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**FACTORS INFLUENCING EMPLOYEES' JOB SATISFACTION: THE
CASE OF DASHEN BANK ADDIS ABABA**

BY

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ADVISOR

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JUNE, 2016

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
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Declaration

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Workneh Kassa (PhD). All sources of material used for thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any higher learning institutions for the purpose of earning any degree.

Advisor name and signature

Tsedey Mulatu

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Advisor name and signature

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ENDORSEMENT

This thesis has been submitted to St.Mary's university, school of Graduate studies for Examination with my approval as a university advisor.

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St Mary's University, Addis Ababa

Signature and Date

June 2016

Table of Contents

DECLARATION	i
ENDORCEMENT	ii
TABLE OF CONTENT	iv
ACKNOWLEDGEMENTS	vi
LISTS OF ACRONYMS	vii
LISTS OF Table	viii
ABSTERACT	ix
1. INTRODUCTION	1
1.1 Background of the Study	1
1.2 Back ground of the organization	2
1.3 Statement of the Problem	3
1.4 Basic Research Questions	3
1.5 Objective of the Study	4
1.6 Significance of the study	4
1.7 Scope of the study	4
1.8 Limitation of the study	5
1.9 Definition of terms	5
1.10 Organization of the study	7
2. REVIEW OF RELATED LITERATURE	7
2.1 Theoretical Concepts	7
2.1.1 Definition of job satisfaction	7
2.1.2 Theories of job satisfaction	10
2.1.2.1 Hierarchy of needs	10
2.1.2.2 Two factor theory	11
2.1.2.3 Job characteristic model	11
2.3 Factors affecting Job satisfaction	12
2.3.1 Working Environment	13
2.3.2 Career Development	14
2.3.3 Compensation & Benefit	16
2.3.4 Relationship with Management	18
2.4 Empirical Studies on Job Satisfaction	19
2.5 Conceptual Frame work of the study	20
3. RESEARCH DESIGN AND METHODOLOG	21
3.1 Research Design Type and approach	21
3.2 Source of Data and methods of data collection	21
3.3 Instrument of data collection	22
3.4 Sample and Sampling Technique	22
3.5 operationalization of the variable	24

3.6 Validity and Reliability -----	25
3.7 Methods of data analysis-----	30
3.7.1 Quantitative analysis-----	30
3.8 Ethical consideration-----	31
4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION -----	32
4.1 Introduction-----	32
4.2 Demographic result of the study-----	33
4.3 Data analysis and interpretation -----	37
4.3.1 Evaluation of factors influencing job satisfaction-----	37
4.4 Respondent satisfaction level on four determining factors -----	38
4.5 Determinants of Employees Job Satisfaction-----	39
4.7 Searched mechanisms to enhance employees' satisfaction-----	41
5. CONCLUSION AND RECOMMENDATIONS -----	43
5.1 Summary of the Major Findings-----	43
5.2 Conclusions -----	45
5.3 Recommendations -----	46
Reference-----	49
Appendices-----	53
Appendix 1-structured questioners on components of job satisfaction-----	53

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LIST OF ACRONYMS

CSA	Customer Service Agent
CSA-FO	Customer Service Agent Front Office
CSS	Customer Service Supervisor
OLS	Ordinary Least Square
SPSS	Statistical Package for Social Science
VIF	Variance Inflation Factor

List of Tables

Page No

Table 3.1. The total population of the study is presented on the table below-----	23
Table 3.2 Working definition factors -----	25
Table 3.3. Construct items, loadings and alpha values-----	28
Table 4.1 Distribution of Respondent by Gender-----	34
Table 4.2 Distribution of the respondent by age -----	34
Table 4.3 Distribution of Respondents by Educational Level Attained-----	35
Table 4.4 Years of Service in the organization-----	35
Table 4.5 Experience in other organization-----	36
Table 4.6 Distributions of the respondent by job position-----	37
Table 4.7: Mean and Standard Deviation of Independent Variables -----	38
TABLE 4.8. RESULTS OF MULTIPLE REGRESSION ANALYSIS-----	39

ABSTRACT

The purpose of this paper is to assess (identify) the major determinant factors of job satisfaction in banking sector in the case of Dashen Bank. Moreover this paper also aims to find out the overall job satisfaction level among Dashen Bank employees. In this research first the factors which are responsible for job satisfaction were identified through an extensive literature review. The study considered four main constructs; working environment, compensation and benefit, career development, relationship with management to measure the employees' satisfaction of Dashen Bank. The research used both qualitative and quantitative research design, where much emphasis has been given for the latter. Among the various quantitative methods, the researcher used explanatory study, where emphasis is given on studying a situation or problem in order to explain the relationship between variables. For this study 26 representative Area Banks were selected out of the total population based on stratified sampling technique and employees of the bank selected on convenient random sampling technique. In total 270 employees were selected as a sample. The regressions result showed that working environment, career development, and relationship with management significantly and positively influence the level of job satisfaction for employees in Dashen Bank. In this study compensation in terms of monetary forms was found to be insignificant. This may mean that working environment, career development, and relationship with management, and are important variable in influencing the job satisfaction.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the modern world, the level of employee's engagement and the quality of work are directly proportional to the success of an organization and contributes towards its growth. Employees are the back bone of the organization, the success and effectiveness of an organization lies on the people who perform and work with the organization. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. Employee's 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 ones needs in work place (Togia et al., 2004).

Every organization strives to be the strongest company in its industry. This competitive edge is dependent upon the availability of resources and their most effective usage. Organization assets may fall in various categories, like physical, financial and human resources. Human resource is considered to be the most vital and useful asset, as other assets can be exploited with the proper use of human resources (Ahmed, et al, 2010). People the human resource are considered by many to be the key and most important resources of an organization. So, human resource of an organization is the determinant for the realization of its goals. Employee satisfaction is a measure of how happy workers are with their job and working environment keeping morale high among workers will be more likely to produce more. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement (Lowler, 1996). Being the most important resource of the organization an employee should be satisfied to be more productive on their work and not to be unsatisfied. Job dissatisfaction has an effect on productivity aspects of work life such as productivity, moral, quality of work retention, absenteeism, turn over and tardiness (Spector et al., 1997).

The content of Herzberg's theory has widely been accepted as relevant in motivating employees to give off their best in organization. Employees need to acquire the relevant skills, work status, appropriate all things employees can motivate and satisfied that need to take in to account. Employee job satisfaction is one of the most important factor that influences employees' behavior and work outcomes. In appreciation of this effect Dashen Bank encourage, conduct, and participate in different levels of their man power. This study will assess the factors influencing on employees' job satisfaction in the case of Dashen Bank.

1.2 Background of the organization

Dashen Bank was established by the intent of monetary and banking proclamation number 83/1994. The bank came in to existence on September 20, 1995 G.C according to the commercial code of Ethiopia, 1960 and the licensing and supervision of banking proclamation no.84/1994. The first founding members were 11 businessmen and professional that agreed to combine their financial resources and expertise to form this new private bank with initial capital of 14,900,000.00 birr (fourteen million and nine hundred thousand birr), (Association of Memorandum of the Dashen Bank). The paid-up capital of the Bank is Birr seven hundred three million seven hundred eighty-nine thousand (737,214,000.00) which was established by 737,214 ordinary shares of par value of Birr 1,000 each. (17th Annual Report of Dashen Bank for the year ended June 30, 2013 and/or Dashen bank's website).

As per memorandum of association of the Dashen Bank's it was stated that, the bank is established to achieve the following objectives:-

- Undertaking banking and money exchange business
- Accepting and mobilizing various types of deposits
- Extending loan and credit facilities to practically every economic sector
- Handle money transfers domestically and internationally
- Opening bank branches within and outside Ethiopia
- Engaging in other activities related to banking and finance

The organization structure of Dashen Bank constitutes of the General assembly of the shareholders at the top followed by the Board of Directors, the Managing Director (Chief Executive Officer), Operational Department and Services as well as Area Banks. And the services provided by Dashen bank includes domestic services, depository accounts demand deposit or checking account regular saving and youth savings, scheme deposit. Time (Fixed) deposit. Interest bearing accounts are computed monthly, loans and advances, international banking and Electronic banking services.

1.3 Statement of the problem

Employee's satisfaction is the daily issue for many companies and institutions in our country. Job satisfaction is not an easy issue since the employees are always in question to meet their limitless needs .The reason is that it is being widely used on the progress for economic, business and social activities. Employees are the main actors in these activities. Meanwhile there are repeatedly heard rumors about the company that employees are dissatisfied with the salary they earn, working conditions, work status and on other issues as well.

The management of Dashen Bank did not work on employees' job satisfaction to achieve the established objective of the organization. High professional staff turnover of the Bank might indicate the existence of the problem; and factors influence job satisfaction. This researcher will therefore investigate the factors influencing employee's job satisfaction. This study will help human resource consultants, managers, and policy makers to understand what factors influence.

1.4 Basic Research Questions

In line with the statements of the problem the researcher tries to seek answer the following basic questions.

1. What are the major factors that lead influence employee's job satisfaction in Dashen Bank?
2. What is the level of employee job satisfaction in Dashen Bank?
3. What are the possible areas that need improvement in enhancing employees' satisfaction in the Bank?

1.5 OBJECTIVES OF THE STUDY

General Objective

The general objective of the study is to investigate the factors that influence job satisfaction of Dashen Bank employees.

Specific Objective

Specifically the objective of the study includes the following

1. To examine major factors that influence employees' job satisfaction in Dashen Bank.
2. To assess the level of employee job satisfaction in Dashen Bank
3. To identify areas that needs improvement in enhancing employees' satisfaction in the Bank.

1.6 Significance of the study

In Ethiopia at present banking industry is expanding rapidly. The overall effect of job satisfaction is not limited to Dashen Bank, but also it affects the overall economy of the country. Therefore, The outcomes and results of this research will have potential value to the banking industry to understand the factors influencing job satisfaction of employees .

- ✓ It can help the possible recommendation that will be provided based on the findings
- ✓ It helps to provide information about the existing factors that affects the employee's job satisfaction in Dashen Bank.
- ✓ It will help the management to reduce employee turnover.
- ✓ The research output is serve as a reference material to those peoples or academic students who will undertake further researches on the same or related topics.

1.7 Scope of the study

The study bounded to assess factors that affects employees job satisfaction at Addis Ababa area Banks giving due emphasis on indicating major determinant factors for job satisfaction.

Hence, given the time and financial constraint and the broadness of the issue the scope of this study was restricted to all Dashen Bank staff employees found in Addis Ababa.

1.8 Limitation of the Study

There were external variables that deter the smooth implementation of the survey in addition to the limitations of the research design itself. For instance, lack of access to the right secondary data in the bank and poor cooperation of respondents in filling the questionnaires has seriously limit the outcome of the research. Moreover, lack of relevant and up to date literatures was the major constraint during the study.

1.9 Definitions of Terms

Work/Job: It infers a group of homogeneous tasks related by similarities of functions. It is an activity performed in exchange for payment. It involves mental or physical effort done in order to achieve a result. A person usually begins a job by becoming an employee. A job consists of duties, responsibilities, tasks (performance elements) that are defined, specific, can be accomplished, quantified, measured, and rated. From a wider perspective, a job is synonymous with a role and includes the physical and social aspects of a work environment.

Working environment: The surrounding conditions in which an employee operates. The working environment composed of physical conditions, such as office temperature, equipment, such as personal computers. It can also be related to factors such as work process or procedure. The work environment can also involve the social interaction at the work place, including interactions with peers, subordinates, and managers.

Career development: Career development is the serious of activities or the on- going/lifelong process of developing ones career. It usually refers to managing ones career in an intra-organizational or inter- organizational scenario. It involves training on new skills, moving to higher job responsibility, making a career change within the same organization, moving to a different organization. Career advancement is one of the most important elements for employee satisfaction and retention at the company.

Compensation and benefits: The total of all rewards provided employees in return for their services. Compensation includes issues regarding wages and/or salary programs and structures

accruing from job description, merits- based programs and so on. Whereas benefits include additional financial rewards other than base pay include paid vacations, sick leave, holidays, and medical insurance.

Relationship with Management-It comes from the fact that employees always have supervisors and managers. The term employee and supervisor relations refer to a company's comprehensive efforts to manage relationship between managers and employees and ensure better performance accomplishment. A mutually satisfactory working relationship is of benefit to the company, the supervisor and the employee. An organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company. Good supervisors develop the kind of relationships with their employees that help provides an environment where the employees can do their best work.

1.10 Organization of the study

The study was organized as follows: The first chapter is an introduction. The second chapter presents review of related literature on job satisfaction. Chapter three discusses the research design and methodology employed to investigate the problem under study while data collected from respondents presented, analyzed, interpreted and discussed in the fourth chapter. The last section chapter five of the thesis contain the summary of results, conclusion remarks and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter's main objective is to address the different kinds of definitions theories and perspectives with respect to employee's job satisfaction. To get a better understanding about the factors affecting job satisfaction as well as its importance on job performance.

2.1 Theoretical Concepts

2.1.1 Definition of Job Satisfaction

The concept of job satisfaction has been developed in many ways by different researchers and practitioners. According to Spector (1997) job satisfaction is defined in terms of how people feel about their job and different aspects of their job. Elliston and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Defining job satisfaction is sentimental or emotional towards various aspects of an employee's work.

The most widely accepted explanation of job satisfaction was presented by Locke (1976), who defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p.1304). Additionally, job satisfaction has emotional, cognitive, and behavioral components (Bernstein & Nash, 2008). The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Finally, the behavioral component includes people's action in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work (Bernstein & Nash, 2008).

Job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Landry, 1978). The other definition of the concept of job satisfaction is supports the view of (Bernstein & Nash, 2008). Hulin and Judge (2003) have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job

satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various aspects of a job. Cognitive job satisfaction can be unidimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related.

According to George and Jones (2008, p.78) job satisfaction is collection of feelings and beliefs that people have about their current jobs. People's levels or degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitude about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors, subordinates and their pay. George and Jones (2008) add a belief and attitudes to various aspects or dimensions of job in addition to the emotional state definition by Locke (1976). On the other hand, Job satisfaction is defined as an affective reaction to a job that results from the comparison of perceived outcomes with those that are desired (Han et al, 2009). According to Carless, (2004) it is typically defined as the feelings of person has about her or his job. So, it is an emotional state reflecting an affective response to the job situation. The reason job satisfaction has been investigated as an important value is lies in the assumption that increasing employee job satisfaction will improve organizational performance and productivity (Han et al, 2009). Furthermore, studies have revealed that employees " with high organizational commitment had higher levels of job satisfaction and were more likely to contribute to their organization's competitive advantage (Han et al, 2009).

There are two types of job satisfaction based on the level of employees' feelings about their jobs. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs (e.g., "Overall, I love my job.") Mueller & Kim, (2008). The second is job

satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (e.g., "Overall, I love my job, but my schedule is difficult to manage.") Mueller & Kim, (2008). According to Kerber and Campbell (1987), measurements of job satisfaction may be helpful in identifying which specific aspects of a job require improvements. The results may aid organizations in improving overall job satisfaction or in explaining organizational issues such as high turnover (Kerber & Campbell, 1987).

Job satisfaction is important for reducing turnover rate and increase motivation. Prior studies identified that there are different instruments for managing job satisfaction like pay, recognition and work environment (Mathauer et al., 2006). Job satisfaction is very important not only for employees but also for the success of the organization Lim, (2008) because an employee is not satisfied with his job then he will not be loyal with the organization and dissatisfied with a job and/or lack of loyalty to the organization, may search for other jobs(Reed et al.,1994)

2.1.2 Theories of job satisfaction

Job satisfaction theories have a strong overlap with theories explaining human motivation. The most common and prominent theories in this area include: Maslow's needs hierarchy theory; Herzberg's motivator-hygiene theory; the Job Characteristics Model; and the dispositional approach. These theories are described and discussed below.

2.1.2.1 Hierarchy of needs

Although commonly known in the human motivation literature, Maslow's needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs in the form of hierarchy, ascending from the lowest to the highest and he conclude that one set of needs is satisfied, this kind of need ceases to be a motivator consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualization. Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, *--+ Belongingness and esteem).

1. Maslow's Five-level hierarchy

Maslow's needs hierarchy was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. Within an organization, financial compensation and healthcare are some of the benefits which help an employee meet their basic physiological needs. Safety needs can manifest itself through employees feeling physically safe in their work environment, as well as job security and/or having suitable company structures and policies. When this is satisfied, the employees can focus on feeling as though they belong to the workplace. This can come in the form of positive relationships with colleagues and supervisors in the workplace, and whether or not they feel they are a part of their team/ organization. Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organization. The final step is where the employee seeks to self-actualize; where they need to grow and develop in order to become everything they are capable of becoming.

Although it could be seen as separate, the progressions from one step to the next all contribute to the process of self-actualization. Therefore, organizations looking to improve employee job satisfaction should attempt to meet the basic needs of employees before progressing to address higher-order needs. As each of these needs is substantially satisfied, the next need becomes dominant. From the standing point of motivation, the theory would say that although no need is ever fully gratified a substantially satisfied need no longer motivates. So if someone wants to motivate other one, needs to understand what level of the hierarchy that person is on and focus on satisfying those needs or needs above that level .Maslow's need theory has received wide recognition, particularly among practicing managers. This can be attributed to the theories' intuitive logic and ease of understanding. However, more recently this approach is becoming less popular as it fails to consider the cognitive process of the employee and, in general, lacks empirical supporting evidence in addition, others have found fault with the final stage of self-actualization. The lack of a clear definition and conceptual understanding of self-actualization, paired with a difficulty of measuring it, makes what the final goal is or when it has been achieved.

2.1.2.2 Two-Factor Theory (Motivator-Hygiene Theory)

Frederick Herzberg's two-factor theory attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench, 1985).

a) Hygiene factors: Hygiene factors are features of the job such as policies and practices, remuneration, benefits and work condition, corresponding to Maslow's lower order of needs. Improving these factors may decrease job satisfaction and thus increase of motivators'. Inadequate hygiene factors may lead to dissatisfaction, but at the same time adequate hygiene factors do not necessary lead to job satisfaction. Hygiene factors need to be tackled first and then motivator can follow. The main hygiene (extrinsic) factors include: effective senior management, effective supervisor, good relationship with co-workers, satisfaction with salary, job security, working condition and satisfaction with benefits.

b) Motivators: According to Herzberg (1968) motivators include job content such as responsibility, achievement, self-esteem, growth and autonomy. These satisfies high order needs and can result in job satisfaction. The main motivator's factors include: Recognition, work itself, opportunity for advancement, professional growth opportunity, responsibility, good feeling about organization and clarity of mission.

2.1.2.3 Job Characteristics model

In relation to the job characteristics approach, research has revealed that the nature of an individual's job or the characteristics of the organization that the individual works for predominantly determines job satisfaction Jex, (2002). According to Hackman and Oldham (1980), a job characteristic is an aspect of a job that generates ideal conditions for high levels of motivation, satisfaction, and performance. Furthermore, Hackman and Oldham, (1980) proposed five core job characteristics that all jobs should contain :(skill variety, task identity, task significance, autonomy, and feedback). Hackman and Oldham (1980) also defined four personal and work outcomes: (internal work motivation, growth satisfaction, general satisfaction, and

work effectiveness). These characteristics have been added to the more popular dimensions of job satisfaction assessment (the work itself, pay, promotional opportunities, supervision, and co-worker relations) Smith, Kendall, & Hulin, (1969). A common premise in research of the effects of job circumstances on job satisfaction is that individuals determine job satisfaction by comparing what they are currently receiving from the job and what they would like to or believe that they should receive Jex, (2002). This comparison would apply to each job facet including: skill level, seniority, promotional opportunities, supervision Jex, (2002).

According to Locke (1976), this process becomes complex since the importance of work facets differs for each individual. For example, one employee may feel that pay rate is extremely important while another may feel that social relationships are more important. To explain the effects of these differences, Locke (1976) put forward the ideas of the range of affect theory. The hypothesis of this theory is that employees weigh facets differently when assessing job satisfaction (Locke, 1976). Consequently, this leads to an individual measure of satisfaction or dissatisfaction when expectations are met or not. For example, the job satisfaction of an employee who places extreme importance on pay would be positively impacted if he or she receives a salary within expectation. Conversely, his or her level of pay would minimally impact the job satisfaction of an employee who places little importance on pay.

2.3 Factors Affecting of Job Satisfaction

Different writers showed that there are different factors that affect job satisfaction. Some of the factors are personal and some of others are organizational factors. According to George and Jones (2008) stated that the work situation includes the work itself, co-workers, supervisors and subordinates, physical working condition, working hours, pay and job security. According to George and Jones (2008) work itself is the most important factor and source of job satisfaction. According to Luthans (2005, p.212) there are a number of factors that influence job satisfaction and thought years five dimensions have been identified to represent the most important characteristics of job about which employees have affective responses. The factors are the work itself, pay, promotion opportunities, supervision and coworkers. For this study much emphasis to the work related factors that determine job satisfaction which include:

job satisfaction, working environment, career development, compensation and benefit, and relationship with management.

According to Sonmezer and Eryaman(2008), salary, social status, advancement, ability utilization, administrative employee relationship, creativity, security are the main factors that determine job satisfaction amongst education sector employees (as cited by Ahmed et al 2010).Lawler (1973)enlighten factors associated with job satisfaction: opportunity for achievement, recognition, advancement, skill use decision making psychological growth, and better relations with co-employees,subordinates, job security, status and personal life. Individual factors such as gender, age and education level seem to have some contribution to job satisfaction.

2.3.1 Working Environment

The work environment can implicate the social relation at workplace and also maintain the relationship between colleague, supervisor and the organization. It describes the neighboring circumstances in which employees are working together. A satisfied, happy and hardworking employee is biggest asset of any organization. Effective results & productivity for any organization is depend on the level of satisfaction of employees and work environment is one of the most important factor which influence the satisfaction & motivation level of employees. Efficient human resource management and maintain good work environment or culture effects not only the performance of employee & organization but also affects the growth & development of entire economy

The concept of work environment is an actual comprehensive one including the physical, psychological and social aspects that mark up the working condition. Work environment performs to have both positive and negative effects on the psychological and welfare of employees. The work environment can be described as the environment in which people are working. Such as, it is very wide category that incorporates the physical scenery (e.g. noise, equipment, heat), fundamentals of the job itself (e.g. workload, task, complexity) extensive business features (e.g. culture, history) and even extra business background (e.g. industry setting, workers relation). Jaroff et al. (2003) argues that in the relationship between work, the workplace

and the tools of work, workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristics: it performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solutions. An enabling, supportive and inspirational work environment create experience that impact on engagement by influencing how people regard their roles and carry them out an enabling environment will create the conditions that encourage high performance and effective discretionary behavior.

According to Luthans (2006) employees are highly motivated with good working conditions they provide a feeling of safety, comfort and motivation. On contrary, poor working condition brings out afire of bad health in employees. The more comfortable the working environment is the more the more productive will be the employees. A common idea within the research has been that, to some extent, the emotional state of an individual is affected by interactions with their work environment. People identify themselves by their profession, such as a doctor, lawyer, or teacher. A person's individual well-being at work, therefore, is a very significant aspect of research (Judge& Klinger, 2007).

2.3.2 Career Development

Career development is the serious of activities or the ongoing/life-long process of developing ones career. It usually refers to managing ones career in an intra- organizational or inter-organizational scenario. It involves training on new skills, moving to higher job responsibility, making a career change within the same organization, moving to a different organization. Career advancement is one of the most important elements for employee satisfaction and retention at the company. Career development provides opportunities that can be mutually beneficial for both employees and employers.

Career development deals with the fundamental nature of the relationship of individuals to their work and employees to their organizations. A clearly defined plan of action prepares employees for the future and preserves an organization's ability to meet both existing and future needs. In today's competitive environment, it is imperative that all organizations create a work environment which fosters growth and development. It is apparent this can be accomplished by

implementing a career development program in the workplace. This will enhance organizational loyalty among employees, result in higher levels of job satisfaction, lower employee turnover, and fewer employee complaints (Werther & Davis, 1992).

Changes in managerial styles have contributed greatly to the overall success of career development. According to McGregor (1960), Theory X managers assume that employees dislike work, seek to avoid responsibility, and need coercion and control to make them work toward organizational goals. The Theory Y manager believes in the inherent creativity of employees and assumes that they are generally interested in directing their own work. The Theory X manager was also concerned with productivity, rather than with employees' needs for involvement. The Theory Y manager tends to emphasize the human aspects of the work environment. Organizations must no longer choose between concern for people or concern for production. According to Blake and Mouton (1978), the most effective managers are those who realize that employee commitment and productivity are directly related to the organization's overall effectiveness.

Recruiting, selecting, orienting and then placing employees in jobs do not ensure success. In most cases, there may be a gap between employee knowledge and skill and what the job demands. The gap must be filled through training programs. According to Gray, (2003) training refers to the methods used to give new or present employees the skills they need to perform their jobs. Hence, personnel training and retraining is one of the major ways that work organizations attempt to maintain the competency levels of their human resources and increase their adaptability to changing organizational demands Scarpello and Ledvinka, (1988). Training can bring tangible benefits to both the organization and the employees. Hence, the major purposes of training Chatterjee, (1995) are:

It upgrades skills and prevents obsolescence: To keep pace with changing technology training becomes mandatory for employees in order to update them, teach them newer skills and increase their efficiency.

It develops healthy, constructive attitudes: Training programs are aimed at moulding employee attitudes to achieve support for organizational activities and to obtain better cooperation and greater loyalty.

It prepares employees for future assignments: One of the objectives of training is to provide an employee an opportunity to climb up the promotional ladder or to move on to assignments which will help upward mobility.

It increases productivity: The most efficient and cost-effective ways of performing jobs are taught to the employees who naturally lead to enhanced productivity.

It minimizes operational errors: Unnecessary repetition, wastage and spoilage of materials are brought down; deficiencies in methods of doing work are ironed out in training thereby also reducing the hazard of accidents. Consequently, a safer and better work environment is created.

It enhances employee confidence and morale: With better knowledge and skills, the employee approaches his/her job with greater confidence and sureness. It also improves the morale of the employees.

It brings down employee turnover and absenteeism: Training is a powerful tool that breeds in the employee a sense of pride as well as of belonging. Both these contribute in a major way to checking and reducing turnover as well as absenteeism. Moreover, training can improve the relationship between the employees and their immediate supervisor. It also helps in understanding and implementing organizational policies.

2.3.3 Compensation and Benefits

Compensation: The total of all rewards provided employees in return for their services.

Compensation includes issues regarding wages and/or salary programs and structures accruing from job description, merits-based programs and so on.

Benefits: Additional financial rewards other than base pay include paid vacations, sick leave, holidays, and medical insurance and the like.

According to Gray, (2003) employee compensation refers to all forms of pay or rewards going to employees “Compensation is the reward employees receive in exchange for their performance. It is concerned with wages and salaries, pay raises, and similar non-monetary exchange for employee’s performance” Holt, (1993). Well designed compensation system enables

organizations to attract qualified employees required and retain and motivate the existing work force towards goal achievement. The most obvious reward employees get from work is pay (Decenzo and Robbins, 1999). On the contrary, if compensation is not tied to work, employees are likely to look for better paying job. Moreover, where employees are dissatisfied with the type of compensation, their contribution towards goal attainment tends to be lower. In severe cases, pay dissatisfaction may lower performance, causes strike, increase grievance, and leads to forms of physical or psychological withdrawal ranging from absenteeism and turnover to increased visit to dispensary and poor mental health Werther and Davis, (1996).

The objectives of compensation system is to create a system of reward that is equitable to employers and employees alike, so that employees are attracted to work and motivated to do good job for the employer. Through effective compensation Werther and Davis (1996) has identified the following seven objectives: Acquire qualified personnel, retain current employees, ensure pay equity, reward desired behavior, control cost, comply with legal considerations, and facilitate understanding. The level of promotion has the stronger impact on job satisfaction as compared to recognition and achievement. Promotion to the next level will result in positive change such as pay, autonomy and supervision, Arnold and Feldman (1996)

Locke (1976) advocates that the wish to be promoted stems from the desire for psychological growth, desire for justice and the desire for social status. Management should therefore bear in mind that promotion should serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level.

In general, there are two types of compensation: Financial and non-financial.

1. Financial compensation (direct financial payment)

Financial compensation includes direct compensations, which is paid to employees in the form of wages, salaries, bonuses, and commission in exchange for their performance and indirect compensation in the form of insurance plans (life, health, and social assistance), Retirement benefits, educational assistance, employee services, and paid absence for vacation, holidays, and sick leave Mondy and Noe, (1990)

2. Non- Financial compensation (indirect payment)

Non- Financial compensation includes any satisfaction which employees receive from the job, such as the need for recognition, responsibility, personal growth and the like or from environment in which they work including comfortable working condition, competent supervision, pleasant work companion and other related physical and social needs of employees Mondey and Noe, (1990).

2.3.4. Relationship with management

It comes from the fact that employees always have supervisors and managers. The term employee and supervisor relations refer to a company's comprehensive efforts to manage relationship between managers and employees and ensure better performance accomplishment. A mutually satisfactory working relationship is beneficial to the company, the supervisor and the employee. An organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company. Good supervisors develop the kind of relationships with their employees that help provides an environment where the employees can do their best work.

According Luis, David & Robert, good relationships involve providing fair and consistent treatment to all employees so that they will be committed to the organization. Employees who are treated as stakeholders have certain rights within the organization and can expect to be treated with dignity and respect. Effective employee relationships require cooperation between managers and employee relations representatives. A good relationship with management or your supervisor is essential since, at every stage you need his or her professional input, constrictive criticism and general understanding. Many complained that staff members have their senior lack human relationship and supervisory skills. They have also made mention of the tremendous amount of favoritism and inequality that exist at management level.

According to Baron and Greenberge (2003), if workers view their supervisors as fair and competent and sincere, the level of job satisfaction will be high. Furthermore, those workers that perceive their employers as unfair, incompetent and selfish will therefore experience a lower

level of job satisfaction. Robins (2001) described that through the recognition employee get appreciation and status like as apart of organization. Barton (2002) describe that recognition is considered the most important factor among nonfinancial rewards in order to increase job satisfaction level of employees. Through the recognition employee feel rewarded and motivated. By giving recognition to the employees' competitive advantage can be achieved. Recognition is actually to show employees that their participation is valuable for the organization which ultimately increases motivation and performance of employees.

2.4 Empirical studies on Job satisfaction

A study which was conducted on Russia employee aiming to identify factors that increases the chance that workers will express high level of job satisfaction .the result proved that to improve job satisfaction the organization need to work to promote effectiveteam works (white, 2000).

The study in titled, “job satisfaction among government officials conducted a survey among so officers working in the cooperative audit and administrative department in the Karnataka government services”. It revealed that a healthy organization should minimize job dissatisfaction by improving availability of various hygiene factors like better work environment. By providing higher salaries, better perks etc., it may generate motivation and satisfaction. Besides job environment recognition, appreciation, opportunities for learning and growth generate a high degree of satisfaction (L.Anandan 1996).

In a case study on job satisfaction among teachers in education institutions of Katewa Municipality in the district of Burdwan, in west Bengal found that teachers” job satisfaction not only depends on nature of job but also on institutional scenario, facilities, salaries and standard of the students. (Chakraborty, 2004)

A quantitative study which was conducted in Ghana district hospital have shown that financial and non-financial factors were significantly influence motivation and intention to remain in the district hospitals. Non-financial factors, leadership skill and supervision, opportunity for continuing professional developments and availability of infrastructures and resources were predictors for healthy workers motivation and retention (Kethith, A, 2005)

A study which was conducted in turkey on physiotherapist was shown that the leadership; interpersonal relationship, advancement and salary were statistically significant association with job satisfaction (Abdulah, M, and AlJuhani, A, 2006)

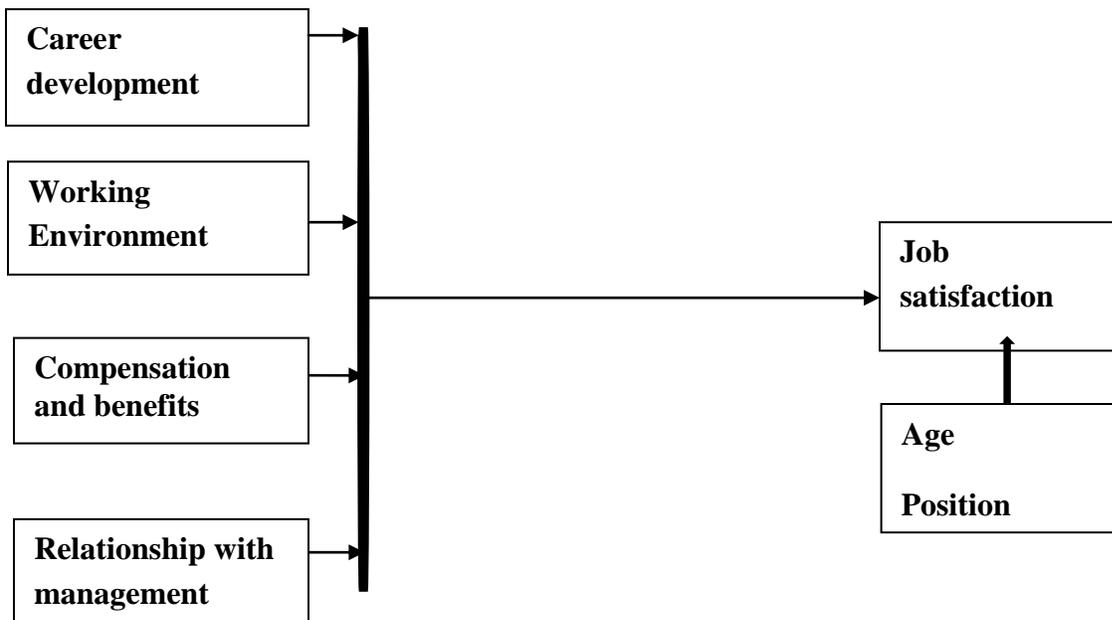
This study states that job satisfaction is complex and multifaceted concept, which can mean different things for different people. The link between job satisfaction and performance may prove to be a spurious relationship; instead both satisfaction and performance are the result of personality. Hence the behavioral aspect of HRM has to be kept in mind by the organizational decision makers. (Chopra and Khan 2010)

A study which was conducted in Saudi Arabia among physician and nurses was revealed the main reason for physician dissatisfaction and professional opportunities, patient care and financial rewards were the most frequently encountered domains with which physicians were dissatisfied. The dissatisfying domains for nurses were professionals opportunity, workload and appreciation rewards (Franchis, A and Rogger A, 2012)

2.5 Conceptual frame work of the study

Based on the existing literate review four variables are identified in order to study the factors influencing employee satisfaction. Subsequently conceptual frame work is developed the frame work (Figure 2.1) consisted of four independent variables (Career Development, Working Environment, Compensation and Benefits, Relationship with management) and dependent variable (Job satisfaction)

Figure 2.1. The following figures indicate the conceptual diagram of the research.



Source; own Literature Review

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter of the study deals with the research design and methodology of the study .It includes the research design, source of data, instrument of the data collection, population and sampling procedures, validity and reliability, methods of data analysis and ethical consideration, conceptual framework

3.1 The Research Design Type and Approach

A survey research survey has been employed to conduct the study and to assess factors influencing employee satisfaction in the case of Dashen bank Addis Ababa.

The main objective of this research is to identify and analyze levels of job satisfaction and factors influencing job satisfaction for employees of Dashen Bank in Addis Ababa. The research used quantitative method and qualitative. The research was used quantitative because it involved generation of data in quantitative form for analysis. Qualitative method was implemented for subjective assessment of respondents', attitude and opinions.

Among the various types of quantitative design the researcher was conducting an explanatory study where emphasis is given on studying a situation or a problem in order to explain the relationship between variables. Explanatory research was used because it enables the researcher to critically examine the relationship between the dependent variable employee satisfaction with the independent variables working environment, career development, relationship with management and compensation and benefit.

3.2 Sources of data and methods of data collection

The data for the study was collected from primary and secondary sources.

Primary Data

Managers and employees of the bank used as the primary source of data. Primary data was obtained directly by structured questionnaire which includes closed questions in retrieving data

and current status of factors affecting employee job satisfaction at Dashen bank Addis Ababa. This instrument was preferred because it enables information at a time.

Secondary Data

Secondary source of data were obtained from review of related literature from published journals, books, newsletters of Dashen Bank, internal records, the internet and relevant documents (documents related to the study) were extensively reviewed as reference. Secondary data was used because increases an understanding of importance and factors influencing employee job satisfaction.

3.3 Instruments of Data Collection

Instrument of data collection relatively depended on standard questionnaire which was prepared in the form of five Likert scales to measure employee job satisfaction (see Appendix 1). A survey method of data collection through questionnaire was used to collect data for this study. According to Krishna swami and Ranganatham (2007), the advantage of this method is that it is less expensive, permits anonymity and may result in more responses that are honest. The data collection comprises two sections section one consists of 6 questions which is about the demographic characteristics of employees. The characteristics include; age, gender, educational level, year of service, position in the organization. Section two accommodates 37 aspects of employees' job satisfaction. The questioner has requested Dashen bank employees to indicate the extent of their satisfaction or dissatisfaction level using the five point Likert scale. Section two questions were clustered to address the following five main variables: Job Satisfaction, working environment, career development, compensation and benefit, and relationship with management.

3.4 Sample and Sampling Techniques

The target population for the study was all employees of Dashen Bank whose base of employment is Addis Ababa. Dashen bank human resource indicates that in the study period there are 993 permanent professional employees located in Addis Ababa as of June 30, 2015. Hence the study population of the present study is 993.

The survey conducted on 26 Branches. The sampling technique used was stratified sampling, 285 employees were from the selected branches were surveyed. Self-administered questionnaires were distributed to the selected branches. Finally the collected data entered and processed using SPSS software and the result are interpreted using tables.

Table 3.1. The total population of the study is presented on the table below.

Stratum	Number	%
CSA	270	27.19%
CSA-FO	338	34.03%
CASHIER	100	10.07%
CSS	70	7.04%
ACCOUNTANT	58	5.84%
AUDITOR	43	4.33%
ASSISTANT MANAGER	32	3.22%
MANAGER	82	8.25%
TOTAL	993	100%

Of the above 993 total population of operational staffs 285 questionnaires were distributed and 270 of them have been collected. Due to convenience and time limitation 26 city area bank is selected for survey these branches are Abakoran, Africa Andenite, Alem Bank, Ayer Tena Bole, Bomb Tera, City council, Golla, Goffa, Gullele, Kaliti, Kera, Kolfe, Lagar, Megenagena, Mesale mia, Main, Mehalgebeya, Mexico, Piazza, Saris, Sebategena, Tana, Taitu, Tikuranbesa and Wuhalamat.

Yamane (1967:886) provides a simplified formula to Calculate sample sizes. This formula was used to calculate the sample size. The following assumptions are made on the sampling technique used 95% confidence interval, 5% margin of error, 28.7% proportion and 5% non-response rate. According to Yamane for any sample given the estimated population proportion of 0.05 and 95% confidence level, the sample size is given by;

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

Where

n is the sample size,

N is the population size,

e is the level of precision.

N=993

n=993/3.4825=285

Following the formula provided by Yamane (1967) the sample size considered for this study is 285.

3.5. Operationalization of variables

According to Mirza, (2003) measurement of job satisfaction has come to acquire the same fate as the measurement of intelligence. Since there is no agreement on specific definition, general questionnaires are developed to measure satisfaction on various aspects of work and the resultant behavior or score is called job satisfaction. Intelligence is defined as what is measured by intelligence test. Job satisfaction can also be defined as what is measured by job satisfaction questionnaire.

The operationalization of the dependent and independent variables is shown in Table 3.2.

Table 3.2 Working definition factors

Concept	Factor	Measure	No.of Measures
	Working environment	The environment in which people are working. Such as the physical scenery (e.g. noise, equipment, heat)and fundamentals of the job itself such as(workload, task, complexity)	8
Employees satisfaction	Career Development	The fundamental nature of the relationship of individuals to their work and employees to their organizations.	8
	Compensation and benefit	Compensation is the reward employees receive in exchange for their performance. It is concerned with wages and salaries, pay raises, and similar on-monetary exchange for employee's performance	8
	Relationship with management	It involve providing fair and consistent treatment to all employees so that they will be committed to the organization	8

Source own literature review

3.6. Validity and Reliability

a) Validity: Before the questioner was distributed to the respondent, the validity of the instrument was checked by the advisor as to whether it measures what it purported to measure. Accordingly based on the approval obtained from the advisor the questioner was used considering that, they are valid.

Validity was concerned with the degree to which the designed questioner items fairly and accurately represented the main variable (dependent and independent) discussion in literature review.

b) Reliability: Prior to the actual data collection reliability test was conducted on selected employees to check whether the data collection instrument was consistent and dependable in measuring what it intended to measure. Accordingly 10 questioners was distributed and collected to measure the reliability of the instrument.

Factor analysis was employed for all variables with multi-item scales. During all factor analysis procedures, principal axis factoring with eigenvalue greater than or equal to one extraction and varimax rotation methods were employed. The factors extracted for each of the scales, which had factor loading value greater than 0.4, were used in a subsequent analysis. Items with factor loadings of less than 0.4 were excluded from further analysis (For detailed factor analysis, see Table 3.3).

Cronbach alphas were used to test the reliability of multi-items (Churchill, 1979). Job satisfaction is comprised of five items such as satisfied with my current job, feeling of accomplishment, kind of work in my job, pride in doing my job, and committed to serve customers. Career development is composed of eight items: organizations career promotion, opportunity to explore, actively collect ideas for improvement, and retain experienced employees, supervisors support, colleagues support, and commitment to professional development, active to upgrade employees. Working environment is composed of eight items: the level of job security, supervisors competence in decision making, interaction with other workers, organizations contribution to the society, satisfied with the present working condition, amount of my daily work load, the general appearance of my work place, managements believes that employees are the most important assets of the organization Compensation & benefit is composed of eight items: fair compensation & benefit package, equitable with comparable organization, adequate to cope with the ongoing cost of life, the current compensation & benefit motivating, attracting and retaining competent employees, paid based on performance, a written compensation & benefit policy, evaluates the effectiveness of the compensation & benefit policy. Relationship with management is composed of eight items: smooth relationship among employees, communication between employees and their senior managers, relationship between subordinates & their supervisor, feel of management recognition, level of autonomy independence, a freedom to try new ways, my supervisor treats

me with respect, managements attitude increases my satisfaction. Cronbach alpha for all the factors is higher than 0.7. This shows that the internal consistency of the items taken is good (Joseph and Rosemary, 2003). The testing of the study's conceptual framework was initiated through the calculation of partial correlation between job satisfaction and its determinants, namely working environment, career development, compensation & benefit, relationship with management, age, and current position in the organization.

Table 3.3. Construct items, loadings and alpha values

Item	Job Satisfaction (alpha=.895, eigenvalue=3.52)	Factor loadings
1	Satisfied with my current job in Dashen Bank	.830
2	Job Accomplishment	.768
3	The kind of work	.836
4	Pride with their job	.764
5	Committed to serve customers patiently	.769

Item	Working Environment (alpha=.796, eigenvalue=3.41)	Factor loadings
1	Level of job security	Dropped
2	Decision making ability of my supervisors	.748
3	Interaction within staff at work place	Dropped
4	My organizations contribution to the society	Dropped
5	Satisfied with working environment	Dropped
6	Reasonable daily workload	Dropped
7	General appearance of my office	.704
8	The management believes employees are the most important assets	.726

Item	Career Development (alpha=.854, eigenvalue=4.06)	Loadings
1	career promotion	.862
2	opportunities and freedom to explore	.820
3	Actively collects ideas from employees for improvements	.819
4	Able to retain experienced and educated employees	.830
5	Supervisors support employees effort to learn	Dropped
6	Colleagues helpful when I encounter difficulties	Dropped
7	commitment for professional development in	Dropped
8	Active programs to upgrade employees knowledge and skill	.840

Item	Compensation and Benefit (alpha=.854, eigenvalue=4.06)	Factor loadings
1	Fair compensation and benefit in my organization	.720
2	There is equitable compensation and benefit compared with other similar organization	.757
3	My organization compensation and benefit is adequate with ongoing life cost	.835
4	Current compensation and benefit package is motivating and provide an incentive for better performance	.852
5	Current compensation and benefit package is capable of attracting and retaining competent employees	.832
6	I am being paid based on my performance	Dropped
7	There is a written compensation and benefit policy in my organization	Dropped
8	My organization periodically evaluate the effectiveness of compensation and benefit package	.721

Item	Relationship with Management(alpha=.849, eigenvalue=4.22)	Factor loadings
1	smooth relationship among employees at work place	Dropped
2	There is a good communication between employees and their senior management	.740
3	There is a smooth relationship between subordinates and their supervisors	.720
4	There is a high level of management recognition on tasks well done	.714
5	There is a high level of autonomy or independence of my position to make decision	.721
6	My immediate supervisor give me a freedom to try new ways to solve problem	Dropped
7	My immediate supervisor treats me with respect	Dropped
8	Management's positive attitude increases my job satisfaction	.704

3.7 Methods of Data Analysis

This study will summarize the response of the sample population by grouping similar responses together to avoid repetition of ideas. Data on the factors that influence the satisfaction of employees will be analyzed using simple descriptive statistics like using tables, the total mean, frequency and percentage, regression, and were used to better understand and interpret the data gathered through the questionnaires. In doing so, statistical package for social science software (SPSS) and micro soft excel software were used to generate the data output.

3.7.1 Quantitative analysis

Ordinary least squares regression model was used to indicate the major determinants of employee satisfaction. OLS regression is a generalized linear modeling technique that may be used to model a single response variable which has been recorded on at least an interval scale. According to Pohlman (2003) OLS models the relationship between a dependent variable and a collection of independent variables. The technique may be applied to single or multiple explanatory variables and also categorical explanatory variables that have been appropriately coded (Hutcheson, 2011). Before estimating any model, it is a must to check the validity of the model properly. Hence, as necessary, tests for multicollinearity. Test for multicollinearity in the data also was checked using the Variance Inflation Factor (See Appendix 2). The VIF figures show that as a rule of thumb, if the VIF of a variable exceeds 10, there is a serious multicollinearity problem so multi-collinearity might not be a problem in the data because the highest VIF Table is 2.13 for working environment (Churchill, 1979).

Finally the data will be presented using tables. The equation model on this study will be built around two sets of variables, namely dependent variable (employee satisfaction) and independent variables (working environment, career advancement, compensation and benefit, relationship with management, age and current position in the organization).

The relationship between the dependent variable, job satisfaction and the independent variables is expressed as a linear combination of the independent variables plus an error term.

Following Greene (2003), the multiple linear regression models is specified as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \varepsilon$$

Where: Y= Employees satisfaction

B0- Constant term

X1= Age

X2= Position in the organization

X3= Compensation and benefit

X4= Career development

X5= Working environment

X6= Relationship with management

Where the β_s are coefficients of independent variables, X_s are column vectors for the independent variables in this case; age, position in the organization, employee career development, working environment, and relationship with management, while ε is a vector of errors of prediction. The error is assumed to be normally distributed with an expected value of zero and a common variance.

3.8 Ethical Consideration

Before starting the actual data collection the purpose of the study, the right to participate and refuse was told to the study subjects, verbal consent from the study subjects was obtained

confidentiality of the information was guaranteed by not writing a name or anything that enable to identify study participants. In addition to that a respondent answer kept in a confidential place. The researcher acted responsibly according to ethical standards to ensure that the information gathered was not brought to other party. All respondents had a right to privacy, to safety, to know the true purpose of the research, to obtain research results and to obtain from answering questions (Aaker et al, 1995)

CHAPTER FOUR

DATA ANALYSIS, INTERPERATION AND DISCUSSION

4.1 Introduction

This particular study concentrates on the ‘Assessment of factors influencing employee satisfaction’ in the Banking sector in the case of Dashen Bank. Hence, the study followed both quantitative and qualitative research design as its plan of action. A total of 270 questionnaires were collected from the selected 26 Area Banks.

The data collected from employees of Dashen Bank, was first loaded in to SPSS version 14, so that the required output of frequency distribution for demographic data, correlation and multiple regression for the basic questions of independent variable and dependent variable of job satisfaction was obtained.

The first section of this chapter presents a socioeconomic description of the sample in terms of age, sex, level of education, experience in the organization and current position in the organization. The second section includes the level of employees’ satisfaction with in the bank relation to independent variables. The third section includes results of determinants of job satisfaction. And the fourth section is about the searched mechanisms to boost up employees’ satisfaction. For the quantitative phase of the study the collected data were analyzed by means of the computer using the statistical package for social sciences (SPSS).

4.2 Demographic Characteristics of Respondents

Descriptive statistics was used to analyze the demographic characteristics of the respondents and hence the result of the analysis is described in detail hereunder:

Table 4.1 Distribution of Respondent by Gender

Gender	Frequenc y	Percent
Female	112	41.5
Male	158	58.5
Total	270	100.0

Source: Own survey Data, 2016

As shown in the table above regarding genders presents 41.5 %(112) are Female 58.5 %(158) are Male this implies that Male respondents are took the biggest share of the total Sample.

Table 4.2 Distribution of the respondent by age

Age category	Frequency	Percent
under 25	27	10.0
25-34	174	64.4
35-44	54	20.0
45-54	13	4.8
55 and above	2	.7
Total	270	100.0

Source: Own survey Data, 2016

Respondent whose age younger than 25 years old accounts (10%, n=27) n=174 and the largest proportion of the respondent fall the age bracket between 25-34 which is 64.4% (n=174) .(n=54)or 20%of the respondents was between the age of 35 to 44 years old: n=13 or 4.8%of the respondents were falls between the ages of 45 and 54 similarly, n=2 or 0.7%of the respondents were older than 55 years old.

Table 4.3 Distribution of Respondents by Educational Level Attained

	Frequency	Percent
Diploma	19	7.0
BA/BSC	226	83.7
MA/MSc	25	9.3
Total	270	100.0

Source: Own survey Data, 2016

The data extracted from SPSS showed that, the upper hand of the respondents possessed first degree in their educational qualification which accounted for 83.7%(226)from the total respondents considered for the study. The second largest percentage those respondents whose qualification was MA/MSc, Covering around 9.3 %(25), followed by respondents whose qualification was diploma accounted for 7 %(19) respectively. The fact that the majority of the respondents are educated means, the more they understand the question brought forward by the researcher and the more the response obtained was reliable.

Table 4.4 Years of Service in the organization

Working experience	Frequency	Percent
1-5	138	51.1
6-10	94	34.8
11-15	28	10.4
16-20	10	3.7
Total	270	100.0

Source: Own survey Data, 2016

This component represents the number of years of employee service with the company. 138 employees are worked less than five years and they represent 51.1% of the sample. The employees, who are worked greater than five years and less than ten years, were 94 of the sample and represented 34.8% of the total sample. From the total respondent greater than ten years and less than fifteen years were 28 of the respondents and represented 10.4% of the total sample. From the total respondent's greater than fifteen years and less than twenty years were 10 of the sample and represented 3.7% of the sample. As indicated in the table 4.4 majority of the respondents were having service year from 1 to 5.

Table 4.5 Experience in other organization

	Frequency	Percent
only worked in Dashen Bank	148	54.8
1	42	15.6
2	33	12.2
3	23	8.5
4	24	8.9
Total	270	100.0

Source: Own survey Data, 2016

This component represents the number of years of employee service in other company. Majority of the respondents only worked in Dashen Bank which is 148 respondents which represents 54.8% of the total sample. From the total respondent 75 respondents are worked less than two years which represents 27.8% of the total sample. From the total sample 47 employees represented respondents that have more than two years' experience in other organizations which represents 17.4% of the total sample.

Table 4.6 Distributions of the respondent by job position

Positions in the bank	Frequenc	
	y	Percent
Managerial	22	8.1
Customer service officer	149	55.2
Auditor	24	8.9
Supervisor level non clerical Position	63	23.3
12	4.4	
Total	270	100.0

Source: Own survey Data, 2016

According to the collected data 22 employees belong to managerial position which means manager and assistant managers which accounts 8.1% of the sample. As indicates in table 4.6 149 employees are customer service officer which were clerks and tellers which represents 55.2% of the sample. 24 respondents of the sample represents auditors which represents 8.9% of the total sample. From the total sample 63 respondents which includes (customer service supervisor, accountant and cashier) represents 23.3% of the total sample. The remaining 12 employees or 4.4% of the sample group fall non clerical positions which are (typist, cash aid)

4.3. Data Analysis and Interpretation

4.3.1 Evaluation of Factors Influencing Job satisfaction

The respondents were asked about the factors Influencing job satisfaction. The subjects had to select their level of agreement with statements identified to assess their job satisfaction in five general variables and their sub dimensions i.e. Job satisfaction , working environment , career development, compensation and benefits and relationship with management. Accordingly, based

on respondent's response the factors that have the most influential are assessed and evaluated as shown below.

Responses of employees" were measured on five point Likert scale with 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; and 5 = Strongly Agree. To make an easy interpretation, the following range of values was assigned to each scale: 1.50 or below = Strongly Disagree; 1.51- 2.50 = Disagree; 2.51- 3.50 = Neutral; 3.51 – 4.50 = Agree; and 4.51 and above = Strongly Agree.

4.4 Respondents' Satisfaction Level on Four Determining Factors

Sampled respondents indicated their level of satisfaction on each of the four service satisfaction determining factors: working environment, career development, compensation and benefit, and relationship with management (See table 4.13). Factors influencing employees' satisfaction on four determining factors. There is a great deal of variation on the level of employees' satisfaction across the four factors. To this respect, the mean of employees satisfaction score was the highest by Relationship with management factor (3.34), followed by working environment factor (3.12). The mean of career development score was the lowest (2.92). The mean of job satisfaction compensation and benefit is (2.96).

Table 4.7: Mean and Standard Deviation of Independent Variables

Items	Mean	Std. Deviation	N
Working Environment	3.12	.872	270
Career Development	2.92	.770	270
Compensation and Benefit	2.96	.872	270
Relationship with Management	3.34	.777	270

Source: Own survey Data, 2016

The different outcomes between this study and other studies in Ethiopia in particular, and other countries in general, could be explained by the different classification of satisfaction level, expectation, time of study, and socio-cultural settings. For instance, satisfaction level could be affected by expectation of the employees. Kotler (2003) put forward a discussion that Satisfaction is a person's feelings of pleasure or disappointment as a result of comparing a

product's perceived performance (or outcome) in relation to his or her expectations. When the expected performance is more than perceived performance then, employees become dissatisfied and vice versa. Otherwise, if the perceived performance is equal to expectations, customers are in an indifferent or neutral stage. As a result, this study found the proportion of higher and lower satisfaction than other studies due to employees' different expectation level thus, resulting in a low mean general satisfaction score.

4.5. Determinants of Employee Job Satisfaction

The results of linear regression analysis are given in Table 4.13. The results revealed that working environment, career development, relationship with management, current position in organization contributed significantly to the prediction of overall employee job satisfaction.

The model summary shows that the independent variable can explain 54.3% of the variance in the dependent variable.

4.5.1 Regression Analysis Results

Once all the multiple regression assumption was met, the researcher decided on the data and further process it. Under this part, the researcher was mainly regression output.

TABLE 4.8. RESULTS OF MULTIPLE REGRESSION ANALYSIS

	Coefficient(B)	Std. Error	T-value	Sig.
(Constant)	.674	.209	3.230	.001
Working environment	.429	.060	7.165	.000
Career development	.310	.067	4.618	.000
Compensation and benefits	-.007	.054	-.136	.892
Relationship with management	.155	.063	2.462	.014
Current position in organization	.051	.034	1.502	.134
Age of the employee	-.063	.052	-1.211	.227
F	(6, 263)= 52.069			0.000
R ² (Adj. R ²)	0.543 (0.533)			

Source: own survey 2016

As shown in table 4.2, the coefficients of the regression for Working environment (0.429, $p <$

0.01), career development (0.310, $p < 0.05$), and relationship with management (0.155 $p < 0.01$), are significant. This means working environment, career development and relationship with management are positively and significantly influence the level of employee satisfaction. From the socioeconomic control variables, current position in the organization (0.051, $p < 0.05$) and age (-0.063, $p < 0.05$) significantly influence employees satisfaction.

The other socio-economic factor current position in the organization, results in positive correlation with employee job satisfaction. That means there is a direct relationship between employee job satisfaction and current position in the organization. As the level of position in the organization increases employee satisfaction also increases.

But the other socio-economic factors are not significant. And it is concluded that no dependable pattern of relationship of socio-economic factors and employee satisfaction has been established so far. It has a wide variation in different studies and Deborah (2001), mentioned that the most difficult relationship is to jot down socio-economic factors and level of satisfaction. This may be due to the fact that different studies had varied broadly in nature of certain sample studies and specific set of background characteristics examined. A particular scale used may also have affected perceived relationship.

From the regression analysis, we notice that one of the influential factors for employee satisfaction in Dashen Bank is the working environment. This dimension inculcates general pleasantness of the atmosphere, comfort of seating, attractiveness of rooms, clarity of signs and directions, good lighting, quite, and clean, neat and orderly facilities and equipment. This finding is in line with the study by Luthans (2006) employees are highly motivated with good working condition as they provide a feeling of safety, comfort and motivation. The more comfortable the working environment is the more productive will be the employee. The above result further supported Landry (1989) and Purcell (2001) which indicates an enabling, supportive and inspirational work environment creates experiences that impact on employee's engagement by influencing how people regard their roles and carry them out. An enabling environment will also create the conditions that encourage high performance and foster innovation, creativity and continuous improvement and contribute for employee satisfaction. The result additionally

exhibits that the relationship with management .This result of the study further strengthens the argument that interpersonal relationships, including friendliness of staff constitute an essential determinant of employees' satisfaction. This certainly requires ground-breaking strategies by management of the bank to improve worker relational contacts for all categories of staff since their interaction affects the employees' satisfaction. Baron and Green (2003), indicates if workers view their supervisors as fair and competent and sincere, the level of job satisfaction will be high.

The third noteworthy issue that affects employee satisfaction is career development.It involves training on new skills, moving to higher job responsibility, making a career change with in the same organization, moving to a different organization. Career advancement is one of the most important elements for employee satisfaction and retention at the company. Several studies supports the above finding, according to Saks (1996) when workers receive self-growth training, the level of their job satisfaction is advanced than those without such training. Martensen and Gronholdt (2001) also indicates the development of individual competence through various training programs has a positive impact on employees' satisfaction.

4.6 Searched Mechanisms to enhance employees' Satisfaction

Even though the respondents were clearly explained about the significance of the research and the use of their comments or suggestion as the indicators to improve the employees' satisfaction at Dashen Bank, there were only 77 respondents among 270 who gave comments or suggestions. This shows a lack of interest in giving comments regarding their personal experiences. Additional suggestion and comments from the employees were important for improving the quality of factors that determines employees' job satisfaction. Most of the comments and suggestions from the employees are summarized on issues related to: compensation & benefit, career development, relationship with management and working environment. Eight respondents indicated that the bank is facing a problem of not seeing employees as the most important asset of the organization due to this the organization is not give a proper respect and recognition for the employees, lack of adequate training and development program for the employees is the other issue mentioned by twenty one respondents , in addition twentynine respondents hardly believe that the current compensation and benefit package across their bank is not adequate

and nineteen respondents mentioned that the Dashen Bank's management did not give awareness among employees about the issue of compensation and benefits in addition shouldn't assess the interest employ motivate by providing appropriate benefits.

Around seventeen respondents mention that there is no fair promotion policy in the bank and no equal chance of promotion opportunity mostly promotion is not by performance and experience but by relativity and ethnic group.

It is further implied that, thirty one respondents don't perceive the compensation and benefits they receive is not as fair and equitable with comparable organizations. They argued that the pay they receive is not even capable of covering their basic costs of life. In addition the benefits of the bank are declining time to time for example there were some privet hospitals that have an agreement with the bank to give credit service for employees but this hospitals were cancelled their agreements and decline their number but the bank is not willing to substitute another hospitals. Eleven Quality Sampled respondents have indicated; some supervisors and managers are not competent enough because they were recruited by kinship rather than based on their knowledge and skills. As far as the working environment is concerned; around twelve respondents mention that their office layout is not attractive and proper to give service for customers. The most frequently identified problems were found to be lack of sufficient drinking water in the bank , inadequate furniture, poor disposal of wastage, and unclean toilets and reflected a lack of coordination between sanitary and management personnel.

In all, they recommended the bank to improve the working environment, the organizations should invest considerable amount of resource for employees' training they have to get satisfactory return on investment, regularly evaluate the compensation & benefit packages of the organization and to assess the other equitable banks compensation and benefit package. The management should discuss with the service providers to solve prevailed problems and to take corrective action. Alternatively, employees should be encouraged to go outside to attend training courses to know more about the newest development in their fields. The promotion policy of the bank should be clear for the employees and it should be by performance and working experience.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter deals with summary of findings, conclusions and, recommendations based on the data analyzed and interpreted in chapter four of the study, the following summary, conclusions and recommendations/suggestion are made.

5.1 Summary of the Major Findings

- In term of length of service at the Bank, 51.1% of the respondents had worked for the Bank fewer than five years and, 34.9% between 5 and 10 years, and the rest 14% above 10 years. 58.5% of the respondents were male, 41.5% were female. A respondent 10% was younger than 25 years, 64.4% were between 25-34 years, 20% were between 35-44 years, 4.8% were between 45-54 and 0.7% were over the age of 55. Regarding qualification, 18.8% of the respondents had 2nd degree, 83.7% were 1st degree holders, and 9.3% were college diploma.
- The results in relation to job satisfaction showed that most of the respondents were generally satisfied with different aspects of the work they do at the bank. However, some of the respondents were dissatisfied with their work because they don't feel that enough appreciation and recognition for their accomplishment.
- With respect to working environment only nearly half of the respondents were satisfied while the rest of the respondents were dissatisfied because the management does not believe that employees are the most important assets and in addition the management does not encourage creativity, innovation, and continuous improvement.
- The items included in the Likert's rating scale were grouped into five categories. These are job satisfaction, working environment, career development, career development and relationship with management. The analysis of the items from Likert's scale revealed that employees disagree/strongly disagree with majority of items. Moreover, the respondents feel that the current compensation is inadequate, employees do not participate in compensation and benefit decision process and its effectiveness is not periodically evaluated. However, generally employees believe that the current compensation and benefits is poor. It has been shown that the respondents

disagree with payment being for performance; take in to account the experience and qualification of employees up on compensation and benefits package determination. Moreover, employees do not believe that there is no appropriate payment for responsibility they discharged.

It was also observed that the level of disagreement increases with the increase in educational qualification, age of employees, and work experience. However, there is no significant difference between gender and the level of disagreement decreases with increase in position of employees.

Furthermore, irrespective of age, gender, educational qualification, job category, and work experience the majority of employees believe the current salary and benefits as unfavorable/most unfavorable. In addition, they agree or strongly agree with idea of revision and rationalization of pay structure and benefit packages.

The analysis of open ended questions also showed that non-financial compensation are also not attractive, the good performance of employees hardly praised and recognized. Moreover, the current medical and overtime is not sufficient and there is no car and housing benefit.

- The analysis shown that the career development packages available in the institutions under the study hardly communicated to employees so that significant number of employees show no opinion towards the statements about the institutions career development policy It is also revealed that only 30%of the employees were satisfied because the respondents feel that there is no a fair chance of being promoted as being high performed , they believe that people don't get ahead as fast as the doing other places. They also feel that there is no clear path for career development.
- The result in relation to compensation and benefit only 39.3% of respondents are satisfied with the compensation and benefit they received in the bank and 34.8%of the respondents are dissatisfied with the compensation and benefit they get because they don't feel that they are being paid a fair amount for the work they do, they were not satisfied the benefit they receive since they are not as good as most other banks offer in the banking industry. The analysis of open ended questions also showed that non-financial compensation are also not attractive, the good performance of employees hardly praised and recognized. Moreover, the current medical is not sufficient.

The analysis shown that the compensation and benefit packages available in the bank under the study hardly communicated to employees so that significant number of employees show no opinion.

5.2 Conclusions

The following are the major conclusions of the study

- The research indicates that the bank should design **customized** human resource practice in order to motivate the employees and gain competitive advantage by establishing a fair rewarding system and provide equitable benefit package which is competitive to the financial sector.
- Many employees believe that the current compensation and benefit is not adequate and let them to cope with ongoing cost of life. The respondents claim that the compensation and benefit package should be reviewed and designed taking into account factors in the external environment including the market condition, nature of the jobs, other organizations, government regulations and the internal environments for the values of the job grades through job analysis.
The current compensation and benefit packages are not periodically updated and evaluated for effectiveness. Furthermore, the existing benefits are not well communicated to employees.
- As far as employees' level of satisfaction with promotional opportunities provided in the bank, a mean value of 2.92 shows that respondents believe as they have limited internal job opportunities to realize their career goals inside the bank. Hence, it can reduce employees' satisfaction as well as employees' commitment to the organization. Analysis with open ended questions also revealed that much of the bank's promotion is through appointments.
- The Dashen Bank's promotion practices were not motivating. According to the response of employees, there is no regular opportunity for employees advancement both financial and non-financial rewards to motivate them. Promotion criteria's are not clear to employees and also it was not conducted based on abilities. In addition, Dashen Bank's promotional practice is primarily based on experience and gives very little emphases for employees' performance. This creates an environment where no or little competition for performance among employees.
- With regard to the Dashen Bank's practices in collecting information from employees for improvement and employees' participation in making suggestions; respondents replied negatively (mean values of 2.87)

- Even though, the majority of employees“ are young and first degree holders Employees“ do not exhibit much interest to each other and are not sensitive to work related needs. The reasons for this according to them are: peoples are not cooperative, and they do not give individual attention to problems. If employees“ in the organization are not sensitive to work related needs and cannot have best interest each other, it is difficult to achieve and maintain employees“ job satisfaction. Generally, the compassionate, individualized attention (empathy) that the company provides to its internal customers is not enough and attractive.
- Generally, the equipment (tangibles) used in the bank and the working environment are not as such attractive. Majority of respondents said equipment are not working properly and they are old. Moreover, the appearance of the company’s physical facilities, equipment and personnel is not more attractive and appealing.
- Employees of Dashen Bank are not satisfied with the people who work with them. The reason for this dissatisfaction was lack of communication and trust between employees and also people are not cooperative.
- Every employee working at the bank should be provided the opportunity to improve their work and encouragement to increase their moral for outstanding job accomplishment by themselves. Building of employees’ competencies and self-confidence through training feedback and recognition should be a regular practice in an organization. Furthermore there should be a fair chance of being promoted for high performer and a clear path for career advancement.
- This study also concluded that the employees’ job satisfaction can affect employee’s productivity and performance, confidence level, behavior, relationship with co-workers, contribution to the team and the quality of job output.

5.3. Recommendations

- Management must create a working environment that encourages creativity, innovation and continuous improvement. A part from this the Bank management must give a timely and clear picture of direction where the bank is headed and should understand problems faced by employees while doing their jobs.
- To attain its objectives and motivate employees towards better performance, attract and retain competent employees the current compensation and benefit package of the Bank should be

revise and improved. The focus of revision should also include the benefit packages not only the base pay. Furthermore, Differential and negotiable pay for professions based on market demand. Separate treatment of regular and part time pay for tax purpose and better position and house allowance. The benefit package should also include insurance coverage particularly health insurance both for the staff and their family. With an increasingly educated workforce who desire more information about pay and benefit practices, it is essential to educate and communicate employee about compensation and benefits.

- Training should be provided to all employees to improve the ability of co-workers to perform their service to the internal and external customers dependably, accurately and timely without error.
- The findings of this study suggests that the administrators should develop strategies to meet the career needs of all employees to foster their competence and further enhance organizational productivity i.e. sponsoring further education, creating merit and ability based promotion.
- Organization should allocate sufficient amount of budget to train this key resources of the organization. Since investment on people, both in developing and maintaining the appropriate skills, knowledge, and ability are vital part of the organization's strategy for the future and it is a strategic weapon in the battle for competitive advantage.
- To improve the coordination of employees in the organization, management of the corporation should create transparent and conducive service climate. Therefore, top management should work hard to bridge the gap between management and employees like, approaching lower level employees to communicate and gather feedbacks on the existing situation to avoid insubordination
- Top managements should discuss briefly the objectives of the Bank with all employees. Furthermore, the management ought to explain how each jobs related with the objectives to maintain employee's perception to their jobs.
- The bank should provide its employees the opportunity to improve their work and encourage them to increase their morale for the outstanding job accomplishment by them.

- The management of the Bank should communicate with employees to give clear information about the rules, procedures and practices of promotion in the corporation.
- The bank should formulate a fair promotion system to increase employees' motivation and their job satisfaction.
- Supervision of employees in the bank ought to be conducted based on the job requirements. Therefore, requirements other than job descriptions and work environments must be eliminated from the criteria. The benchmarks to supervise employees work in the corporation as much as possible needs to be free from bias and the results of supervision are supposed to be communicated with employees
- Managers' capacity should be built on coaching and monitoring the talent of their subordinate.
- The bank should design or customize human resource management practice in order to motivate the employees and gain competitive advantage by establishing a fire rewarding system and provide equitable and competitive benefit package to the financial sector.
- The management of the bank should strive to integrate employee feedback as much as possible in order to improve its employee's satisfaction.
- The bank management of the bank should conduct regular surveys on its employees to understand the current challenges and needs of the employee.
- Finally, for Dashen Bank to make its employees not only like it, but also love it, it should have to consistently go out of its ways to let them how much it valued them, in order to achieve its organizational objective.

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APPENDICE

Appendix 1: Questionnaire

**ST.MARRYS UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTEMENT OF BUSSINESS ADMINISTERATION**

Questionnaires to be filed by the staff of Dashen Bank.

Research Topic; Assessment of Factors influencing employees' job satisfaction in the case of Dashen bank Addis Ababa.

Dear Respondents;

I would like to express my earnest appreciation for your generous time, honest and prompt response.

Objective

This questionnaire is designed to collect data about the factors affecting employee's satisfaction in Dashen bank. The information that you offer me with this questionnaires will be used as primary data in my case research which I am conducting as partial requirement of MBA degree at ST. Marry under the school of Business administration. Therefore this research is to be evaluated in terms of its contribution in understanding the factors affecting employee's job satisfaction at Dashen bank Addis Ababa and its contribution to improvement in this area.

General Instruction

- ✓ There is no need of writing your name.
- ✓ In all cases where answer options are available pleas tick in the appropriate box.
- ✓ For questions that demand your opinion please try to honestly describe as per the questions on the space provided.

Confidentiality

I want to assure you that this research is only for academic purpose authorized by the ST, Marry University. No other person will have to access this data collected. In any sort of report I might publish, but, I will make it impossible to identify any respondent.

Thank you!!!

Demographic profile

1. Age (in years):

Under 25 35-44 45-54
25-34 55 and above

2. Gender: a) Female b) Male

3. Educational level

Diploma BA/BSC Degree
MA/MSC PHD and Above

4. How long have you worked in this organization? ____years

5. Have you worked in another organization? a)Yes__ b)No__

6. If yes in No.5 for how many years have you worked in other organization?
____years

7. Your position in the organization

Managerial supervisory level
customer service officer non clerical position
Auditor

1.Job Satisfaction	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1. I am satisfied with my current job at Dashen bank.	1	2	3	4	5
2. I am satisfied with my job because it gives me feeling of accomplishment.	1	2	3	4	5
3. I am generally satisfied with the kind of work I do in this job.	1	2	3	4	5
4. I feel a sense of pride in doing my job.	1	2	3	4	5
5. Since I am satisfied with my job I am committed to serve customers patiently.	1	2	3	4	5

If your answers are “**strongly disagree** “can you mention some reasons for your dissatisfaction

2.Working environment	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1. The level of job security in my organization is high.	1	2	3	4	5
2. My supervisors' competence in decision making is high.	1	2	3	4	5
3. There is friendly interaction with other Workers at the work place in my organization.	1	2	3	4	5
4. My organization's Contribution to the society is high.	1	2	3	4	5
5. I am satisfied with the present working conditions and environment	1	2	3	4	5
6. The amount of my daily workload is reasonable.	1	2	3	4	5
7. I am satisfied with the general appearance of my work place.	1	2	3	4	5
8. The management believes that employees are the most important assets of our bank.	1	2	3	4	5

If your answers are “**strongly disagree** “can you mention some reasons for your dissatisfaction

3. Career development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am satisfied with my organization's career promotion.	1	2	3	4	5
2. There are many opportunities and freedom in my work to explore and try out new ideas.	1	2	3	4	5
3. My organization actively collects ideas for improvements from employees.	1	2	3	4	5
4. My organization is able to retain experienced and educated employees.	1	2	3	4	5
5. Supervisors/ team leaders support employees' effort to learn.	1	2	3	4	5
6. I found my colleagues very helpful when I encounter difficulties with my work.	1	2	3	4	5
7. My organizations' commitment to professional development is satisfactory	1	2	3	4	5
8. My organization has active programs to upgrade employees' knowledge and skills.	1	2	3	4	5

If your answers are “**strongly disagree** “can you mention some reasons for your dissatisfaction

4.Compensation and benefit	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1. Compensation and benefit package available in my organization is fair.	1	2	3	4	5
2. Compensation and benefit package available in my organization is equitable with comparable organizations.	1	2	3	4	5
3. The current compensation and benefit package being offered by my organization are adequate to cope with the ongoing cost of life.	1	2	3	4	5
4. The current compensation and benefit package is motivating and provide an incentive for better performance.	1	2	3	4	5
5. The current compensation and benefit package is capable of attracting and retaining competent employees.	1	2	3	4	5
6. I am being paid based on my performance.	1	2	3	4	5
7. The organization for which I am working has a written compensation and benefit policy.	1	2	3	4	5
8. My organization periodically evaluate the effectiveness of compensation and Benefit packages.	1	2	3	4	5

If your answers are “**strongly disagree** “can you mention some reasons for your dis satisfaction

5.Relationshipwith management	Strongly Disagree	Disagree	Neutral	Agree	strongly agree
1. There is smooth relationship among employees at work place.	1	2	3	4	5
2. There is a good communication between employees and their senior management	1	2	3	4	5
3. There is smooth relationship between subordinates and their supervisor.	1	2	3	4	5
4. There is a high level of management recognition on tasks well done.	1	2	3	4	5
5. There is high level of autonomy /independence of my position to make decision.	1	2	3	4	5
6. My immediate supervisor give me a freedom to tray new ways to solve problem.	1	2	3	4	5
7. My immediate supervisor treats me with respect.	1	2	3	4	5
8. Management's Positive attitude increases my job satisfaction.	1	2	3	4	5

If your answers are “**strongly disagree** “can you mention some reasons for your dissatisfaction

Appendix 2: Variance inflation factor results

Variable	VIF	1/VIF
Working environment	2.13	0.469484
Career development	2.10	0.476190
Compensation and benefit	1.73	0.578035
Relationship with management	1.87	0.534759
Current position	1.04	0.961538
Age	1.08	0.925926
Mean VIF	1.67	