job satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally there are still considerable debate whether satisfaction leads to performance or performance leads to satisfaction (Luthans, 1998). Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty usually measured with the Loyalty Questionnaire and can cause serious negative consequences when not in a high level.

Usually three types of employee loyalty are considered: affective loyalty, normative loyalty and continuity loyalty. Affective loyalty has do with the cases when an employee feels an emotional connection to the company, normative loyalty is a sort of loyalty that appears in cases when the employee feels like he owes something to the company and continuity loyalty comes as a result of the fact that the employee does not have an opportunity to find a job somewhere else

Research conducted by (Vanderberg and Lance, 1992) during which they surveyed 100 professionals in the information services for five months showed strong relations between job satisfaction and employee loyalty. Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty.

The other research which has a title of “Job Satisfaction of Bankers and its Impact in Banking: A Case Study of Janata Bank by Shaheen Ahmed and Md. Nokir Uddin. According to this study, it disclosed the following findings: The paper attempts to find out the level of job satisfaction of the bankers of Bangladesh. In this study 50 bankers from different areas of Janata Bank Limited (JBL) were selected without considering their demographic variables and both parametric and non-parametric statistical analysis has been conducted to draw its conclusion. This paper reveals that the job satisfaction of the bankers mainly depends on some aspects like: salary, promotion, supervision, benefits, rewards, operating procedure, co-worker, nature of work, communication etc. It is exhibited that the overall job satisfaction of the bankers is prevailing in JBL although in some of the aspects or areas they are not satisfied such as salary, promotion and benefits. The overall results of the study show that services of the officers of the JBL are significantly satisfactory. This study concluded that the authority of JBL should be careful in maintaining the areas where the bankers are at satisfactory level and improve those areas where they are dissatisfied. Creating a win-win solution to achieve more effective performance by the employees in the banking sector is essential for development of the economy of Bangladesh.

Let’s see also the other empirical data which refers “Job Satisfaction among Bank Employees: An Analysis of the Contributing Variables Towards Job Satisfaction which is provided by “Aartichahal”, “Seemachahal”, “Bhawna Chowdhary”, and Jyotichahal.

This paper in investigates the level of job satisfaction of Canada Bank employees in Delhi NCR identifying the satisfaction level of employees, various factors influencing satisfaction of employees and to study the relationship between personal factors of employees. Based on a survey, the paper attempts to gain insights into the satisfaction level from the perspective of the Bank employees. Factors including salary of employees, performance appraisal system, promotional strategies, employee’s relationship with management and other co- employees, training and development program, work burden and working hours are found important for improving job satisfaction of bank employees in Canada bank.

From these findings researcher describes that employees working in respective area mostly belongs to the age group of 30-50 and most of them are married. Female employees working in the respective area are approximately half of the working male and most of them are graduates distributed along different-different designations. Table VI describes the department of the employees to which they belongs, employees working in personal and finance department are minimum i.e. 1-2 employees per branch. Our next objective was to find out the various factors affecting the job satisfaction level of the employees like working environment, performance appraisal techniques, grievance handling and safety programs, training and development programs, frequent transfers etc. On the basis of the Table VII to XV, it is concluded that some of the factors causing dissatisfaction regarding job, some are neither causing dissatisfaction nor contributing much towards job satisfaction. Factors like working environment of the employees, performance appraisal techniques, relationship with other employees and grievance handling and safety provisions are contributing towards job satisfaction as dissatisfaction caused by these factors are almost negligible. Factors involving some amount of dissatisfaction include nature of work, and salary & incentives linked job satisfaction, these factors are somewhat satisfactory. On the other hand there are some factors which causes dissatisfaction to the employees includes working hours, training and development of the employees and the frequent transfers of the employees. This is definitely not a good sign since a large number of officers may be suffering from dislocation and adjustments disorders which not only affect job productivity but also reduce their job satisfaction levels. Same case is there in training and development area. Lack of proper Training and Development efforts in an organization leads to a greater degree of dissatisfaction with the job. This is also a caution to the bank as well.

Other empirical data is obtained from “A Comparative Study of Job Satisfaction of Employees In Public And Private Sector Banks In India With Reference To U.P. State Nawab Ali Khan Department Of Human Resource Management College of Business Administration, Salman Bin by Abdulaziz University and Aligarh-202002 (India). The present study assesses the level of job satisfaction and contributing variables experienced by bank employees in India. It finds out the basic reason of satisfaction and dissatisfaction among the employees of public and private sector banks in UP state through a

questionnaire which is based on Five point Likert's Scale. Questionnaires validity was confirmed by masters and specialists and questionnaires reliability was computed through the cronbach's Alpha. The method which was preferred in the frame of the study was the quantitative research method. The sample of the present study consisted of 425 employees of banks. Analysis of data was performed by SPSS software in with-test and multiple regressions. In general the study compared the satisfaction level of employees working in Canara Bank and ICICI Bank through some key factors of like Salary; Promotion and Training etc. Since employee is one of the key factors of the success of each organization no organization can make success without the participation of employees. According to the result of Independent T-Test, job satisfaction of bank employees (Canara Bank and ICICI Bank) significantly dependent upon the following factors; pay, promotion opportunities, training and rewards. It is evident that the dependent variable job satisfaction with salary, compensation & Benefits; Promotion; Career Development & Training; have the expected positive effect on job satisfaction.

In addition to this empirical, other research under a title of "An Investigation of Factors Affecting Job Satisfaction among R&D Center Employees in Saudi Arabia" by Khalid I. Alshetri. Accordingly, the study explores the factors that affect overall job satisfaction and intentions to stay among 432 employees in public research and development (R&D) center in Saudi Arabia. Five organizational characteristics variables: pay, promotion, supervision, coworkers, and nature of work, were considered as antecedents to overall job satisfaction and intentions to stay. Results show that pay has direct effect on overall job satisfaction and indirect effect on intentions to stay through overall job satisfaction; promotion has direct effect on overall job satisfaction; and supervision, co-workers, and nature of work have direct effects on both overall job satisfaction and intentions to stay among R&D center employees. Implications for R&D center management and future research are discussed. Furthermore the study reports an exploratory investigation of the relationship between five organizational characteristics variables (pay, promotion, supervision, co-workers, and nature of work) and both overall job satisfaction and intentions to stay within public R&D center in Saudi Arabia. All organizational characteristics variables have direct effects on overall job satisfaction, but only three variables have direct effects on the intentions to stay with the organization.

The other study which is “Job Satisfaction among Bank Employees –A Study on District Hamirpur (H.P.)” by Manish Khanna and Dr. Manish Khanna disclosed the following results. This paper investigates the level of job satisfaction of Public Sector Bank employees in District Hamirpur (H.P.) identifying the satisfaction level of employees, various factors influencing satisfaction of employees and to study the relationship between personal factors of employees.

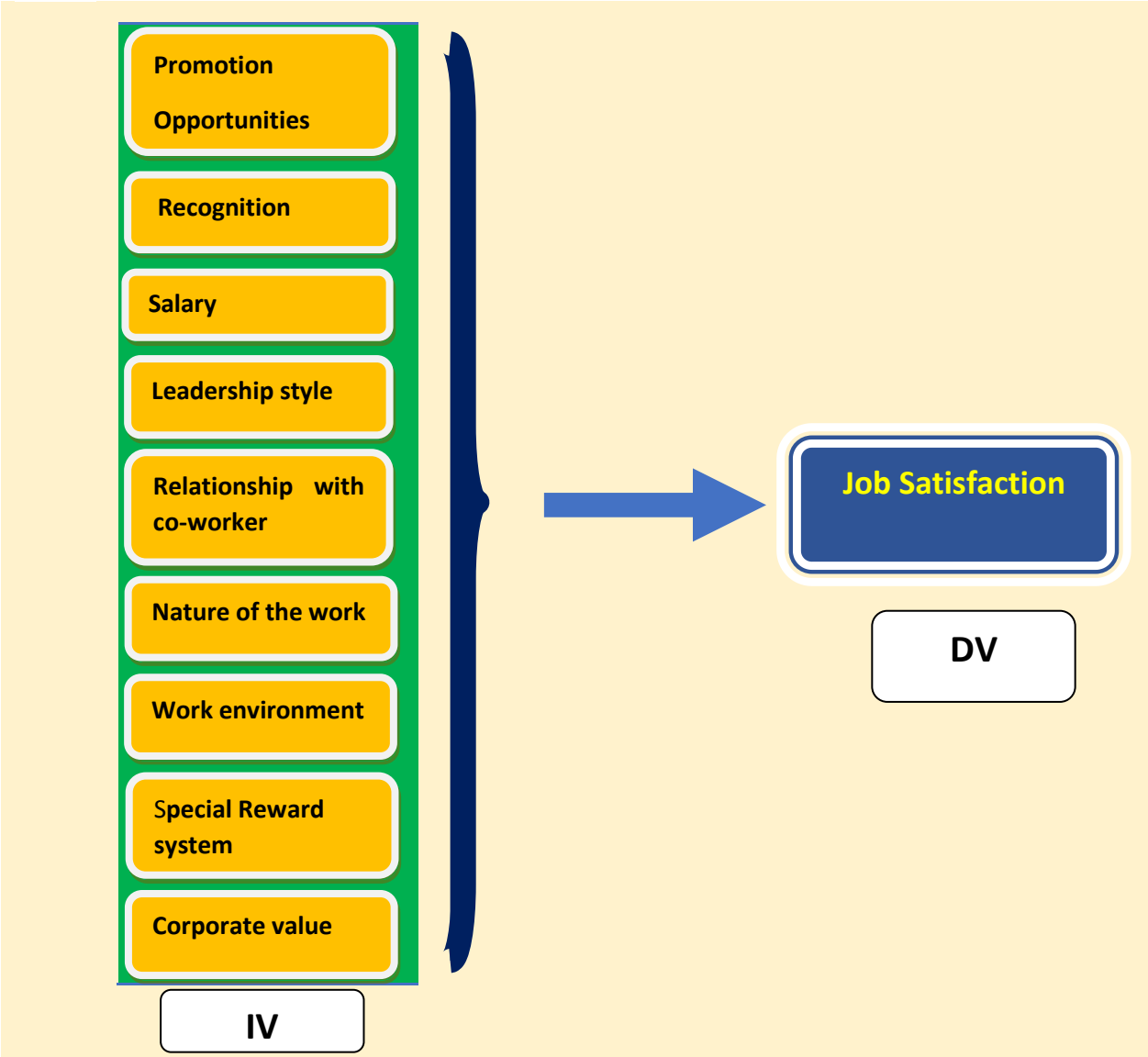
Based on a survey, the paper attempts to gain insights into the satisfaction level from the perspective of the Bank employees. Factors including salary of employees, performance appraisal system, promotional strategies, employee’s relationship with management and other co- employees, training and development program, work burden and working hours are found important for improving job satisfaction of bank employees in banks. Increase in level of these factors improves overall satisfaction of employees. The study used factors such as Effect of relations with subordinate staff; Challenge of changed banking work systems and structure, Role of Devotion of Staff Members (Subordinates) Toward Duties, Relation of employee with Punctuality and satisfaction with salary. Accordingly, it concluded that if these factors were maintained properly to create job satisfaction in the banks.

2.20. Theoretical Frame Work

Various researchers have explained the job satisfaction in different ways. The concepts of job satisfaction first brought by (Hoppock, 1935) who conducted 32 studies on job satisfaction prior to 1933, and the author concluded that job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say “I am satisfied with my job”. Regarding to this concept (Lock, 1969, 1976) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. According to (Herzberg et al. 1959) the organizational characteristics variables (pay, promotion, supervision, coworkers, nature of worketc.) have effects on job satisfaction.

Keeping this in mind, the study set a theoretical frame work from the literature in order to show the independent and dependent variables, and considered nine factors as independent variables (IV) such as promotion opportunities, recognition of employees at work area, salary payment, leadership style, relationship of employees with co-worker, nature of the work, work environment where the employees perform their activities, special rewards that are given to employees depends on their performance or accomplishment of task, and including the corporate value. The researcher believed that these parameters could measure the job satisfaction of employees at work area.

Figure 2.2: Conceptual Framework



Source: Adopted from Spector, 1985

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter has been included the methodology that was deployed for data gathering as well as relevant statistical analytical tools that used for analyzing the survey results data during the process of the study. The purpose of this section was to provide a description of study focus area, research design, the population study or area, sample size and sampling techniques, data sources, data collection procedures and analysis tools.

3.2. Research Design

Research design is a frame work that helps to accomplish the research study (Kombo and Tromp, 2006). This study used a descriptive causal survey research design and apply a survey tools to collect data from samples that drawn from population in order to determine the current status of that population with respect to one or more variables (Mugenda and Mugenda,2003). Since the study was applied descriptive causal type of research, it described the challenges of job satisfaction of employees in Commercial Banks of Ethiopia.

3.3. Research Approach

The study was applied a quantitative study approach through a survey administrated questionnaires.

3.4. Source of Data Collection

Data for this study was gathered from primary and secondary sources. The secondary data was collected from books of human resource management that focuses on job satisfaction of employees and other literatures which deals with job satisfaction of employees. In addition to this, primary data was garnered from questionnaires given to the samples (employees) and interview schedule with managers at HRM offices. The questionnaire was needed to provide data about the challenges of job satisfaction of employees at work area.

3.5. Research Instruments

As described in the above in order to gather the available data the study was deployed survey questionnaires. According to (Kombo& Tromp, 2006) suggests a questionnaire is a research instrument that gathers data over a large sample. The questionnaires that deployed in this research consist of structured questions based on Liker scale which measured feelings of respondents based on the research model. The scale of the Liker scale had included measurement range from “Strongly agree” (5) to “Strongly disagree” (1)

3.6. Sampling Techniques and Sample size

3.6.1. Study Area and Target population

The study was focused on Addis Ababa area of bank unit (Commercial Bank of Ethiopia), in which those employees who have been working at the branch area only. The reason for selection of the bank was regarding to the early establishment year or experience in the banking industry. The research considered target population of those employees who had been working at the branches only, because due to existence of high volume of work transactions and it is a core operation for the bank.

3.6.2. Sampling Techniques and Size

3.6.2.1. Sampling Techniques

In line of carrying out a sampling selection the research was used a purposive and convenience random sampling techniques to select the appropriate respondents from branches. The study was applied a purposive sampling technique because it focused on employees who had been working at least one year in the bank. After the sample purposively selected, the research was administrated convenience sampling techniques to distribute questionnaires because it gave effectiveness in time and cost as well as easy for the researcher to distribute questionnaires in new areas .In order to minimize the limitation of this sampling techniques the researcher was employed this sampling techniques from purposively identified population

3.6.2.2. Sampling Size

For the sake of achieving optimality in terms of practicability and economic feasibility it is better to set up appropriate sample size (Sewagegne, 2007 as cited by Mohammed Hussien, 2008 p.11).

In line with this explanation, the researcher was adopted four populations (N_1 , N_2 , N_3 , and N_4) from each district which are located in Addis Ababa area. This means the study was focused on populations which had been working only branches in the respective districts.

In order to select the appropriate sample size, the study will apply (Slovin's ,1960)formula i.e. $n=N/(1+N(e^2))$, where $n_t= n_1+n_2+n_3+n_4$, where, “e” is the error tolerance which assume a 5% value with the level of confidence ($\alpha= 95\%$). The number of the sample from each district determined using sample proportion method; this means each sample (n_t) of the respective districts which obtained using the formula and prorate according to the size of the total samples of the districts. The reason behind to apply (Slovin's 1960) formula is its simplicity to apply that helps to set samples for population that the researcher who could not understand the behavior of the populations and large in number. In order to minimize the effect of the out layer among population the researcher use calculation of proportion of sample.

Thus for, the study was possessed the following sample size:

Table 3.8: Sample Size Determination Table

List of Districts	No. of population (N)	Sample size [n=N/(1+e ² N)]	Proportion (%) of sample (n)	Selected Sample size(n _{1,2,3})
North Addis Ababa District	1700	324	0.25	81
South Addis Ababa District	1300	306	0.24	72
West Addis Ababa District	1575	319	0.25	78
East Addis Ababa District	2800	350	0.27	94
Total	7375	1299	1.00	326

Source: Company's Information as of June 2015

3.7. Validity of the research instrument

(Oroho, 2009) suggests validity as the accuracy and meaningfulness of inferences which was based on the research result. In contact with this concept, the validity of the research will be done through checking of the objectivity of the questionnaires by taking the appropriate corrective measurements if there is any error. The checking process was incorporated the application of the sampling techniques. This help to ascertain the feasibility of the study techniques and questionnaires concepts and wording.

3.8. Reliability of the research instrument

In order to determine the reliability of the research measurement of consistency of the research is very important task. And again data reliability ensures the precision with which data is collected. Considering this the study was administrated pre testing by distributing small number of questionnaires to sample in order to recognize either they understand or not the questions concepts. Accordingly it had the following CRONBACH reliability results:

Table 3.5: Reliability Test

Models/factors	Cronbach's Alpha	No. of Items
Effect of work promotion on employees job satisfaction	0.659	5
Effect of monthly salary on employees job satisfaction	0.848	3
Effect of Nature of work on employees job satisfaction	0.550	5
Effects of work environment on employees job satisfaction	0.832	3
Effects of employees recognition on employees job satisfaction	0.825	2
Effects of Leadership style on employees job satisfaction	0.924	4
Effects of Reward system on employees job satisfaction	0.815	3
Effects of corporate value on employees job satisfaction	0.806	5
Effects of relationship with co workers on employees job satisfaction	0.877	4

3.9. Methods of Data Analysis

The study was applied a deceptive casual analysis approach. Accordingly, the process of analysis was based on the qualitative and quantitative data. Thus for, the qualitative data from secondary sources analyzed using content review analysis and comparing and contrasting this with literature review. In the case of quantitative data the study was possessed SPSS tools for the purpose of regression analysis that was quantitative analysis. This was done for each section of questionnaires responses.

CHAPTER FOUR: RESEARCH RESULTS AND INTERPRETATION

4.1. Introduction

This part of the study described the analysis part of the garnered survey questionnaires from respondents of Commercial Bank of Ethiopia focused on selected branches. The study applied a Likert 5 scales type of questionnaires under the category of nine job satisfaction aspects based on the literature concepts, i.e. “Work promotion”, “Salary benefits”, “Nature of the wok”, “ Work environment conditions”, “Recognition of work forces”, “leadership style”, “reward benefits”, “Corporate /firm value of the organization”, and “ Interaction of workforces with others (colligates)”. In addition to this, the researcher applied multiple regression analysis to measure the causal impacts of work motivation factors which were the independent variables on employees’ job satisfaction variable (Dependent variable), since regression had more strength compare to Correlation, ANOVA etc. Moreover, the researcher was not interested to apply a descriptive statistics mean analysis that helps mostly to assess the level of the satisfaction. Since, the researcher interested to evaluate the causality effect of motivation factors on job satisfactions, he used multiple regression analysis.

In addition to this, the chapter incorporated three tables of multiple regression analysis such as the “Model summary”, “ANOVA”, and the “Coefficient”, including “Histogram” figures to indicate the normality distribution of the analysis. Based on the results of the analysis the researcher interpreted each tables and provided the implication for the final result after each table analysis.

Accordingly, 326 sheets of survey questionnaires were distributed to employees who were working in the four districts, i.e. North Addis District, South Addis District, West Addis District, and East Addis District. From these distributed sheets of paper, 280 questionnaires were filled and collected properly; however, 46 sheets of questionnaires were not received due to various reasons of the respondents.

Employees are considered in the organization one of the key assets that enhances the competitive advantage in the business environment. Whatever the appropriateness of the

working environment, arrangement of equipment etc. which is the ergonomics of the organization, without the consideration of key work forces, the achievement of the organizational objective is not easily realized easily, (Asare-Bediako ,2008). In order to enhance the productivity of the employee in the organization, evaluating the employees' job satisfaction is one of the crux points that an organization should conduct. Many scholars describe the benefit of satisfaction of employees at their work by giving reward. Whatever the increasing and changing of human elements in the organization, if they are not satisfied effectively, impacts on productivity is not materialized. As (Wiener, 1982) stated that job satisfaction is just the attitude of employees toward work related conditions, facets, or aspects of the nature of the work. Feinstein (2000) says to increase individual's satisfaction level at the work area; the organization should have benefit advancement opportunities. There are also other attributes that contribute to enhance job satisfaction such as good pay scales, employee input in policy development, and appropriate work environment.

4.2. Data Analysis and Diagnosis test Procedure

4.2.1. Data Analysis

For the sake of achieving the research objective, the study deployed appropriate statistical techniques such as correlation and regression method using tools of SPSS to conduct the analysis part effectively that purport the measuring of job satisfaction of employees. Pursuant to this, the correlation method employed to achieve the responses of the basic research questions, and at the same time regression method used for evaluating of the hypotheses. The researcher is selected these statistical methods in order to measure the impacts of related factors of job satisfaction against the employees.

Since the study applied confidence of alpha (α) .95with error of 0.05 (Type I error), the measurement of statistical significance used p-value $< \text{or} = 0.05$ as statistically significance and this means accept the null hypotheses or the variables can affect the satisfaction of employees. In the contrary to this, P-value >0.05 considered as statistically in significance and this led to rejecting the null hypotheses.

4.2.2. Diagnosis Testing Approach

For the sake of testing the existence of the regression assumption (normality and homogeneity of variance), the study was not deployed a significance test approach of Kolmogorov-Smirnov or Shapiro-Wilk to test normality, and Leavene statistic to test homoscedasticity, due to the existence of large number of sample size, (Field, 2010). This means confidence of intervals can be ‘extremely inaccurate’ when homogeneity of variance/homoscedasticity cannot be assumed (Wilcox, 2010).

4.3. Response Rate

As mentioned above, from 326 sheets of questionnaires 280 were returned back, which means it had a response rate of 86%. This indicates that the response rate is excellent. This also asserted by the literature of (Babbie,2010) which depicted that a response of 50% could be adequate for analysis and reporting, a rate of 60% is generally good while a response rate of above 70% could be excellent. Regarding this, the analysis was done based on 280 returned questionnaires.

4.4. Effects of Work Promotion on Employee Job satisfaction (EOWP)

According to the Herzberg’s theory of motivation and his findings, he states that there are intrinsic and extrinsic factors that may affect the job satisfaction of employees at work, he called “Motivators” and “Hygiene factors”. Depends on this concepts , work advancement or work promotion is one of factors which cause good feelings for employees at work which is intrinsic factor. In connection with this, the study measured the level of work promotion impacts on employees’ job satisfaction using multiple regression analysis as described here below.

Regression equation for the analysis of the influence of work promotion on job satisfaction, had $Y_{wp} = A_{wp}X_{wp} + \beta_1 + \epsilon_1$, this referred where Y= Job satisfaction, X indicated the predictors of work promotion , Beta indicated the intercept or the constant and ϵ (error) which divulged that factors that were not included in the study and could affect the job satisfaction.

$$JS = (EOWP1) X_1 + (EOWP2) X_2 + (EOWP3) X_3 + (EOWP4) X_4 + (EOWP5) X_5 + \beta_1 + \epsilon_1,$$

Table 4.6: Model Summary^b effects of work promotion on Job satisfaction				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.556 ^a	.309	.296	1.030
<p>a. Predictors: (Constant), b. (EOWP 1) I have little chance of promotion, c. (EOWP2) I have chance of promotion easily based on appraising of performance in the bank, d. (EOWP3) I have done well on the job and receive chance of work promotion e. (EOWP 4) I am being satisfied with promotion procedure, f. (EOWP5) There is a clear and transparent procedure in the bank to get work promotion</p>				
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)				

Source: Respondents Information

The Model Summary in the Table 4.6 indicates the general outline fit of the model. According to the report the DV (job satisfaction), and IVs (predicators) such as EOWP1 up to EOWP5 had a correlation value of .556 (55.6%). This indicates the correlation is satisfactory. However when the study observed the variance between the DV and IVs, it had a figure of .309.

As seen below in the Table 4.7 depicted the overall model of the multiple regression analysis, pursuant to this, it indicated significant with value of $F(5,274)= 24.473$, $P=0.00<0.05$. This implies that the model can predicate the DV (job satisfaction) which indicating a linear relationship between the DV and IVs.

Table 4.7: ANOVA^a Effects of work promotion on Job Satisfaction						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.922	5	25.984	24.473	.000 ^b
	Residual	290.921	274	1.062		
	Total	420.843	279			
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)						
b. Predictors: (Constant), (EOWP 1) I have little chance of promotion, (EOWP2) I have chance of promotion easily based on appraising of performance in the bank (EOWP3) I have done well on the job and receive chance of work promotion. (EOWP 4) I am being satisfied with promotion procedure, (EOWP5) There is a clear and transparent procedure in the bank to get work promotion,						

Source: Respondents Information

The standard multiple regression analysis in the below Table 4.8 was indicated the results of the correlation between the DV and IVs. According to the given output, the constant figure referred value of 1.554 which achieved when the rest IVs held constant. The unstandardized coefficient depicted the coefficients of the IVs that could affect the DV (job satisfaction). Based on the results, the IV, EOWP1 (“I have little chance of promotion) had a negative relationship with the DV (job satisfaction) with value of **t=-2.955** and **P=0.003<0.05**, this means statistically significant. This implies employees’ chance of promotion in the Commercial Bank of Ethiopia is very little, and this can affect the job satisfaction of employees adversely.

The next statistically significant value (**P=.029 & 0.00 <0.05**) divulged by two IVs, i.e. EOWP4 &5, with coefficient figure of **.171 and .290** respectively. This had meaning of statistically significant which depicted the work promotion procedure; transparency is a factor for to increase job satisfaction of employees in the bank.

Table 4.8: Coefficients^a of the effects of work promotion on job satisfaction								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.554	.275		5.651	.000		
	(EOWP 1)I have little chance of promotion	-.151	.051	-.154	-2.955	.003	0.934	1.071
	(EOWP2) I have chance of promotion easily based on appraising of performance in the bank	.064	.077	.065	.838	.403	0.417	2.399
	(EOWP3) I have done well on the job and receive chance of work promotion.	.065	.086	.062	.762	.446	0.377	2.654
	(EOWP 4) I am being satisfied with promotion procedure	.171	.078	.168	2.197	.029	0.934	1.071
	(EOWP5) There is a clear and transparent procedure in the bank to get work promotion	.290	.067	.285	4.318	.000	0.934	1.071
	Aggregate Mean	0.332	0.106	0.085	1.802	0.147	0.934	1.071
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)								

Source: Respondents Information

As per the observation, the study has implication that emphasizes employees in the bank are satisfied due to the avail of work promotion procedure and its transparency.

In the contrary to this, the two IVs i.e. (EOWP2) “I have chance of promotion easily based on appraising of performance in the bank”, and (EOWP3) “I have done well on the job and receive chance of work promotion” had a statistically insignificant relationship with the DV (Job Satisfaction) with P-Value = **.403** and **.446** respectively, and in addition to this, the

coefficient of correlation indicated very weak compare to the other predictors. In general the multiple regression equation of the effect of work promotion on job satisfaction has the following regression equation:

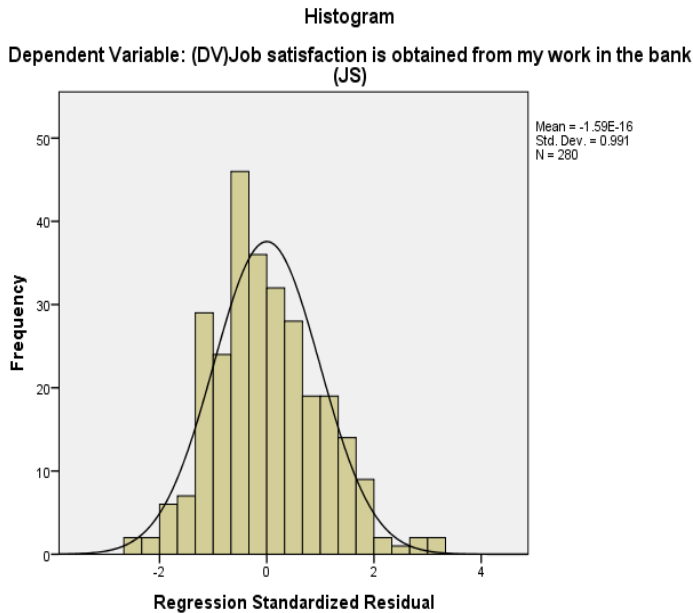
$$JS = -0.151(EOWP1) + 0.064(EOWP2) + 0.065(EOWP3) + 0.171(EOWP4) + 0.290(EOWP5) + 1.554 + \epsilon_1,$$

For the case of multicollinearity test for each independent variable, the VIF results, i.e. 1.071, 2.399, 2.654, 1.071, and 1.071 fell between 1 and 5 that referred the test was good. From this we can concluded that there were no multicollinearity symptom.

4.4.1. Normality Test for the variable of the effect of work promotion on job satisfaction

For the case of normality test, the histogram of the standard residual is provided here below. The bars reflect the frequencies while the superimposed curve represents the ideal normal distribution for the residuals.

Figure 4.2: Effect of Work Promotion (Histogram)

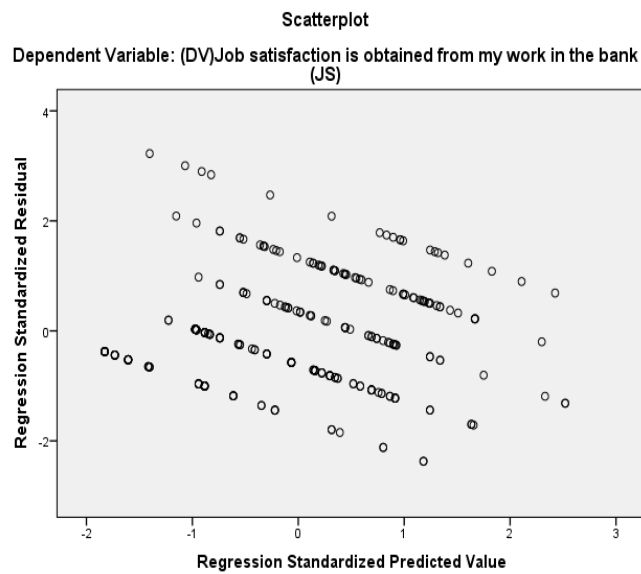


The implications of these results lead the study to conclude that employees have no chance of promotion based on their performance whatever they have done their work effectively in the bank.

4.4.2. Test of Homogeneity for the variable of the effect of work promotion on job satisfaction

The following test indicated a scatter plot of the values of the residuals plotted against the values of the outcome predicted by the model of work promotion. This conducted by Zpred Vs. Zresid. Accordingly the following figure indicated the existence of homogeneity of variances since it scattered along the line.

Figure 4.3: Scatter plot for homoscedastocity test of the effects work promotion



Next to this, the researcher conducted a out-correlation test based on the Durbin-Watson as seen below in the following table.

Table 4.9: Out-correlation test for the impact of work promotion

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.556 ^a	.309	.296	1.030	1.640

b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)

Source: SPSS output 2016

As seen in the Table 4.9 Durbin-Watson had value of $d=1.64$, which was between the two critical values of $1.5 < d < 2.6$, therefore, the study assumed that there was no auto-correlation in the multiple linear regression data.

4.5. Effects of Salary on Employee Job satisfaction (EOS)

A salary refers the amount of value that offered to employees who commits their work and time. Scholars Locke and Porter demonstrate that job satisfaction that obtains from salary depends on the expectation of employees to the amount of salary. Based on this concept, the study attempted to evaluate the impacts of salary on employees' job satisfaction.

Accordingly, the study focused on factors of salary (IVs) that helped to predicate the job satisfaction of employees (DV).The factors adopted from (Paul Spector, 1994) job satisfaction survey questionnaires.

In order to determine the regression impacts of salary on job satisfaction of employee in the organization (CBE), the study deployed three independent variables such as (EOS1,2, &3), please refer the table below.

The multiple regression line equation had $Y_{sp} = A_{sp}X_{sp} + \beta_2 + \epsilon_2$, where Y= Job satisfaction, C referred the coefficient of X_1 , X_1 indicated the predictors of salary, Beta indicated the intercept or the constant and ϵ (error). The error(ϵ) might be factors that were not included in the study and could affect the job satisfaction.

$$JS = (EOS1) X_1 + (EOS2) X_2 + (EOS3) X_3 + \beta_2 + \epsilon_2$$

This equation indicates whenever there are degrees of changes in the coefficients of the predictors; they can produce change of the job satisfaction level of employees with constant value (intercept) of β .

Table 4.10: Model Summary^b for the effects of salary on job satisfaction				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498 ^a	.248	.237	1.073
a. Predictors: (Constant, b. (EOS1)I have paid a fair amount for the work c. (EOS2)I have got satisfactory increment annually, d. (EOS 3) The bank's salary compare to other banks' is satisfactory.				
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)				

Source: Respondents' Information

As seen in the Table 4.10, the level of the predictors had coefficient of correlation “R” .498 with DV (job satisfaction), which indicated the relationship of salary toward the job satisfaction of employees was very weak. In addition to this, the variance i.e. the degree of the change of IVs that could affect job satisfaction indicated .248 (24.8%). This means for 1% change of IV, it affected 24.8% level of job satisfaction, which was a very weak variation.

Table 4.11: ANOVA^a for the effects of salary on job satisfaction						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.223	4	26.056	22.631	.000 ^b
	Residual	316.620	275	1.151		
	Total	420.843	279			
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)						
a. Predictors: (Constant, b. (EOS1)I have paid a fair amount for the work c. (EOS2)I have got satisfactory increment annually, d. (EOS 3) The bank's salary compare to other banks' is satisfactory						

Source: Respondents' Information

Table 4.11 above indicated the ANOVA table which test the three variables had predicted the DV (job satisfaction) with value of $F(4,275) = 22.631$, and $P\text{-Value} < 0.05$. This indicated the model generally fit to predict the DV (Job satisfaction).

Table 4.12: Coefficients ^a for the effects of salary on job satisfaction								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.083	.180		6.029	.000		
	(EOS1)I have paid a fair amount for the work	.175	.082	.169	2.121	.035	0.568	1.760
	(EOS2)I have got satisfactory increment annually	.202	.078	.186	2.605	.010	0.588	1.701
	(EOS 3) The bank salary compare to other banks is satisfactory	.211	.069	.200	3.053	.002	0.649	1.541
	Aggregate Mean	.418	.102	.185	3.452	.012	0.602	1.667
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)								

Source: Respondents' Information

Table 4.12 depicted the impacts of each IVs of salary on DV (job satisfaction). According to the report the standard multiple regression analysis divulged that the two IVs, i.e. EOS2 & 3 (“I have got satisfactory increment annually”, and “The bank salary compare to other banks is satisfactory”) had statistically significant impact on job satisfaction. This means the two IVs increase the level of job satisfaction currently in the bank. In the contrary, DV, EOA1 (“I have paid a fair amount for the work”), most respondents opinion was statistically insignificance with $P\text{-Value}$ of $0.35 > 0.05$. This suggests that the amount of payment for the work is not satisfactory affects the job satisfaction of employees satisfactorily in the bank.

Besides this the study had also observed the aggregate effect of the salary on job satisfaction of employees as disclosed in the table, pursuant to the result, it indicated a statistically significant figure with $P\text{-Value}$ of **.012 < 0.05**. This indicates the total effects of salary payment in the organization are satisfactory.

Let's see the multiple regression line equation of effects of salary on employee satisfaction:

$$JS = .175(EOS1) + .202(EOS2) + .211(EOS3) + 1.083 + \epsilon_2$$

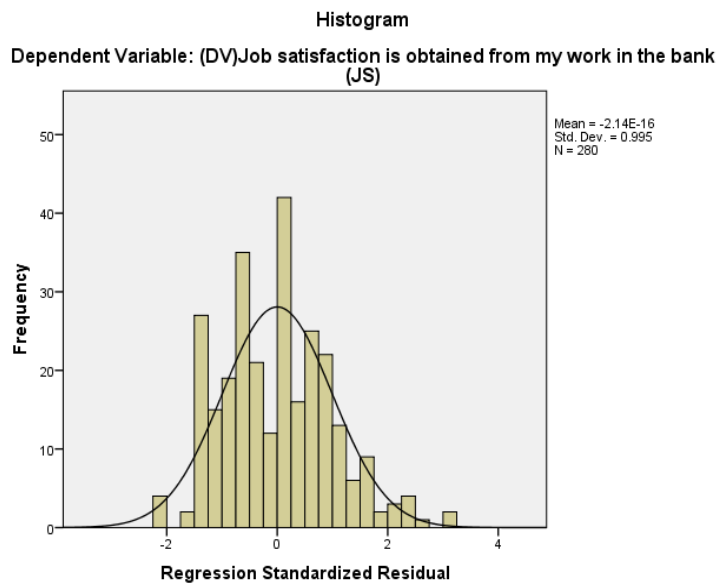
As observed in the regression equation, the coefficient of EOS3 was attributed .211 which was more than others coefficients which indicated it caused more impacts compare to the other predictors. When the other all predictors' coefficients were held constant, the regression equation of job satisfaction of salary payment had a constant figure of 1.083.

For the case of multicollinearity diagnosis test about the IV of the effects of salary, the output above in the table was posited that all the variables result, , i.e., 1.760, 1.701, and 1.541 fell between 1 and 5 which indicated there were no a problem of collinearity among the independent variables.

4.5.1. Normality Test for the variable of the effect of salary on job satisfaction

The histogram of the standard residual is provided here below. The bars reflect the frequencies while the superimposed curve represents the ideal normal distribution for the residuals.

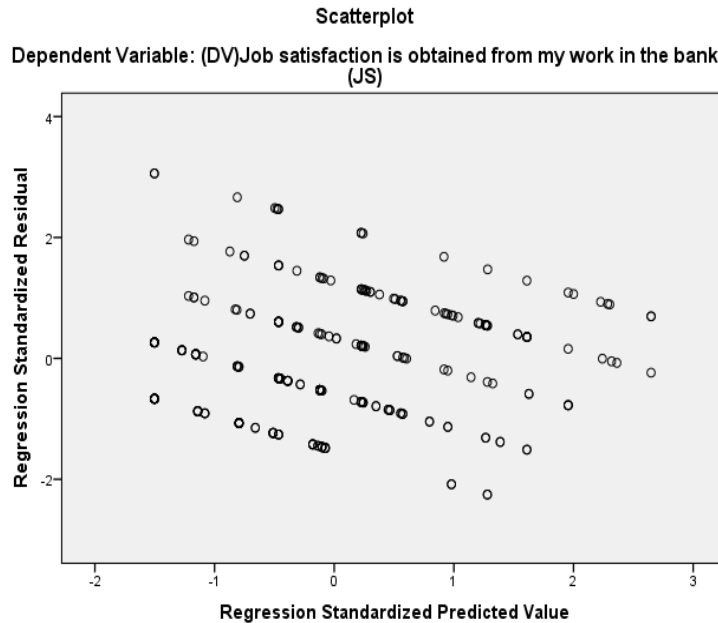
Figure 4.4: Effect of Salary (histogram)



4.5.2. Homogeneity of variance for the impact of salary on job satisfaction

The following graph indicated the similarity of homogeneity of variances of the variables of salary on job satisfaction. The researcher applied Zpred versus Zresid to observe the scatter plot.

Figure 4.5: Scatter plot for homoscedastocity test of the effects Salary



The following table posited the out-correlation test for the impact of salary on job satisfaction.

Table 4.13: Out-Correlation test for the impact of salary on job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.498 ^a	.248	.237	1.073	1.732
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)					

Source: SPSS output 2016

Table 4.13 indicated the out-correlation test for the impact of salary on job satisfaction. According to, the Durbin-Watson (d) =1.732, which fell between the value $1.5 < d < 2.5$, and

therefore the study assumed that there was no first order auto-correlation in the multiple regression analysis.

The implication of this study portrays that the amount of payment of salary to the level of the work is not equivalent, which employees require adjustment of payments that fit the work. This brings adverse impacts on the level of satisfaction of employees compare to among the other IVs. However; the annual increment of salary in terms of the existing basic salary and the payment of CBE compare to other banks' are satisfactory.

4.6. Effect of Nature of the work on Employees' job satisfaction

The employee job satisfaction can be also affected by the type or nature of the work in the organization. The theory "Motivation to Work" 1959 by Herzberg and his findings, he states the nature of the work as intrinsic dimensions that can enhance the motivation of employee to work. The nature of the work can create good feeling to employees to enhance their motivation to work effectively. Many theorists suggest that the characteristics of the job description affect job satisfaction.

Many theorists believe that the characteristics of the job description affect job satisfaction. Such characteristics are autonomy, variety, encourage and reward employee initiative, recognition, appreciation, and other motivators, skill improvement opportunities and clarity of function (Abraham, Medoff, 1984; Abraham, Medoff 1985; Pors, 2003). As part of the job design should be also mentioned the risk of absence of clarity of tasks, which negatively affects job satisfaction.

Let's observe here the regression evaluation of the nature of the work impacts on job satisfaction of employee in CBE.

Table 4.14: Model Summary^b for the effect of work nature on job satisfaction				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 ^a	.362	.350	.990
a. Predictors: (Constant), b. (EONW1)The nature of the work that I have done is attractive and challenging c. (EONW2)The work has a well-defined procedure d. (EONW3)The work meets my ability, e. (EONW4)The work is Well designed f. (EONW5)The nature of the work is boring/monotonous, ,				
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)				

Source; Respondents' Information

Table 4.14 disclosed the model summary of the regression analysis that indicated the impacts of the nature of the work on job satisfaction. According to the report, the coefficient of correlation “R” indicated .601, which means there was a strong relationship between the IVs and DV. R square stated the variance of the DV. This means 1% of the predictors could produce .362 (36.2%) degree of change on DV (job satisfaction).

Table 4.15: ANOVA^a for the effect of work nature on job satisfaction						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152.261	5	30.452	31.067	.000 ^b
	Residual	268.582	274	.980		
	Total	420.843	279			
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)						
a. Predictors: (Constant), b. (EONW1)The nature of the work that I have done is attractive and challenging c. (EONW2)The work has a well-defined procedure d. (EONW3)The work meets my ability, e. (EONW4)The work is Well designed f. (EONW5)The nature of the work is boring/monotonous.						

Source; Respondents' Information

Table 4.15 indicated the ANOVA result of multiple regression analysis, accordingly the output model was significantly predicts the DV (job satisfaction) with value of $F(5,274)=31.067$, $P\text{-value} < 0.05$.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.453	.308		1.470	.143		
	(EONW1)The nature of the work that I have done is attractive and challenging	.316	.067	.278	4.717	.000	0.672	1.4875
	(EONW2)The work has a well-defined procedure	-.044	.065	-.044	-.676	.500	0.561	1.7841
	(EONW3)The work meets my ability	.143	.072	.139	1.980	.049	0.472	2.1201
	(EONW4)The work is Well designed	.383	.082	.336	4.676	.000	0.451	2.2178
	(EONW5)The nature of the work is boring/monotonous	-.031	.049	-.033	-.641	.522	0.905	1.1055
		.153	.067	.135	2.011	.214	0.612	1.743
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)								

Source; Respondents' Information

Table 4.16 pointed about the standard multiple regression analysis that was conducted to evaluate the impacts of the predictors of effect of nature of the work on job satisfactions of employees in the organization. As per the output, the linear combination of IVs with the DV (job satisfaction) had constant figure .453 when the rest independent variables held constant. The first and the fourth variables , EONW1 & 4 “The nature of the work that I have done is attractive and challenging” and “The work is Well designed” was statistically significant with t-value 4.717, 4.676, and P-Value =0.00<0.05. This means the result was statistically significance that could increase job satisfaction of employees at their work. In the contrary to this, the rest variables, EONW2, & 3 had P-value =.500, .522 >0.05 which was statistically insignificant. This result had adverse impacts on job satisfaction of

employees. In addition to this the coefficient of correlation of the multiple regressions (R) disclosed the relationship between the IVs and DV, according to the output the two IVs, i.e., EONW1 & 4 “The nature of the work that I have done is attractive and challenging” and “The work is well designed had opposite direction to the DV (job satisfaction). The aggregate result of the effect of work nature in the bank was statistically insignificant with P-Value = .214>0.05. As saying this, the multiple regression line of the observation had indicated the followings:

$$Y_{nw} = A_{nw}X_{nw} + \beta_3 + \epsilon_3$$

This indicates “Y” is the job satisfaction in terms of the predictors of effects of nature of the job, X_{3} refers the predictors (IVs), i.e. EONW1, 2, 3, 4&5, β is the constant term that obtained from multiple regression equation, and ϵ is the noise that adversely affects the observation of the study. In connection with this, the effects of nature of the work on job satisfaction had regression equation of:

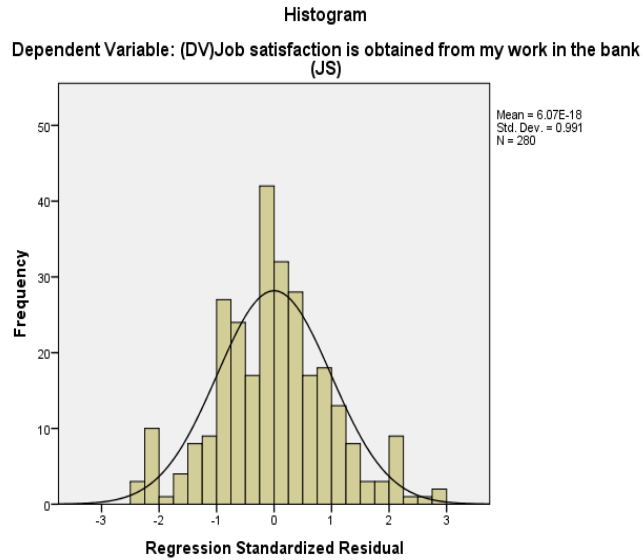
$$JS = 0.316(EONW1) - 0.44(EONW2) + 0.143(EONW3) + 0.383(EONW4) - 0.31(EONW5) + .453 + \epsilon_3$$

As seen in the multiple regression line equation, the second (EONW2) and the fifth variables ((EONW5) had negative coefficients, which divulged opposite relationship between the predictors and job satisfaction.

4.6.1. Normality Test for the variance of the effect of nature of work on Job satisfaction

The histogram of the standard residual is provided here below. The bars reflect the frequencies while the superimposed curve represents the ideal normal distribution for the residuals.

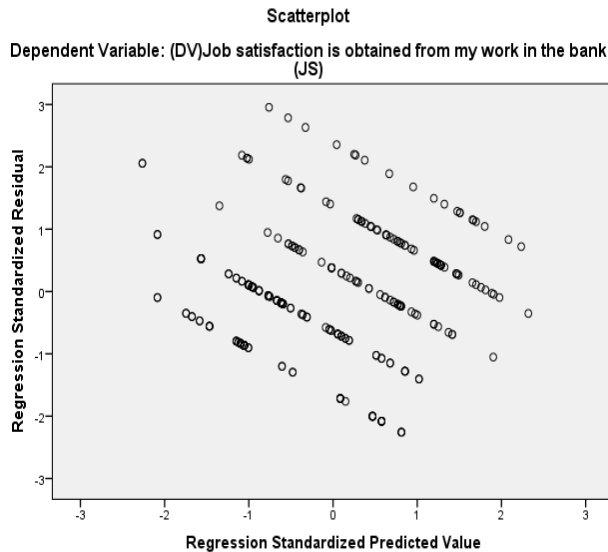
Figure 4.6: Test for Effect of Nature of Work (histogram)



4.6.2. Homogeneity test of the effect of work nature on job satisfaction

The test of homogeneity indicated using scatter plot as seen below in the figure, by evaluating the Z_{pred} versus Z_{resid} .

Figure 4.7: Test for homogeneity of variances for effect of work nature on job satisfaction



The other test below here posited the auto-correlation test for the variables which indicated the impact of work nature on job satisfaction.

Table 4.17: Out-correlation test for the effect of work nature on job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.601 ^a	.362	.350	.990	1.652
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)					

Source: SPSS output 2016

The Durbin-Watson results in the Table 4.17, had value of $d=1.652$, i.e. fell between $1.5 < d < 2.5$, which satisfied that there was no auto-correlation in the variables of the multiple regression model.

In general, the study has implied that the nature of the work in the bank is attractive, challenging and well designed, and these enhance the job satisfaction.

4.7. Effects of Work Environment on Employees job satisfaction

The working environment has influence on employees' job satisfaction in the organization since it provides good feelings for employees at their work area. Research states that, the working environment has three goals such as excellence in the organizational terms; meet the needs of the customer and employees. Working environment is extrinsic factors that help to enhance job satisfaction of employees. This includes the physical layout, arrangement of the equipment, etc. that can provide good feelings to employees in the organization.

Regarding this, the study observed the effects of work environment on employee job satisfaction based on three core factors such as having good ergonomics/arrangement of office equipment, having a clear air circulation and attractive colour to employees and customers. The predictors assigned by EOWEN that ranges from 1 up to 3.

Table 4.18: Model Summary^b of work environment on job satisfaction				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.427 ^a	.183	.174	1.116
a. Predictors: (Constant), (EOWEN1)The work environment is having good ergonomics/arrangement of office equipment (EOWEN2)The work area has a clear air circulation (EOWEN3)The work area has attractive colour				
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)				

Source: Respondents' Information

To measure the level of the impact of work environment on job satisfaction of employees, the regression model summary in Table 4.18 indicated the coefficient of correlation (R) with value of .427 which was weak relation between the predictors and the DV (Job satisfaction). R-square referred the variance of the predictors and the DV (job satisfactions). Based on the result, it had value of .183 (18.3%) change of dependent variable for every 1 % change of the predictors.

Table 4.19:ANOVA^a for the effect of work environment on job satisfaction						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.856	3	25.619	20.555	.000 ^b
	Residual	343.987	276	1.246		
	Total	420.843	279			
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)						
b. Predictors: (Constant), (EOWEN1)The work environment is having good ergonomics/arrangement of office equipment, (EOWEN3)The work area has attractive colour, (EOWEN2)The work area has a clear air circulation						

Source: Respondents' Information

Table 4.19 disclosed the ANOVA table which suggested the predictors could outline the DV (job satisfaction) in terms of F value (3,276) =25.619, and P-value <0.05 which means statistically insignificant and had liner ship relation between DV and predictors.

Table 4.20: Coefficients for the effect of work environment on job satisfaction								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.349	.178		7.580	.000		
	(EOWEN1)The work environment is having good ergonomics/arrangement of office equipment	.219	.068	.229	3.204	.002	0.582	1.718
	(EOWEN2)The work area has a clear air circulation	.064	.073	.071	.880	.380	0.455	2.195
	(EOWEN3)The work area has attractive colour	.192	.078	.192	2.477	.014	0.493	2.027
Aggregate Mean		.159	.073	.164	2.187	.132	0.510	1.980
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)								

Source: Respondents' Information

Table 4.20 was described the effect of each predictors of work environment on DV (job satisfaction).In connection with this, the first variable, i.e.(EOWEN1), “The work environment is having good ergonomics/arrangement of office equipment” and the third variable (EOWEN3) “The work area has attractive colour” had a statistically significant figure with P-Value =0.00,.014 <0.05, which indicated the ergonomics or arrangement of the office, and the physical colour combination at work area had positive impacts on employees job satisfaction. In the contrary to this, the variable two (EOWEN2) “The work area has a clear air circulation” was attributed by statistically insignificant output with P-value = .380>0.05, which referred the lack of air circulation at work area had negative impacts on job satisfaction of employees in the bank. In addition to this, the effects of work environment on job satisfactions of employees had the multiple regression equation of the following:

$$Y_{we}=A_{we}X_{we}+\beta_4+ \epsilon_4 \text{ where;}$$

Y = job satisfaction in terms of predictors of work environment, X_{we} = Predictors of work environment, β are the constant term, and ϵ error term. Accordingly the multiple regression equation is:

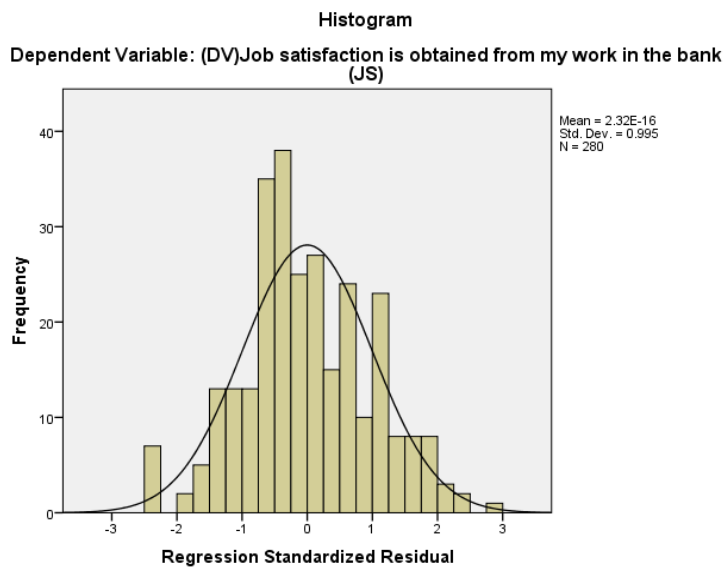
$$JOS_{we} = 0.219(EOWEN1) + 0.064(EOWRN2) + 0.192(EOWEN3) + 1.349 + \epsilon_4$$

As seen from the equation, the coefficients of the predictors had indicated the relationship between predictors and DV (job satisfaction). When the study observed the coefficient terms, the second predictors coefficient was very weak (0.064/6.4%) compare to the others two, and the impacts of this variable on job satisfaction was insignificance.

4.7.1. Test of Normality for the effect of work environment on Job Satisfaction

The histogram of the standardized residual is shown below. The bars show the frequencies while the superimposed curve represents the ideal normal distribution for the residuals.

Figure 4.8: Effect of Work Environment (histogram)



In connection with this, the researcher was also conducted out-correlation test by applying Durbin-Watson test. Let's see the following table below here.

Table 4.21: Test of Out-correlation for the effect of work environment on job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.427 ^a	.183	.174	1.116	1.541

b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)

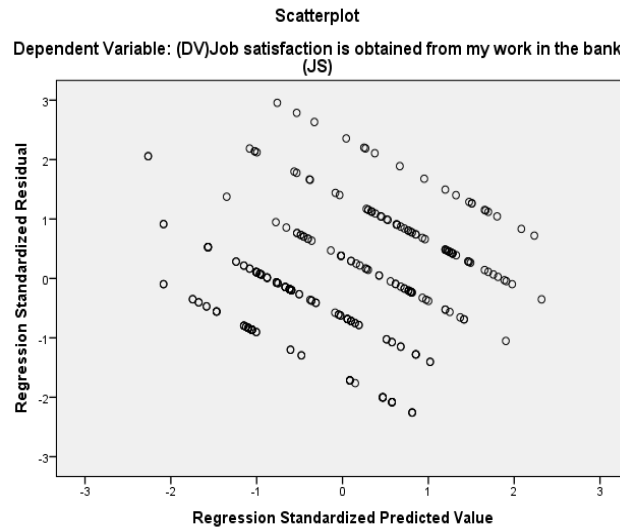
Source: SPSS output 2016

As seen in the Table 4.21 above the out-correlation test result of the Durbin-Watson (d) had value between $1.5 < d < 2.5$, this indicated that there was no auto-correlation in the multiple regression data.

4.7.2. Test of Homogeneity of Variances/Homoscedasticity

The impact of the model of work environment on job satisfaction tested using a scatter plot method by setting Zpred verses Zresid. According to the result the variables scattered along the line,

Figure 4.9: Scatter plot for the impact of work environment on job satisfaction



When the study observed the total effect of the work environment in terms of the criteria of the predictors that were applied to measure the level of work environment effect on job satisfaction, it attributed with statistically insignificant figure of $P = .132 > 0.05$ which

means the work environment had adverse impacts on job satisfaction of employees at the work area.

In general, the study has implication on the working environment effects on job satisfaction in the bank. Considering this, the work environment does not have positive implication toward the job satisfaction of employees in the bank.

4.8. The Effect of Recognition of Employees Work on Job Satisfaction

In his motivation theory, Herzberg describes that there are intrinsic factors that generate motivation to employees to enhance job satisfaction. From these, employees' recognition is the crux non-financial factor. The other scholar (Spector,1997) states that from the three important features of the job satisfaction, considering the value of human element is key factor which means recognizing of employees in the organization provides increase of human value in the organization.

After mentioning this concept, the study attempted to measure the impacts of employees' recognition on job satisfaction at work area by considering two crux predictors, i.e. , employees' having chances to show their ability and culture of the bank has given recognition of employees The researcher believed these three factors could measure the degree of employees' satisfaction.

Table 4.22: Model Summary^b for the effect of recognition on job satisfaction				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563 ^a	.317	.310	1.020
a. Predictors: (Constant), (EOER1)Employees are having chance to show their ability. (EOER2) Culture of the bank has given recognition to my work.				
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)				

Source: Respondents' Information

The multiple regression analysis above on Table 4.22 depicted the model summary output of the predictors and DV (job satisfaction). This indicated the correlation (R) between the

predictors and the dependent variable (JS) was moderate with value of .563 (56.3%). Next to this the variance implication of the IVs on the dependent variable represented by R square with value of .317 (31.7%). This means 1% variation of the IVs could cause 31.7 % change on DV (job satisfaction).

Table 4.23: ANOVA^a for the effect of recognition on job satisfaction						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.579	3	44.526	42.780	.000 ^b
	Residual	287.264	276	1.041		
	Total	420.843	279			
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)						
b. Predictors: (Constant), (EOER1)Employees are having chances to show their ability, (EOER2) Culture of the bank has given recognition to my work,						

Source: Respondents' Information

Table 4.23 reflected the ANOVA table of the multiple regression analysis which indicated how the model of the DV explained by the IVs (predictors) in terms of F-statistic with value of $F(3,276)=42.78$, and $P\text{-Value}=0.000 < 0.05$. This means the model is statistically significant.

Table 4.24: Coefficients^a for the effect of recognition on job satisfaction								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.731	.188		3.882	.000		
	(EOER1)Employees are having a chance to show their ability	.142	.072	.132	1.986	.048	0.636	1.573
	(EOER2) Culture of the bank has given recognition to my work	.424	.076	.385	5.565	.000	0.636	1.573
Aggregate Mean		.283	.074	.258	3.776	.024	0.636	1.573
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)								

Source: Respondents' Information

The next Table 4.24 produced the impacts of each predictor on the DV (job satisfaction) of employees. Based on the sample responses, the first IV(EOER1) i.e. “Employees are having a chance to show their ability” had provided statistically insignificance figure with P-Value=.048>0.05. The interpretation of this indicated, employees were not received chances to show their ability and this affects job satisfaction adversely. For the case of the second IV(EOER2), i.e.” Culture of the bank has given recognition to my work” had provided statically significance result with P-Value = .000 <0.05. This referred the culture of the organization (the bank) was given recognition to employees. Considering the multiple regression line, it had equation of the effect of employees’ work recognition in the organization as seen here;

$$Y_{er}=A_{ert}X_{ert} +\beta_5+ \epsilon_5, \text{ where;}$$

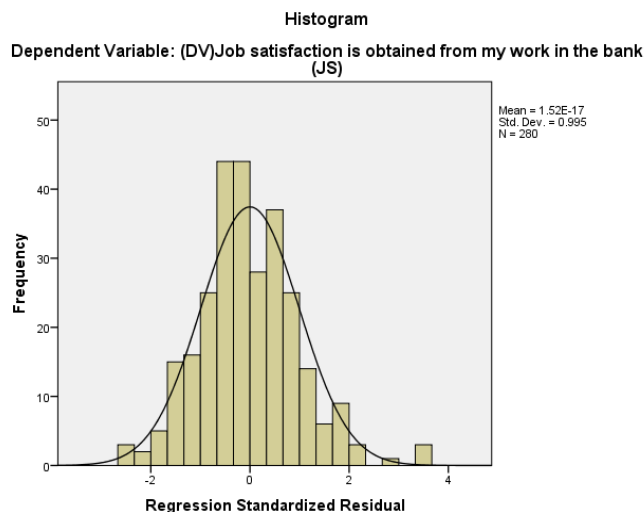
Y_{er} indicates the employees work recognition; A_{ert} represents the coefficients, X_{ert} is the IVs, β and ϵ , tells the constant term and error respectively. The study was evaluated the impacts of each coefficients based on the multiple regression line equation.

$$JS_{er}= .142 (EOER1) +.424 (EOER2) +.731+\epsilon_5$$

4.8.1. Normality test for the variables of the impact of recognition of employees on job satisfaction

In addition to this, the histogram of the standardized residual is shown below depicted the frequencies while the bell shaped represented the normal curve distribution in the process of the analysis.

Figure 4.10: Effect of employees Recognition (histogram)

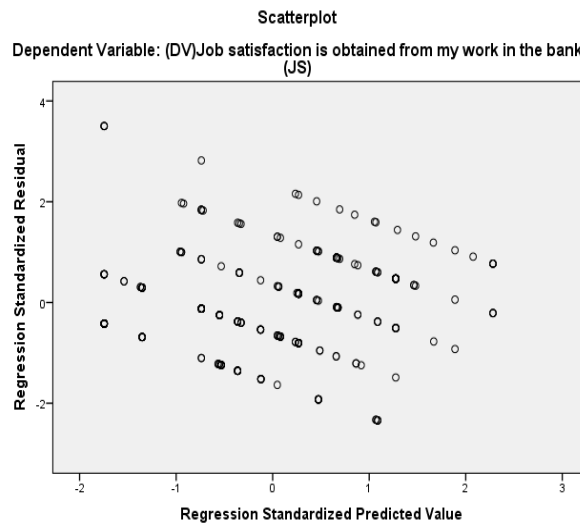


In general, the effect of employee’s work recognition on job satisfaction at work area had produced aggregate mean of P-Value =.024<0.05, which mean statistically significant. The implication of this study observes that the effect of work recognition in the bank is positively correlated with the job satisfaction of employee.

4.8.2. Homogeneity Test of the effect employees recognition on Job satisfaction

Similar to the above test, the study below here applied a scatter plot approach between Zpred versus Zresid. The graph indicated points that scattered on the line of the regression line.

Figure 4.11: Scatter plot for the impacts of employees’ recognition on job satisfaction



The Durbin-Watson out correlation test indicated below here in the table.

Table 4.25: Test of Out-correlation for the effect of employee recognition on job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.563 ^a	.317	.310	1.020	1.625

b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)

Source: SPSS output 2016

The Durbin-Watson figure i.e., $d=1.625$ posited the value between the two critical values of $1.5 < d < 2.5$, which means there was no out-correlation effect in the model.

In supporting of these implication, empirical researches support that employee recognition at work can create passionate employees that maximize job satisfaction and performance. In connection with this, (Deeprise, 1994) suggested that motivated employee and productivity at work maximized through providing them effective recognition which ultimately improve the performance of the organization. Other scholar (Freedman , 1978) supports this opinion and suggests that when there is effective reward and recognition employee at work area implemented, organization can achieve a favourable working environment that excel their performance.

4.9. Effects of Leadership style on Employee job satisfaction

Considering the concept of leadership style and its impacts on job satisfaction, many literatures indicate that there is correlation between the leadership style and motivation of employees at their work. As (Kenneryl, 1989) describes that job satisfaction can be effected by the type of leadership style in the organization. The factors passionate and dedication of employees for their work can be enhanced by the role of the leader at the work. As saying this, in order to evaluate the level of effects of the leadership style in the bank (CBE), the study employed five factors that measure the type of leadership, and its influence on job satisfaction. These factors represented the predictors (IVs) whereas the job satisfaction considered as DV.

Table 4.26 described the model summary which contained the correlation coefficient (R) and coefficient of determination (R^2) between the explanatories and dependent variable. Pursuant to the respondents' suggestions, the correlation coefficient was produced value of .553 (55.3%), i.e. the relationship between the IVs and the DV was moderate. For the sake of variation or coefficient of determination, the report had provided a value of R^2 .306.

Table 4.26: Model Summary^b for the effect of leadership style on job satisfaction				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.553 ^a	.306	.293	1.035
a. Predictors: (Constant), (EOLS1)Leadership style in the bank is being participatory with subordinate, EOLS2) Leader ship has ability of problem solving (EOLS3) Leadership style in the bank has good in dispute handling, (EOLS4)The leader has given a chance of participatory in decision making for employees,				
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)				

Source: Respondents' Information

This suggested that for every 1% change of the IVs, i.e. (EOLS1) “Leadership style in the bank is being participatory with subordinate”, (EOLS2) “Leader ship has ability of problem solving (EOLS3) Leadership style in the bank has good in dispute handling”, and (EOLS4) “The leader has given a chance of participatory in decision making for employees”, could bring 30.6% effects on the DV, i.e. “Job satisfaction”. This posits very weak impacts.

Table 4.27: ANOVA^a for the effect of leadership style on job satisfaction						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.518	5	25.704	23.983	.000 ^b
	Residual	291.511	272	1.072		
	Total	420.029	277			
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)						
b. Predictors: (Constant), (EOLS1)Leadership style in the bank is being participatory with subordinate (EOLS2) Leader ship has ability of problem solving (EOLS3) Leadership style in the bank has good in dispute handling, (EOLS4)The leader has given a chance of participatory in decision making for employees,						

Source: Respondents' Information

The ANOVA report in Table 4.27 depicted that how the dependent variable explained by the IVs, according to the output the model explains a statistically significant proportion of the variance with statistically significance value of $P = 0.000 < 0.05$.

Table 4.28: Coefficients^a for the effect of leadership style on job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.695	.202		3.437	.001		
	(EOLS1) Leadership style in the bank is being participatory with subordinate	.236	.091	.2183	2.592	.010	0.365	2.741
	(EOLS2) Leader has ability of problem solving	.253	.105	.2441	2.415	.016	0.283	3.527
	(EOLS3) Leadership style in the bank has good dispute handling management	-.096	.093	-.093	-1.029	.304	0.316	3.168
	(EOLS4) The leader has given a chance of participatory in decision making for employees	.259	.091	.2444	2.836	.005	0.421	2.376
Aggregate Mean		.163	.095	.153	1.704	0.084	0.346	2.953
a. Dependent Variable: (DV) Job satisfaction is obtained from my work in the bank (JS)								

Source: Respondents' Information

The third table which the most important part of multiple regression analysis was provided by Table 4.28, it described that the value of the regression line and the impacts of each IVs on the DV (job satisfaction). According to the analysis, the regression equation had a constant value ($B = .695$) when the rest predictors were assumed zero value. In this analysis, three IVs, i.e. (EOLS1) “Leadership style in the bank is being participatory with subordinate, (EOLS2) “Leader ship has ability of problem solving” and (EOLS4) “The leader has given a chance of participatory in decision making for employees” had statistically significant result with P-Value of .010, .016 and .005 < 0.05 . However; the rest one IV, i.e. (EOLS3) “Leadership style in the bank has good dispute handling management” was produced statistically insignificance result with P-Value of .304 > 0.05 .

The analysis had a multiple regression equation of:

$$Y_{elt} = \alpha_{elt} + \beta_1 X_{1elt} + \beta_2 X_{2elt} + \beta_3 X_{3elt} + \beta_4 X_{4elt} + \beta_5 X_{5elt} + \beta_6 + \epsilon_6$$

This referred that, Y_{ELT} pointed the “Total job Satisfactions” that brought by IVs of X_{ELT} and coefficient of A_{EL} . The constant and error term were represented by β and ϵ . In addition to this let’s observe the multiple regression equation:

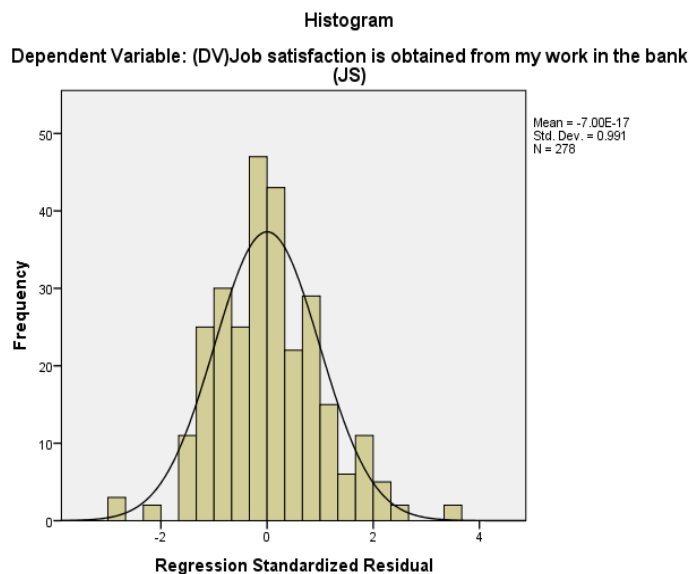
$$JS = 0.236(EOLS1) + 0.253(EOLS2) - 0.096(EOLS3) + 0.259(EOLS4) - 0.013(EOLS5) + 0.695 + \epsilon_6$$

When observed the coefficient of the regression line equation, the fourth IVs, i.e. (EOLS4) “The leader has given a chance of participatory in decision making for employees “had impacts on employees’ job satisfactions, and this had P-value of 0.005 which means statistically significance. Furthermore the standardized coefficient (Beta) posited that how the DV (job satisfaction) explained by the IVs, in connection to this, the fourth IVs had explained the DV more compare to the other predictors with Beta value of .2444. In conclusion of this analysis, the aggregate effect of the model of leadership style on job satisfaction was statistically insignificance with P-Value = .084 > 0.05.

4.9.1. Normality Test for the Variance of the Effect of Leadership on Job Satisfaction

In addition to this, the histogram of the standardized residual is shown below depicted the frequencies while the bell shaped represented the normal curve distribution in the process of the analysis.

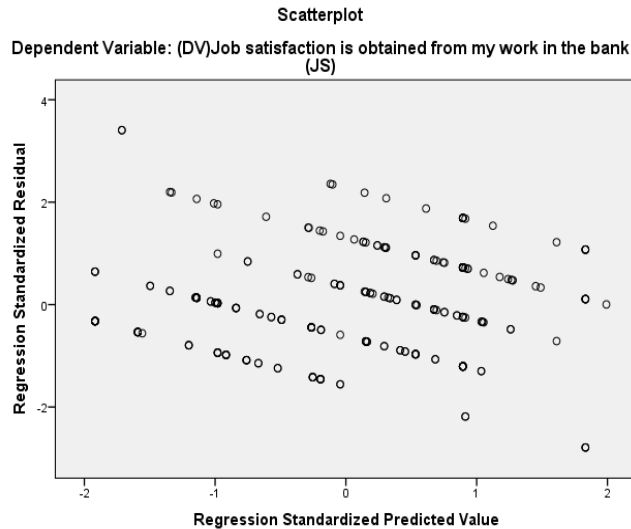
Figure 4.12: Effect of Leadership Style (histogram)



4.9.2. Homogeneity Test of Leadership on employee Job Satisfaction

The scatter plot was applied to test the similarity of the variances among the variances. Let's observe the graph below here.

Figure 4.13: The homogeneity test for the impact of leadership style on Job Satisfaction



The next table disclosed about the auto-correlation test between the variables of leadership style and its impacts on job satisfaction. Let's observe the following results of the Durbin-Watson report.

Table 4.29: The Test of auto-correlation for the effect of leadership style on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.553 ^a	.306	.293	1.035	1.717
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)					

Source: SPSS output 23016

The Durbin-Watson test above in the Table 4.22.3, had value of 1.717, which fell between $1.5 < d < 2.5$. This indicated there was no a serious auto-correlation problem in the model.

Based on the observation of the responses of the sample, the final implication of this study suggests that most leaders in the bank has participatory behavior with subordinates, have ability of problem solving and involves the participation of employees to make decision.

However; in the contrary to this, the ability of dispute handling of leaders is poor. In general, the aggregate effect of the leadership style impacts on the job satisfaction is not healthy in the bank.

In connection with this observation, literature divulges that the importance of the effects of leadership style in the organization to maximize job satisfactions, since the style can provide good feelings toward the feelings of the employees to enhance motivation, (Kennerly, 1989). Reciprocal to this, satisfaction of employees at work area is also a factor of good leadership style, (Wiratmadja et al., 2008; Griffith, 2004; Avolio and Bass, 2004; Antonakis et al., 2003; Bass and Avolio, 1994). Furthermore, other scholars elaborates the importance of leadership style to maximize job satisfaction by creating positive attitude, more responsibility to employees, more commitment and accountability at their work in the organization,(Santhapparaja & Seyed Shah Alam, 2005).

4.10. The Effects of Rewards on Employees job satisfactions

Among any other resources such as financial, economic, human resources are the most important key that can give competitive advantage for the organization. To make the work forces as vital resources, the employees shall bear job satisfaction creating organizational commitment. This commitment of employees toward their work or organization can be realized by allocating appropriated reward system, (Andrew, 2007). Other scholar (Lawler, 2003) determined that the employees' vitality in the organization, and their contribution toward the wealthy of the organization realized through rewards and recognition system. Considering this opinions, rewards play a vital role in creating significance performance of employees at their work, and positively related with the attribute of satisfaction. Again (Lawler, 2003) argued that two factors can determine the attractiveness of reward, i.e. the amount of reward, and the weight or the expectation an employee given to certain reward. In this turbulent business environment, incentives and rewards have key roles to maximize the satisfaction of employees and this tied with the performance of the organization.

In connection to this concept, the study observed the regression effect of reward on job satisfaction of employees at their work. Accordingly, the research deployed three IVs (predicators) that asserted to evaluate the level of satisfaction of employees.

Table 4.30: Model Summary^b for the effect of rewards on employee job satisfaction				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.454 ^a	.206	.197	1.104
a. Predictors: (Constant), (EOR2)The bank has enough bonus payment at the end of the year /annually., (EOR1)The bank has good incentive for high performance of employees (EOR3) I have good rewards for their performance such as recognition letter etc.,				
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)				

Sources: Respondents' Information

As per the samples responses, Table 4.30 indicated Model summary of the regression analysis of the effect of special reward on employees' job satisfaction. According to the analysis output a coefficient correlation (R) with a figure of .453, referred there were a weak impacts of the IVs on DV (job satisfaction). When we observed, the coefficient of determination or the variance, whenever, there was 1% change of the IVS, affected the DV (Job satisfaction) by .206 (20.6%) which indicated a very weak variation.

The ANOVA report as seen below in Table 4.31, it indicated the F value (3,274) = 23.659, with P-Value of .000<.005, which means the model significantly predicted the DVs, i.e. significantly predicted the proportion of the variance.

Table 4.31: ANOVA^a for the effect of rewards on job satisfaction						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.532	3	28.844	23.659	.000 ^b
	Residual	334.044	274	1.219		
	Total	420.576	277			
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)						
b. Predictors: (Constant), (EOSPR1) The bank has good incentive for high performance of employees. (EOSPR2)The bank has enough bonus payment at the end of the year /annually. (EOSPR3) I have good rewards for their performance such as recognition letter etc.						

Sources: Respondents' Information

In order to measure the impacts of each predictor (IVs) on DV (Job satisfaction), Table 4.32 was provided the analysis of multiple regression analysis considering the responses of respondents result of constant (Intercept), standardized coefficient (Beta), t and P-Value as

Table 4.32: Coefficients^a for the effect of reward on job satisfaction								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.358	.179		7.587	.000		
	(EOR1)The bank has good incentive for high performance of employees	.304	.081	.294	3.769	.000	0.475	2.106
	(EOR2)The bank has enough bonus payment at the end of the year /annually.	.036	.068	.037	.537	.592	0.607	1.647
	(EOR3) I have good rewards for their performance such as recognition letter etc.	.185	.078	.174	2.362	.019	0.537	1.863
		.175	.076	.168	2.223	.204	0.540	1.872
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)								

Sources: Respondents' Information

Pursuant to the output, the first IV,(EOR1) “The bank has good incentive for high performance of employees” and the third IV, (EOR3) “I have good rewards for their performance such as recognition letter etc.” had statistically significant result with coefficient of .304, .185 P-Value=.000, .019 <0.05, respectively. In the contrary to this, the second IV, (EOSPR2), “The bank has enough bonus payment at the end of the year /annually” had brought statistically insignificant result with P-Value= .592>0.05.The model had multiple regression line equation of the following:

$$Y_{rt} = A_{rt}X_{rt} + \beta_7 + \epsilon_7$$

Where Y_{RT} represented the dependent variable of job satisfaction in terms of special rewards effect on employees' job satisfaction, A_{RT} indicated the coefficient of the total independent variable (X_{RT}), β & ϵ the constant term (intercept), and noise or error that could affect the

observation of the study. Let's again observe the multiple regression line equation of each predictors

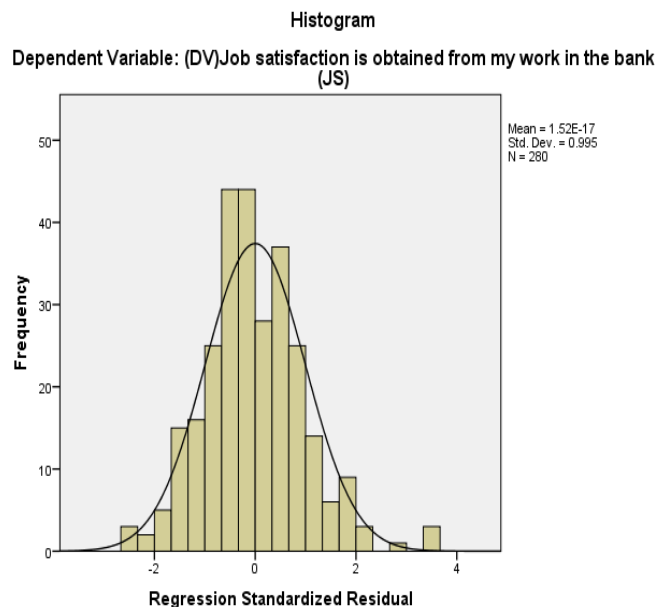
$$JS = .304(EOR1) + .036(EOR2) + .185(EOR3) + 1.358 + \epsilon_7$$

As seen in the equation, the coefficient of the first predictor (EOR1) had more coefficients of .304 compare to the other predictors, and besides this the p-Value represented by $0.000 < 0.05$ which was statistically insignificant. Next to this, the coefficient of the predictor (EOR3) had value of .185, with P-Value = $0.019 < 0.05$, this referred statistically significant. When the value of the whole predictors held zero, the job satisfaction value became 1.358. Furthermore, when the study evaluated the standardized coefficient (Beta) that indicated the variance impacts of the predictors on the dependent, the first and the third IVs had explained the DV more compare to the other predictor. This also confirmed by the significant P-Value of < 0.05 .

4.10.1. Normality Test for the variance of the effect of Reward on Job Satisfaction

Furthermore, the histogram of the standardized residual is shown below depicted the frequencies while the bell shaped represented the normal curve distribution in the process of the analysis.

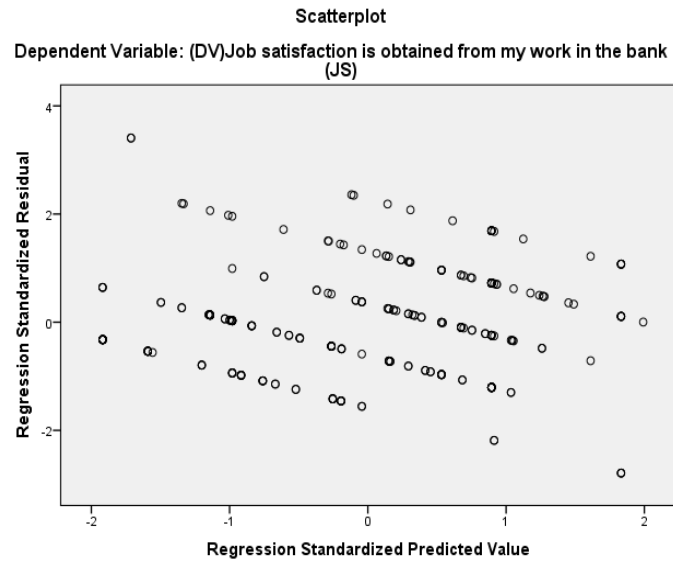
Figure 4.14: Effect of Reward (histogram)



4.10.2. Test of Homogeneity for the impacts of Reward on Job Satisfaction

The homogeneity test conducted similar to the above model, i.e., using Zpred versus Zresid approach. As seen in the figure, the dot indicated the scattered over the line of the regression.

Figure 4.15: The test of homogeneity for the impact of Reward on employees job satisfaction



Next to this, the table described the out-correlation of the impact of reward on job satisfaction was done.

Table 4.33: Test of out-correlation for the impact of Reward on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.553 ^a	.306	.293	1.035	1.717
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)					

Source: SPSS Report 2016

The Durbin-Watson indicated value of $d = 1.717$, which fell between 1.5 and 2.5. This disclosed there was no serious out-correlation problem among variables.

In general, the analysis of the study considering special reward effects on employees' job satisfaction implies that there are good incentives and having recognition letter or other non-financial benefits for high performer employees in the bank, and this indicates satisfactory in the bank. In the contrary to this, the bank has performed less enough bonus payment.

In supporting of this output, literatures suggest the benefit of the reward system in the organization enhance the motivation to maximize the passionate of job satisfaction. For achieving employees' job satisfaction, it is important to establish systematic approach that offering rewards and recognition on good work.(Flynn, 1998) indicated high intent between employees, rise their sprit, functioning, motive of the employees can be maintain by rewards and recognition. In addition to this, (Broad, 2007) suggested that tangible incentives are effective in increasing performance for task done before, to encourage "thinking smarter" and to support both quality and quantity to achieve goals. Other scholar (Vansteenkiste, 2005, P.22) said that incentive, rewards and recognitions are the crux factors that impact on employee motivation and this can result in intrinsic feelings to employees. Appropriated rewarding system in the organization can maximize the esteem and passionate of employees, and this maximize (Oosthuizen, 2001). Other previous studies demonstrated the benefit of employee recognition/ rewards on job satisfaction, e.g. (Nelson, 2005; Darling et al., 1997; Rathi & Rastogi, 2008).

4.11. The Effect of Corporate/Firm Value on Employee job satisfaction

The other factor which has benefit for the maximizing the job satisfaction of employees is the organization /firm value. Literature describes the implication of firm value on job satisfaction is of great important to employees to enhance job satisfaction,(Becker & Gerhart, 1996; Likert, 1961; McGregor, 1960; Pfeffer, 1994). This concept is related with organization which have a sale of high stock value, since, if organization that has good return on investment can enhance job satisfaction. It is also clear that employees which are satisfied can enhance the corporate value.

Let's evaluate the impacts of corporate value in terms of the given predictors parameter to measure the feelings of employees/respondents on job satisfaction.

Table 4.34: Model Summary^b for the effect of corporate value on employee job satisfaction				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560 ^a	.313	.301	1.026
a. Predictors: (Constant), (EOCV1)The bank has good image (EOCV2)The bank has a clear vision (EOCV3)The bank stands for quality (EOCV4)The bank believes employees are valuable assets (EOCV5) The bank has given equal opportunities to employees				

Source: Respondents' Information

Table 4.34 indicated the model summary of the regression analysis that posited the impacts of four IVs on dependent variable (job satisfaction). According to the respondent's response, the coefficient of correlation between the IVs and the DV had a value of .560 (56%) which means a moderate correlation between the IVs and DV. In addition to this, the coefficient of variation of the result disclosed .313 (31.3%) effect on the DV. This referred that whenever there is a 1% change in DVs could bring 31.3% variation on DV (Job satisfaction).

Table 4.35: ANOVA^a the effect of corporate value on job satisfaction						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.026	5	26.205	24.915	.000 ^b
	Residual	287.132	273	1.052		
	Total	418.158	278			
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS) b.Predictors: (Constant), (EOCV1)The bank has good image (EOCV2)The bank has a clear vision (EOCV3)The bank stands for quality (EOCV4)The bank believes employees are valuable assets (EOCV5) The bank has given equal opportunities to employees						

Source: Respondents' Information

The next Table 4.35, it explained the general impacts of the IVs on DV (Job satisfaction), According to the report, the DV explained significantly by P-Value <0.05, with F (5,273) =24.915.

Table 4.36: Coefficients ^a for the effect of corporate value on job satisfaction								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.043	.302		-.144	.886		
	(EOCV1)The bank has good image	.468	.087	.370	5.376	.000	0.531	1.883
	(EOCV2)The bank has a clear vision	-.109	.103	-.075	-1.055	.293	0.493	2.027
	(EOCV3)The bank stands for quality	.230	.077	.204	2.979	.003	0.536	1.866
	(EOCV4)The bank believes employees are valuable assets	.049	.067	.049	.729	.467	0.566	1.767
	(EOCV5) The bank has given equal opportunities to employees for benefit package	.153	.063	.157	2.450	.015	0.615	1.626
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)								
		.158	.079	.141	2.096	.155	0.548	1.834

Source: Respondents' Information

The third Table 4.36 posited the effects of each IV on DV in terms of the given predictors which guided to measure the impacts of corporate value on job satisfaction. Based on the responses delivered, the first, the third and the fifth IVs, i.e.(EOCV1) "The bank has good image", (EOCV3) "The bank stands for quality", and (EOCV5) "The bank has given equal opportunities to employees "were statistically significant with value of P= .000, .003 and .015<0.05 respectively. Opposite to this, the two IVs, (EOCV2) "The bank has a clear vision" and (EOCV4) "The bank believes employees are valuable assets" had scored statistically insignificant result with P-Value =.293, .467>0.05 respectively.

The multiple regression line equation which referred the model of corporate value in terms of IVs impacts on Job satisfaction had equation of:

$$Y_{cvt} = A_{cv}X_{cv} + \beta_8 + \epsilon_8;$$

Where Y_{cvt} represents job satisfaction in terms of corporate value, A_{cv} coefficient of the predictors (IVs), X_{cv} refers the IV.

The other value of the result indicated the impacts of each IV (predictors) in terms of coefficients based on multiple regression line equation showed here below.

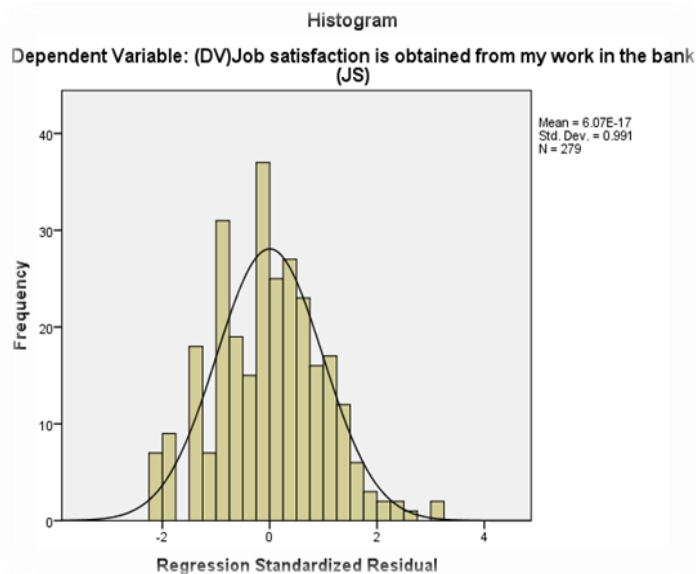
$$JS = .468(EOCV1) - .109(EOCV2) + .230(EOCV3) + .049(EOCV4) + .153(EOCV5) - .043 + \epsilon_8$$

As seen in the multiple regression equation, the first IV, i.e. (EOCV1) “The bank has good image” had more correlation value compare to the other IVs, this was attributed by P-Value = 0.00 < 0.05. This means employees’ job satisfaction affected positively by good image of the organization /bank. Next to this figure, .230 and .153 indicated by third and fifth IVs, i.e., (EOCV3) “The bank stands for quality”, and (EOCV5) “The bank has given equal opportunities to employees for benefit package”. These were also statistically significant to the dependent variable (job satisfaction) with P-Value = 0.003, .015 < 0.05 respectively. This refers a similar implication as of the first IV. The second variable was characterized by negative sign which means it had opposite direction with the DV (job satisfaction). This implies that the employees are not clearly internalized the vision of CBE.

4.11.1. Normality Test of the effect of Corporate Value on Job Satisfaction

Furthermore, the histogram of the standardized residual is shown below depicted the frequencies while the bell shaped represented the normal curve distribution in the process of the analysis.

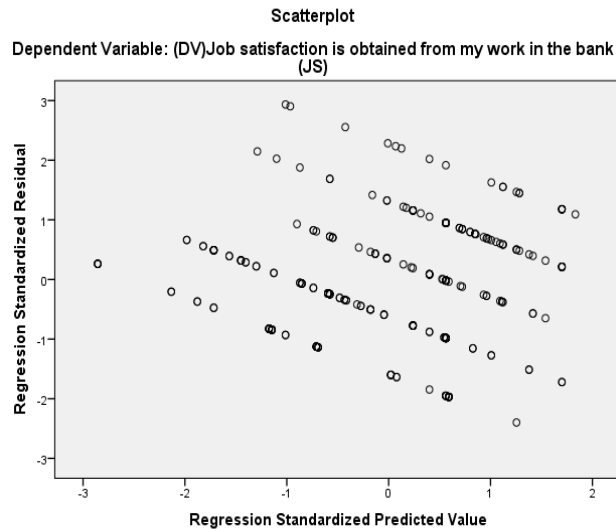
Figure 4.16: Effect of Corporate Value (histogram)



4.11.2. Homogeneity test of the effect of Corporate Value on Job Satisfaction

The homogeneity test was conducted by applying graphical approach using Zpred versus Zresid. The researcher observed the scatter of the dot over the regression line. Let's observe the following graph.

Figure 4.17: The test of homogeneity for the impact of corporate value on employees' job satisfaction



As observed the diffusion of the dot, it indicated scattered over the line. The dot did not show a curve or cone shape.

In addition to this, the researcher observed the auto-correlation effect of the corporate value on job satisfaction below in the Table 4.37. As seen the Durbin-Watson had value of $d=1.672$, which fell between the value of 1.5 and 2.5.

Table 4.37: Test of out-correlation for the impact of Corporate value on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.546 ^a	.298	.288	1.035	1.672

b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)

Source: SPSS Report 2016

This indicated there was no auto-correlation problem among the variables in the regression model.

Based on the outcomes, the research implies that image of the bank, its qualities, and the organization that provided equal opportunities to employees for benefit packages have positive impacts to motivate and passionate employees to ward their jobs. In this way, the study indicates a satisfactory result based on the sample responses. In the contrary to this, the vision of the bank is not clear for most employees as well as the bank are not considered employees as valuable or key assets in the organization.

In connection with this most studies demonstrates there is a correlation between corporate value and job satisfaction. High degree of job satisfaction requires clear values of the organization by HRM practices such as compensation packages and incentives should demonstrate these values which can provide higher productivity through passionate of work. The theoretical benefits of job satisfaction are reasonably clear, HR theories suggests several channels through which job satisfaction can improve firm value, (Becker & Gerhart, 1996; Likert, 1961; McGregor, 1960; Pfeffer, 1994).

4.12. The Effect of work place relationship on Job satisfaction

Employees react each other at work area during working time in the organization. During this interaction, employees can create friendship. Study indicates friend ship at work area has impacts on employees to motivate and work passionately. This maximizes job satisfaction of employees. According to (Fehr, 1996, P.20), friendship is “a voluntary, personal relationship typically attributed by intimacy and assistance”. However; the workplace friendship refers a type of friendship that occurs at work place in the organization, (Song, 2005). Other scholar suggests that workplace friendship as “nonexclusive voluntary workplace relations that involve mutual trust, commitment, reciprocal liking and shared interests and values, (Berman et al., 2002, P.218). Work place friendship can reduce employees stress, enhance support of workforce each other, sharing of idea between workforces at work etc., and this enhances job satisfaction of workforces.

Considering this, to measure the impacts of workplace relationship on job satisfaction, this study had conducted multiple regression analysis. Let’s observe the following analysis.

Table 4.38: Model Summary^b for the effect of workplace relationship on job satisfaction				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.377 ^a	.142	.127	1.146
a. Predictors: (Constant), (EOWPF1) I have good relationship with my collegiate. (EOWPF2)I have get together program with others colligates. (EOWPF3)I have good communication with others coworkers. (EOWPF4)I am participatory with each other to learn the job.				
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)				

Source: Respondents Information

The multiple regression analysis of Table 4.38 disclosed the output of the impacts of workplace friend ship on job satisfaction in terms of the five predictors (IVs). Pursuant to the outcome, the coefficient of correlation was .377 (37.7%) which represented a very weak relationship. The coefficient of determination /variation represented by .142 (14.2%). This means the IV changed by 1%, the DV could be affected by the IVs. This means it was a very weak impact on job satisfaction.

Table 4.39:ANOVA^a for the effect of workplace relationship on job satisfaction						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.473	5	11.895	9.053	.000 ^b
	Residual	358.684	273	1.314		
	Total	418.158	278			
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)						
a. Predictors: (Constant), (EOWPF1) I have good relationship with my collegiate. (EOWPF 2)I have get together program with others colligates. (EOWPF 3)I have good communication with others coworkers. (EOWPF 4)I am participatory with each other to learn the job.						

Source: Respondents Information

The ANOVA Table 4.39 represented how the DV explained by the IVs of the general model of the impact of workplace friendship on job satisfaction. As seen above, it had a statistically significant with P-value =0.00 <0.05. This means the predictors can predicate the DV (job satisfaction).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.592	.379		4.201	.000		
	(EOWPF1)I have good relationship with my colleague	-.083	.124	-.053	-.666	.506	0.507	1.972
	(EOWPF2)I have get together program with others colligates.	.412	.115	.372	3.591	.000	0.375	2.667
	(EOWPF3)I have good communication with others coworkers.	.014	.144	.011	.099	.921	0.252	3.970
	(EOWPF4)I am participatory with each other to learn the job	.327	.090	.323	3.655	.000	0.457	2.188
Aggregate Mean		.168	.118	.164	1.67	.357	0.398	2.699
a. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)								

Source: Respondents Information

Table 4.40 the coefficient table of multiple regression analysis indicated the effect of each IV on job satisfaction (DV) in terms of unstandardized coefficient, standardized coefficient, t, and significance. According to the output, the second, the fourth and the fifth IVs were statistically insignificant with P-value =.000,.000 and .008 < .05 respectively. This had meaning of (EOWPF2) “employees get together program with others colligates”,(EOWPF4) employees are participatory with each other to learn job, and (EOWPF5), and “employees have good socialization each other” had affected the employees to motivate at their job, and this enhance job satisfaction. However; for IV, (EOWPF1) “Employees have good relationship with my colleague” and (EOWPF3) “Employees have good communication with others coworkers” had statistically insignificant value with P-Value .506, .921>.05.The result indicated that employees had

not had good communication and relationship each other, and this affected negatively job satisfaction of employees.

In general when we observed the aggregate mean value of the model (effects of work friendship at work area on job satisfaction) was statistically insignificant with P-value of .287 >.05. Totally, the model was not provided job satisfaction at work area. The general multiple regression line equation is the followings:

$$Y_{WF} = A_{WF} X_{WF} + \beta_0 + \epsilon_0$$

Where Y_{WF} referred the job satisfaction in terms of the predictors, A_{WF} , the coefficient of the independent variable (X_{WF}), β and ϵ represented the constant term and error factor respectively. To evaluate each factor in the multiple regression equation, let's evaluate the following:

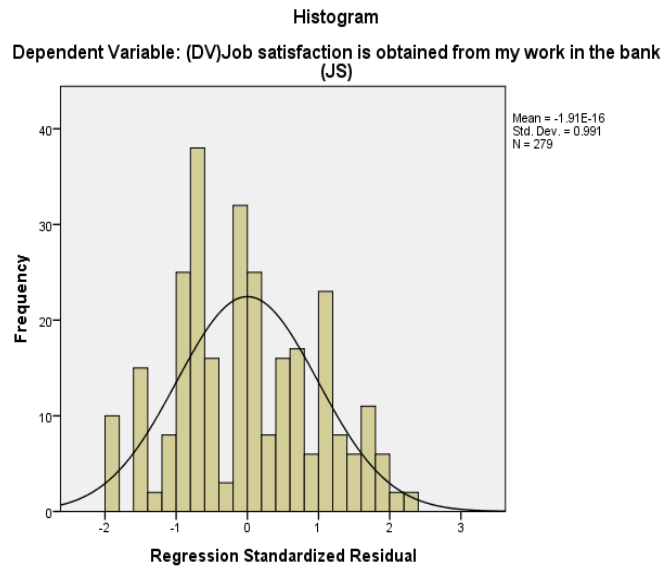
$$JS = -.083 (EOWPF1) + .412 (EOWPF2) + .014 (EOWPF3) + .327 (EOWPF4) + 1.592 + \epsilon_0$$

When we observed the regression equation, the second variable, (EOWPF2) "I have get together program with others colligates" had more correlated value with DV (Job satisfaction). Next to this, the fifth and the fourth IVs, i.e. "I am participatory with each other to learn the job" was had good correlation with V (job satisfaction) with correlation value= .327. The coefficient figure -.083 indicated the opposite direction of the IV (EOWPF1) "I have good relationship with my collegiate", with the DV (job satisfaction). This had meaning there was no appropriate employees' relationship with collegiate (coworkers). When the coefficient of all IVs assumed to be zero, the job satisfaction would become constant value of 1.592.

4.12.1. Normality Test for the variance of the effect of Workplace Friendship on job Satisfaction

The histogram of the standardized residual is shown below depicted the frequencies while the bell shaped represented the normal curve distribution in the process of the analysis.

Figure 4.18: Effect of Work Place Friendship (histogram)

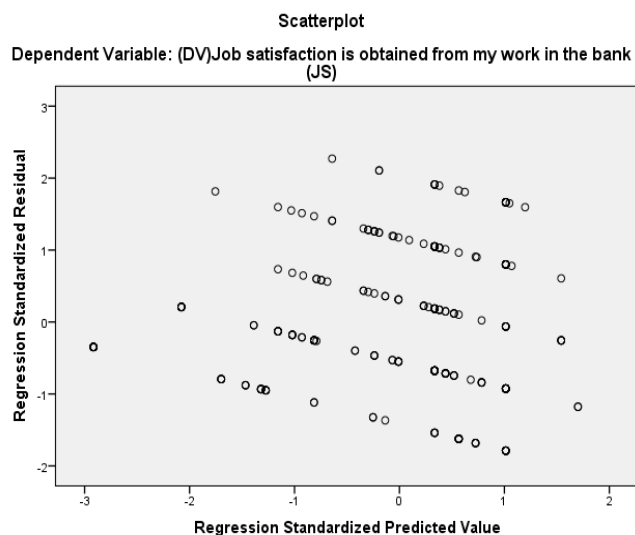


The next test divulged about the homoscedasticity/ homogeneity of variances of variables in the model which indicated the impact of work place friendship on job satisfaction.

4.12.2. Homogeneity test for the impact of workplace friendship on Job Satisfaction

Similar to the above models, the homogeneity test was conducted by applying graphical approach using Zpred versus Zresid. The researcher observed the scatter of the dot over the regression line. Let's observe the following graph.

Figure 4.19: The test of homogeneity for the impact of work place friendship on employees' job satisfaction



The final test was about the auto-correlation of the variables using Durbin- Watson. The test posited the following figure in the Table 4.41.

Table 4.41: Test of out-correlation for the impact of Corporate value on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.347 ^a	.120	.107	1.159	1.516
b. Dependent Variable: (DV)Job satisfaction is obtained from my work in the bank (JS)					

Source: SPSS Report 2016

4.13. Over All Employees Job Satisfaction

This refers the dependent variable that indicates the overall employees' job satisfaction in the bank. Organizations are frequently influenced by the dynamic change of external and internal factors which affect the attitude and need of employee. Many researchers proved that job satisfaction highly influenced by work environment, pay, work place friendship, promotion and change in technology in the organization (Igalens and Roussel, 1999; Brewer et al., 2008).

As saying this, the study applied a descriptive analysis to recognize the overall employees' job satisfaction in the bank. In connection with this, the study remarked 3 as hypothetical average based on Likert 5 scales. Accordingly, if the result of the mean value had vale more than 3 was considered as favourable/satisfactory whereas less than 3 was taken as unsatisfactory.

Table 4.42: Descriptive Statistics Analysis for the overall job satisfaction of employee

	N	Minimum	Maximum	Mean	Std. Deviation
(DV)Job satisfaction is obtained from my work in the bank (JS)	280	1	5	2.64	1.228
Valid N (listwise)	280				

Source: Respondents' Information

As seen in Table 4.42 which measured the level of overall job satisfaction in the bank. Considering this, the output result indicated that a mean value of $2.46 < 3.00$ with standard deviation of 1.228 level of job satisfaction which means unsatisfactory.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter incorporated summary of findings, conclusion and recommendation to disclose the results of findings, to conclude opinion of the researcher and recommendation.

5.2. Summary of Findings

The focus of the present study was to explore factors that had challenges on employees' job satisfaction in terms of selected factors such as effects of work promotion, salary (pay), work condition, work environment, recognition of employees, leadership style, rewards, firm/corporate value, and work place friendship. These were independent variables which analyzed using SPSS version 20 tools by deploying a method of multiple regression analysis that assisted the researcher strongly to measure IVs impacts on DV (job satisfaction). The IVs had their own factors that measured the feelings of the respondents toward job satisfaction of employees.

Accordingly, the study disclosed the following summary of findings:

Table 5.43: Summary of Findings

Predictors Model	Correlation coef.(R)	Beta	t-value	P-value	Result	Judgment
The Effect of work promotion on job satisfactions	0.332	0.085	1.802	0.147	$P=0.147>0.05$	insignificance
The Effect of salary payments on job satisfaction	0.418	0.185	3.452	0.012	$P=0.012<0.05$	significance
The Effect of work condition on job satisfactions	0.153	0.067	2.011	0.214	$P=0.214>0.05$	Insignificance
The Effect of work environment on job satisfaction	0.159	0.164	2.187	0.132	$P=0.132>0.05$	Insignificance
The Effect of employees recognition on job satisfaction	0.283	0.258	3.776	0.024	$P=0.024<0.05$	significance
The effect of leader ship style on job satisfaction	0.163	0.153	1.704	0.084	$P=0.084>0.05$	Insignificance

Predictors Model	Correlation coef.(R)	Beta	t-value	P-value	Result	Judgment
The Effect of rewards on job satisfactions	0.175	0.168	2.223	0.204	P=0.204>0.05	Insignificance
The Effect of corporate/firm value on job satisfactions	0.153	0.157	2.096	0.155	P=0.155>0.05	Insignificance
The Effect of work place friendship on job satisfaction	0.168	0.164	1.67	0.357	P=0.357>0.05	Insignificance
Aggregate result of Job satisfaction effects	0.22	0.16	2.32	0.16	P=0.16>0.05	Insignificance

Source: Respondents Information

As seen from the aggregate results of the observation, it was indicated that the salary payments and work force recognition had significant impact to enhance positively employees' job satisfaction at work area in the bank. The rest predictors such as effects of work promotion, nature of the work, work environment, leadership style, rewards, and work place friendship had insignificance effects on job satisfaction of employees. The total effects of job satisfaction by the given predictors indicated that statistically insignificant result with P-Value =0.16>0.05, and coefficient of correlation (R) =0.22. This means the total satisfaction level of employees in the bank is not satisfactory.

In addition to this, when we summarized the impact of each predictor's on job satisfactions that were categorized under the models, it had the following major summary of findings:

- For the sake of work promotion on job satisfaction, the bank work promotion procedure is clear and transparent for employees however; the process of selection of work promotion and chance of promotion in the future in the bank is not satisfactory.
- In the case of the effects of salary on employees' job satisfaction, salary payment for employees, annual increment of salary, salary compare to other banks are satisfactory and affects positively the job satisfaction.
- For the variable of effects of work nature on job satisfactions, the nature of the work for most employees are attractive and challenges, well designed and meets the

ability of employees, however; it is very monotonous/boredom ,and this negatively affect job satisfaction of employees at work area.

- For the predictor of work environment effects on job satisfaction, the ergonomics of the working environment and physical colour combination are satisfactory for most respondents, and these results in motivation of employees at work. In the contrary to this, the air circulation at the work area is not satisfactory.
- As seen the effects of employees' recognition on job satisfactions, the bank has good culture that recognize the employees due to achieving of the allocated objective/allocated performance.
- The other most important variable is the effects of leadership style on job satisfactions in the bank, according to this, the bank favour participatory type of leadership style with subordinates in decision making and having ability of problem solving. In this case it is satisfactory to enhance job satisfaction. Despite this, the ability of the leaders to solve problems is not satisfactory.
- The other observation of the effects of rewards on job satisfaction, the bank has good reward system with appropriate prize and recognition letter. In the contrary to this, the bank lacks enough bonus payment at the end of the year/annually.
- Since corporate/ firm value such as image, recognizing of employees as key elements, etc. is one of the predictors that explained the job satisfactions, accordingly, the bank has good image, stands for quality and giving equal opportunities have brought significance positive effects on job satisfactions, except the vision of the bank and valuable asset of employees are not recognized in the bank.
- The last variables that indicates the effects of work place relationship/friendship on job satisfaction, the bank has offered get together program, and the participation of employees to learn job each other have brought positive impacts on job satisfaction of employees. Opposite to this, there is poor relationship and communication of employees with coworkers, and this has insignificance effect to enhance job satisfaction.

In general measuring of job satisfaction is a very complex process, and is not directly evaluated however; related factors can measure effects on job satisfactions. As (Khan, 2006) posits that job satisfaction is the order and sequence of psychological and environmental condition that an individual may express, like “I am satisfied with my job”. In addition to this, Job satisfaction can be governed by payment system like wage, salary etc. depends on the policy of the organization. Employees are the key work forces of any business organization that conduct various activities to achieve the desired objective of the firm. The concept of job satisfaction is highly attributed by the perception of employee toward their job and the organization for which they work (Eskildsen & Nussler, 2000).

5.3. Conclusion

This paper dealt with to measure the regression impacts of work promotion, salary payments, condition of the work, work environment, recognition of employees, leadership style, and reward system of the organization, firm/corporate value, and work place friendship on job satisfaction of employees in CBE. For a long time job satisfaction is considered as a unique concept, but currently due to high dynamic nature of the business environment, it has a diversity complexes factor of attitudes toward different aspect of the work (Rollinson et al., 1998). So the researcher applied different factors to measure the level of job satisfactions.

The researcher was used purposive and convenience random sampling techniques to draw sample from the population. Furthermore for the sake of achieving of the objectives of the study, the researcher was employed multiple regression analysis to response the basic research questions, and the hypotheses that were established. Since job satisfaction is the feeling and internal feelings of employees toward their work and place of work, the study was not considered other extraneous factor demographic factors such as age, income, family condition etc. in this research paper.

As saying this, the study concluded the results of the investigation as described here based on the summary of findings.

Employees' recognition and job satisfactions

For the sake of employees' recognition and job satisfaction, the study considered that employees at work area have a chance to show their ability, and the culture of the organization recognize employees work performance in the bank is satisfactory, due to this, recognition of employees are significantly affects the job satisfactions of employees positively. This motivates most employees to work effectively and to enhance their performance at work. Other research indicates that both financial and non-financial rewards have impacts on job satisfaction and motivation of the work forces (DeCenzo& Robbins, 2010; Haile, 2009; Severinsson & Hummelvoll, 2001. Furthermore work forces in the organization are subjected to non-monetary rewards such as employee recognition; it is the mechanism of acknowledgement, appreciation, or approval of the positive accomplishment of employees in the organization at their work (Caligiuri et al., 2010; Nelson, 2005; University of Iowa, 2009).

Leadership style and Job satisfaction

Based on the summary of findings, the effects of leadership style on job satisfaction in the bank have weak relationship each other. This refer that the variables under the model of leadership style, respondents agreed that most leaders in the bank are participatory with the subordinate, have ability of problem solving that occurred at work , and give the chance for employees during the time of decision making, however, the leaders have deficiency of dispute management. Aggregately the result indicates, the impacts are insignificant with P-value of $0.08 > 0.05$.

Literature indicates that leadership means the use of directing strategy to offer inspiring motives and to encourage the staff's potential for growth and development (Fry, 2003). Especially leaders at lower level (operational leaders) can play a remarkable role to enhance job satisfaction of employees since they are highly interacting with employees (Clark and Hartline, 2009). Furthermore, leadership style has a significant effect on job satisfaction of employees (Clark and Hartline, 2009). This means the leadership style of the organization has effects on the dedication and motivation of employees to work their job and to be productive.

Reward and job satisfaction

When we observe the aggregate effects of reward on job satisfaction, the research identify that it is insignificant, which means the impacts are very weak. Under this model there are variables that have positive/significance impact on job satisfaction, these are the bank has good incentive for high performance of employees and give good recognition letter etc. Bonuses that are given at the end of the year have insignificant effect to create passion at work due to this, job satisfactions are reduced.

It is better to recognize that job satisfaction concepts are multi dimensions or facets (price, 1997). The other major point is factors that contribute to job satisfaction not limited to the nature of work/work environment etc. but also the expectation of employees to ward their work and organization (Hong Lu,et al.2005). Researchers have argued that reward offered by the organizations may have a powerful impact on employees' attitude towards their jobs and the company for which they hire (Linclon & Kallerberg, 1990).

Corporate/firm value and Job satisfaction

Corporate/firm value and job satisfaction is correlated each other. Research suggests that employees which have high job satisfaction can enhance productivity of the organization by maximizing performance of individuals, and this purport on the image/value of the organization. The two concepts are interrelated each other, firm value as an independent factor has impacts on job satisfaction of employees at the work area, and vice versa.

In connection with this, the research applied five variables to measure the impacts of corporate/firma value on job satisfaction. Pursuant to this, the result indicates that the aggregate effects of firm value on job satisfaction are insignificant. This means does not have positive effect on job satisfaction. From the listed variables, the bank has good image, and is provided equal opportunities to employees for benefit package have positive effects on job satisfaction. In the contrary to this, the vision of the bank is not clear to most respondents, and the bank is not considered employees as valuable asset due to this effect on job satisfaction is poor. Literature posits that HRM theories demonstrate several means through which job satisfaction that can improve firm value (Becker & Gerhart, 1996; Likert, 1961; McGregor, 1960; Pfeffer, 1994).

Employees' work place friendship/ relationship and job satisfaction

One of the variables which are very prominent for the organization as well as for employees to enhance job satisfaction is workplace friendship/relationship. Work place friendship enhances the support and resource sharing among employees which help to reduce stress at work area. This supported by scholar (Hamilton, 2007) who describes that when there is a friendship at work, people might feel comfortable with their workplace friend and reduces feelings of insecurity and uncertainty.

For the sake of this model, the study used four variables that help to measure work place friendship at work area. According to the output of the study, the aggregate effect on job satisfaction is insignificant that may not affect positively job satisfaction. However when we observe the output of each variable effect on job satisfaction, the bank has get together program and most employees are participatory with each other to learn/for knowledge sharing, and this has significant impact on motivation of employees at work to maximize job satisfaction.

Promotion opportunities and job satisfaction (H01)

For the sake of this model, the study discloses that the total result is insignificant to affect job satisfaction due to existing of little chance of promotion, and lack of selecting the right employee to be promoted based on performance appraisal. Most respondents favour there is good promotion procedure and it is clear/transparent. This significantly affects the job satisfaction of employees.

Other researches indicate that the job satisfaction is strongly correlated with promotion opportunities and there is a direct significance association between promotional opportunities and job satisfaction (McCausland, W., Pouliakas, K. and Theodossiou, I. 2005).

Salary (pay) and job satisfaction (H02)

The relation between and job satisfaction is evaluated based on the three variables that are categorized under this model. The total effect of salary /pay in the bank has a significant effect on job satisfaction. This refers the pay/salary system of the bank is satisfactory to motivate employees at work.

In this regards different organization adopt different way of payment/salary system for their employees. Other research shows that job satisfaction is less for employees, who receive less amount of pay whereas higher amount receiving employees have high level of job satisfaction (Hamermesh, Daniel S. 2001).

Work Condition and job satisfaction (H03)

For the model of nature of the work such as attractiveness, challenges, work monotonous and clear objective have impacts on job satisfaction. In addition to this, other factors like well defined procedure, the type of work meets the ability and the work is well designed have been included in the model of work condition. For the multiple regressions analysis of the study indicates that there is insignificance impact of work condition on job satisfaction of employees. This includes the work has not well defined procedure; the work does not meet the ability of the employees, and the boringness of the work. In the contrary to this, the nature of the work such as attractiveness, challenges etc. and the work nature meets the ability have a significance positive effect on job satisfaction in the bank. Literature suggests that there is a positive correlation between work condition and job satisfaction (Gawel, 1997). Furthermore the gradual improvement on the work condition leads to an equivalent enhancement of job satisfaction levels since it is also a factor workforce motivation (Atamboet.al, 2012)

Work environment and job satisfaction (H04)

The organizational work environment can be explained the interaction between workers and their environment that are seen into different dimensions like social, technical , economic, and the type of the work designed. The work environment has a direct correlation with job satisfaction, this implies, a well organized work and work environment

may enhance the passion of the work forces to perform their tasks effectively. As (Miller, Erickson & Yust, 2001) forwarded their view that employees can be benefited by the work environment and create belongingness toward their work and organization, and this has direct relationship with job satisfaction.

In this regard, the study has provided the output of the impacts of work environment on job satisfaction, According to the report, the impact of work environment on job satisfaction indicates insignificant casual effects on job satisfaction in the bank. In the contrary to this, the ergonomics and the physical layout of the working environment are positively affecting the job satisfaction of employees.

In general, the empirical research posits that effects of salary and employees recognition have brought positive significance effects on job satisfaction whereas the rest model such as work promotion, work condition and work environment, leadership style, reward system, firm/corporate value and employees work place relationship/friendship have insignificant effect on job satisfaction. The total effect of the whole model indicates insignificance effects on job satisfaction.

5.4. Recommendation

As discussed in the conclusion, the study revealed that challenges of job satisfaction in the bank, these included factors like, work promotion, work environment, work condition, recognition of employees, leadership style, reward system, corporate/firm value, employees work and relationship/ friendship. For a long time job satisfaction is considered as a single concept, but in this modern business environment job satisfaction is a complex cluster of attitudes of employees toward different aspects of work (Rollinson et al., 1998). Due to the existing of this attribute of job satisfaction, measuring the level of job satisfaction is a complex task. Keeping this in mind, the researcher recommended the following opinions that help to maximize the motivation, passion of employees toward their work.

I. To improve the Work promotion effects on job satisfaction

Since work promotion is the process of shifting the position of employees to higher position in the hierarch of the organization, typically by enhancement of responsibility and rank with improved benefit (Lazear, Edward P.1986). Many researches indicated that job satisfaction is strongly correlated with promotion opportunities and there is a direct positive correlation between promotional opportunities and job satisfaction (McCausland, W.,Pouliakas, K. and Theodossiou, I.2005).

In this regards, the bank should develop promotion system based on merits (performance appraisal), experience and academic documents including establishing of appropriate succession planning. Improving a clear HRM practices in connection with work promotion is also necessary tools to minimize any disappointment of employees toward the promotion, build positive optimum expectation of employees, creating window for chance of promotional opportunities.

II.Establish both financial and non-financial Reward system in the bank for individual employee.

Considering the reward system, the bank is better to establish financial and non-financial incentives system for employee based on good performance results. Appreciation letter for employee who has good performance appraisal result is required effective performance appraisal system. So the bank should establish effective performance management system. Offering recognition letter for individual employee is also a better system that creates passion, motivation and good feeling for employee. The reward must include both the intrinsic or extrinsic thus may have impacting the level of satisfaction employees experience with their jobs (Hong Lu, et al.2005). Researches explained that rewards offered by organizations may have a significant impact on employees' attitude towards their jobs and the company for which they work (Lincoln & Kalleberg, 1990).

III.Creating appropriate work condition and environment

Work condition and environment have significant effect on job satisfaction. Work condition incorporates objective of the work, work procedure, etc. It is obvious that the

bank has well established work procedure, thus, it should better the bank easily communicate work procedure with employees effectively. In the case of work environment, in addition to the physical layout of the working area, it is also necessary to provide appropriate air circulation for employees. Especially during the peak time of customers waiting time, the air circulation has provided relief for employees and this enhance good feeling of work. In connection with this, literature points out that working condition will effects positively job satisfaction as employees are concerned with comfortable physical work environment (Stephen P. Robbins, 2001). This can create a more positive level of job satisfaction. Other scholars (Miller, Erickson &Yust, 2001) forwarded the concepts of the benefit of work environment that provide sense of employee belongingness toward the work and organization.

IV. Having effective leadership style

Leadership style in the organization is one of the main elements that affect job satisfaction of employee, and this has impact the productivity and effectiveness of the organization (Kennerly, 1989). Leadership can fully impact the passion, motivation and dedication of employees. To improve the leadership role in the bank, it is necessary to provide training program for managers especially focus on to develop dispute handling, and to create transformational managers than transactional one.

V. Putting the corporate/ firm value in the heart of employees

The correlation between firm value and job satisfaction is of great interest to both academicians and practitioners. Firm value has high impact on recruitment, retention and motivation of employees, in this regards it has more importance of HRM for affirm future strategy (Landy, 1989). Considering this the bank should give a continuous training program on its strategy to clarify elements of strategy such as vision, etc. to employees. Furthermore it is also necessary to improve the HRM practice that creates motivation, good feelings to employees, and the bank should consider employees as key valuable asset.

VI. Creating effecting work place friendship

Work place friendship is different from the general type of friendship since work place friendship is occurred only at work area (Song, 2005). As defined by (Fehr, 1996) work place friendship refers a voluntary, personal relationship of employees in order to provide intimacy and assistance. Work place friendship increases information flow and sharing of resources among employees that help to reduce work place stress, and at the same time maximize satisfaction. Considering this, the bank should develop perpetual get together program at work area and initiate employees to share their opinions each other for their work. Improving two ways e-communication system between subordinates and top managers (strategy managers) should create easy flow of information. (Daton, 2007) suggested that when employees create a trustful friends at work, they can get help/advice each other, and this can improve job satisfaction.

In general, the HRM should have a clear motivation policy that is integrated with the strategy of the bank.

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ANNEX I: QUESTIONNAIRE

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
Questionnaire to be Filled by Non-Managerial Employees

Dear Respondents,

I am currently working a research on “Employee Job Satisfaction in Commercial Banks of Ethiopia”. This research is conducted in partial fulfillment for the Degree of Master in Business Administration (MBA). The study aims to examine the job satisfaction level of employees working in branches.

Hence, you are kindly requested to fill the questionnaire and provide frank and right answer to each question. Please note that the information you provide for the purpose of this research will be analyzed anonymously and the results of this study will be used for academic purpose only.

So please be free to fill the questions carefully and if you have any problem contact me through the address given hereunder.

I thank you in advance for your cooperation and participation

With best regards;

Abiy Benyam
Telephone: 0911 62 95 48

Please put a tick (✓) for your feeling

NB. Strongly agree =5, Agree=4, Neutral=3, strongly Disagree=2, and strongly Disagree=1

I. Effects of Work Promotion on Employee Job satisfaction(H01)

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Work Promotion					
1	I have little chance of promotion	5	4	3	2	1
2	I have chance of promotion easily based on appraising of performance in the bank	5	4	3	2	1
3	I have done well on the job and receive chance of work promotion.	5	4	3	2	1
4	I am being satisfied with promotion procedure	5	4	3	2	1
5	There is a clear and transparent procedure in the bank to get work promotion	5	4	3	2	1

II. Effects of Salary (Pay) on Employees Satisfaction(H02)

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Salary (pay)					
1	I have paid a fair amount for the work	5	4	3	2	1
2	I have got satisfactory increment annually	5	4	3	2	1
3	The bank compare to other banks satisfactory, it is satisfactory	5	4	3	2	1

III. Nature /condition of work has effects on employees' job satisfaction

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Nature of the work					
1	The nature of the work that I have done is attractive and challenging	5	4	3	2	1
2	The work has a well-defined procedure	5	4	3	2	1
3	The work meets my ability	5	4	3	2	1
4	The work is Well designed	5	4	3	2	1
5	The nature of the work is boring/monotonous	5	4	3	2	1

IV. Work Environment Effects on Employees Job Satisfaction

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Work Environment					
1	The work environment is having good ergonomics/arrangement of office equipment	5	4	3	2	1
2	The work area has a clear air circulation	5	4	3	2	1
3	The work area has attractive colour	5	4	3	2	1

V. Recognition of employees work has effects on Employees Job Satisfaction

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Recognition					
1	Employees are having ability to show their ability	5	4	3	2	1
2	Culture of the bank has given recognition to my work	5	4	3	2	1

VI. Leadership style has relationship with employees' job satisfaction

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Leadership style					
1	Leadership style in the bank is being participatory with subordinate	5	4	3	2	1
2	Leadership has ability of problem solving	5	4	3	2	1
3	Leadership style in the bank has good in dispute handling	5	4	3	2	1
4	The leader has given a chance of participatory in decision making for employees	5	4	3	2	1

VII. Rewards have effects on Employees job satisfaction in the bank

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Special Rewards					
1	The bank has good incentive for high performance of employees	5	4	3	2	1
2	The bank has enough bonus payment at the end of the year /annually.	5	4	3	2	1
3	I have good rewards for their performance such as recognition letter etc.	5	4	3	2	1

VIII. Corporate value has effects on job satisfaction of employee

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Corporate/firm Value					
1	The bank has good image	5	4	3	2	1
2	The bank has a clear vision	5	4	3	2	1
3	The bank stands for quality	5	4	3	2	1
4	The bank believes employees are valuable assets	5	4	3	2	1
5	The bank has given equal opportunities to employees	5	4	3	2	1

IX. Having relationship with coworkers effects on job satisfaction of employee

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Work place relationship/friendship					
1	I have good relationship with my colleague	5	4	3	2	1
2	I have get together program with others colligates.	5	4	3	2	1
3	I have good communication with others coworkers.	5	4	3	2	1
4	I am participatory each other to learn the job	5	4	3	2	1

X. Over all Employees job Satisfaction

No.	Variables	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Dependent variable					
1	Job satisfaction is obtained from my work in the bank	5	4	3	2	1

Thank you

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of _____. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

Signature

St. Mary's University, Addis Ababa

June, 2016