ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES JOB SATISFACTION: THE CASE OF NIB INTERNATIONAL BANK

By

YORDANOS DEJENE WOLDE

January 2024

ADDIS ABABA ETHIOPIA

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THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES JOB SATISFACTION: IN NIB INTERNATIONAL BANK HEAD OFFICE ADDIS ABABA

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YORDANOS DEJENE WOLDE

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DECLARATION

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

<u>YORDANOS DEJENE</u>   _____

Name   Signature

St. Mary's University, Addis Ababa   **Jan, 2024**

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LIST OF ACRONYMS

ANOVA: Analysis of variance

HRM: Human resource management

OC: organizational culture

JS: Job satisfaction

SPSS27: Statistical Package for Social Science

NIBH: Nib international bank head office

VIF: Variance inflation factor

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ABSTRACT

The main objective of this study was to investigate the effect of four organizational culture variables namely, clan, adhocracy, market and hierarchy on job satisfaction in Nib international bank at head office. For a long time organizational culture has been considered important to organizations. However, research on organizational culture has been relatively narrow in scope and frequently failed to link organizational culture to job satisfaction. The study was based on an descriptive and explanatory survey design. More or less the study had used quantitative approaches. A structured questionnaire was used to measure the level of organization culture and job satisfaction. A total of 180 employees participated in the study. Data were collected using questionnaires then after it was analyzed by using statistical package for the social sciences (SPSS) software 27. It was analyzed by employing descriptive and inferential statistics. While the research was expected to leverage on such descriptive statistical tools as frequency, mean, percentile and standard deviation, it also applied inferential statistics through anova, pearson correlations and linear regression model analysis The results show that the four variables measuring organizational culture were all positively related with job satisfaction. Moreover, adhocracy culture is the most contributing organizational culture variable in the prediction of job satisfaction. The other three organizational culture variables, in their descending order of standardized coefficients are clan, hierarchy and market.. Furthermore, statistically significant of the three organizational culture variables: adhocracy, clan and hierarchy indicate that they have positive effect on job satisfaction. However, the variable which is market culture have insignificant but positive effect on job satisfaction. The implications of the findings were discussed and recommendations made.

Key words: *Organizational Culture, clan, adhocracy, market, hierarchy, and employee job satisfaction*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Job satisfaction, employee satisfaction or work satisfaction is a measure of workers contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

Organizational culture refers to a series of attitudes and behaviors adopted by employees of a certain organization, which affect its function and total well-being. Job satisfaction refers to the employees' perceptions of their working environment, relations among colleagues, earnings and promotionopportunities.The available literatures indicate that organizational culture has impact on employee attitudes (Cameron & Quinn, 2011). In addition to this, various studies have shown the influence of organizational culture on job satisfaction and organizationalcommitment (Cameron & Freeman, 1991; Goodman, Zammuto, & Gifford, 2001; Lok &Crawford, 2004; Peters & Waterman, 2004; San& Kim, 2009).

Nowadays, managers need to focus on implementation of the already formulated policies (Snipes, Oswald, LaTour & Aremnaksi, 2005). Different job characteristics might lead to positive or negative job satisfaction for employee (Agho, Mueller & Price, 1993). The prevalence of high job satisfaction will pay off through the employee performances (Sempane, Riger & Roodt, 2002). The study of Silverthorne (2004) showed that organizational culture can play an important role for the level of employee job satisfaction. Moreover, job satisfaction can be linked to organizational culture because employees whose individual values are closely matched to those of the organization (as exemplified by the organization's culture) have been shown to exhibit greater satisfaction from their by the organization's culture) have been shown to exhibit greater satisfaction from their jobs (Aydin & Ceylan, 2008). Nevertheless, according to Lund (2003), relatively fewer studies have investigated

on the relationship between organizational culture and job satisfaction. Indeed, numerous studies have shown that employee job satisfaction is differentially affected by the various cultural archetypes (Bellou, 2010; Ying & Ahmad, 2009).

NIB International bank Share Company is one of the pioneer private commercial banks that has been providing financial services in the Ethiopian banking sector. Although the bank considers its employees as the major source of quality and productivity, there is a noticeable turnover of staff. This study is examine the effect of organizational culture on job satisfaction. It start with understanding the existing organizational culture in the headquarters of Nib International Bank and relates it to employees' job satisfaction and turnover.

1.2. Statement of the Problem

According to information obtained from the HRM office, NIB international bank has been hiring a variety of staff members on occasion because of a high employee turnover rate, which may be brought on by job unhappiness in NIB International bank. If staff members depart the company on a regular basis, the firm will always hire inexperienced workers, which could hinder it from reaching its objectives and cause inefficiencies.

To accomplish its mission, the NIB Bank is presumed to have highly qualified and experienced specialists. However, the NIB Bank has been losing seasoned staff members on occasion. These kinds of actions produce a discrepancy between intended and actual practices.   These are the cases, which call for the study to be undertaken in the NIB International bank. Therefore, it is possible to boost job satisfaction through organizational effectiveness by researching how organizational culture affects employees' job satisfaction. Nonetheless, this necessitates comprehension of the norms and acceptable actions that are in place right now through regular evaluation. Therefore, it is essential to evaluate how organizational culture type and job satisfaction relate to one another at NIB International Bank.

1.3. Research Questions

In order to achieve the objective of the research the study aims to answer the following basic questions:

1. What is the existing dominant culture type of NIB international bank?

2. What is the level of overall job satisfaction in NIB international bank?

3. Which cultural variables have more effect on employee job satisfaction?

1.4. Objectives of the Study

1.4.1. General Objective of the Study

The main objective of this study is to investigate the effect of organizational culture on employees job satisfaction in Nib International Bank.

1.4.2. Specific Objectives of the Study

The study specifically attempts to:

- To find out the effect of clan on employees job satisfaction
- To identify the effect of adhocracy on employees job satisfaction
- To find out the effect of hierarchy on employees job satisfaction
- To identify the effect of market on employees job satisfaction

1.5. Significance of the Study

The study mainly focused on studying the relationship between organizational culture and employees job satisfaction and the effect that organizational culture has on job satisfaction of nib international bank head office. Therefore, this research investigated how job satisfaction can be reflected through organizational culture. The main beneficiary of this study is nib international bank, to this end, all the agency employee, top, middle and lower level managers would be benefited from the findings of the study.

Employees also will have benefited by this study because safe cultural environment was developed through this study, if used and applied properly in NIB head office and keep up their motivation in order to perform their jobs successfully. This research also serves as a reference for researchers who are interested to conduct a research on the topic and is helpful for others to conduct such practical researches. Investigating and analyzing the elements that influence employee job satisfaction, particularly in the context of businesses, helps to explain the idea and its practical implication. The research outcome can be used in a variety of ways. By offering a conceptual framework and identifying the factors. It benefits businesses to have focus on employee job satisfaction, and develop a strategy to remedy the job satisfaction problem.

1.6. Scope of the study

To make the study manageable the study seeks to explain the relationship between the two variables i.e. the independent variable organizational culture and dependent variable employees job satisfaction. The research examines the above variables and related issues in the headquarters of NIB international bank in Addis Ababa. The study was only have carried out on the head office of NIB international bank which is located around mexico, Addis Ababa.

In terms of conceptual framework, the research analysis was focus on the model of Organizational Culture. because the model is based on behavior, designed and created within the business environment, uses business language to explore business-level issues, linked to bottom-line business results, and applicable to all levels of the organization. Accordingly, the model comprises four major organizational culture dimensions: clan, adhocracy, market and hierarchy.

1.7. Limitation of the study

The researcher faced some limitation is that the hospitals does not have an individual based satisfaction measurement system, instead applies team based satisfaction measurement system, therefore, the researcher is forced to make the analysis and interpretation to entirely to depend on the employees' personal judgment, thoughts and perceptions and these may create some perceptual

errors. As the research study focused on one bank, its findings may not be comprehensive enough for other organizations especially for the banking sector industry.

Regarding the geographical area coverage, the study is limited to focus only on employees who are under Head Office even if the bank has huge number of employees in branches. both in Addis A and outlying area, this is due to the fact that the concept of Organizational culture is a high level strategic concept and it is assumed that it is more familiar to employees who are near to issues related to the conception, development and execution of strategic matters.

1.8. Operational definitions of key Terms

Culture: is the set of key values, assumptions, beliefs, understandings, and norms that peoples within the same location.

Organizational culture: refers to a system of shared meaning held by members that distinguishes the organization from other organizations.

Job satisfaction: is defined as a positive emotional response one experience when doing one's job or when present at work.

Job dissatisfaction: when an employee doesn't feel content in their job

Organizational sub culture: when people of common situations, identities or job functions gather around their own interpretations of the dominant company culture.

1.9. Organization of The Study

The research paper is organized in to five chapters. The first chapter deals with the introduction part which covers the background of the study, general and specific objectives of the study, statement of the problem, definition of terms, significance of the study, scope and limitations of the study. The second chapter deals with the review of related literature. Chapter three is focus on the research methodology, data collection and procedures, sample and sampling techniques, whereas the fourth chapter is present the result analysis and discussion of the data. Finally, conclusions and recommendations is presented under the fifth chapter.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 Theoretical literature

2.1.1. Organizational Culture

The definitions of organizational culture are inconsistent and vary from scholar to scholar and from expert to expert. The concept of culture originated from the blend of many disciplines like organizational psychology, social psychology and social anthropology.

They have produced a literature rich in descriptions of alternative cultural system containing profound implication for managers working outside their native countries (Kotter & Heskett, 1992). Although there is no acceptable universal definition for the concept organizational culture, there seems agreement on impact of culture on organizational effectiveness. Thus, it is better to see some of the definitions of organizational culture. For instance, Mullins (2004) defined organizational culture as reflecting the underlying assumptions about the way work is performed; what is 'acceptable and not acceptable'; and what behavior and actions are encouraged and discouraged. In similar vein, Schein (1984) defined the term organizational culture as follows:

This definition captures the difficulty that organizations face in reconciling the divergent goals and actions of its members while simultaneously recognizing the difficulty of that challenge (Sawner, 2000). Similarly, Denison (1990) defines organizational culture as "underlying beliefs, values, and assumptions held by members of the organization, and the practices and behaviors that exemplify and reinforce them." In Denison definition we can understand that the beliefs, assumptions and values of the people are what organizational culture mean. In similar vein, Maslowski, 2001 defined organizational culture as "Distinctive collection of beliefs, values, work styles, and relationships that distinguish one organization from another". Even though the concepts are defined differently by different scholars they have one central theme i.e. culture is the identity of a given organization

that binds members of the organization for the realization of the desired goals. As per to various investigators, organizational culture has the following characteristics: socially constructed, historically determined, related to anthropological,soft and difficult to change (Hofstede et al., 1990). It also can be divided into a visible and an invisible part. The visible parts (symbols, heroes and rituals) of a culture are the practices of the organization, while the invisible parts are the values of the organization.

Only the visible parts of an organization can be changed by anyone's plan (Hofstede, 1998). As a comprehensive concept that includes belief, ideology, custom, norm, tradition, knowledge, and technology, organizational culture is an essential factor that influences the behavior of an organization and its members (Li, 2013). In this study, organizational culture is conceptualized using the Competing Values Framework Approach (CVF) by Cameron & Freeman (1991). CVF provides a method for helping managers and their organizations analyze their culture and develop reliable and valid measurement tools, and thus, it is widely used as a framework to diagnose organizational culture. Competing Values Framework Approach (CVF) yields four cultural types: clan (collaborate), market (compete), adhocracy (create) and hierarchy (control). The overview of each culture type is presented under types of organizational cultures.

2.1.2. Models of Organizational Culture

In the body of literature, scholars developed different models on organizational culture that include different traits driven by beliefs and assumptions that create unique organizational culture. Scholars like Dolan and Lingham (2012) have identified and summarized major organizational culture models such as Deal and Kennedy Model, Charles Handy Concept, and Edgar Schein Model. In addition, Denison model of organization culture is also part of this section. Common to all model of culture and the linkages to organizational success assert that values of employees need to be aligned with vision and mission of the company.

2.1.2.1. Deal and Kennedy Model

Dolan and Lingham (2012) summarized the model as follows. The model measured organization in terms of feedback. Accordingly, four type of organizational culture were developed. These are, Tough-Guy Macho Culture, Work Hard / Play Hard Culture, Bet your Company Culture & Process Culture.

The first Tough-Guy Macho Culture where by feedback is quick and the rewards are high. This often applies to fast moving financial activities such as brokerage and it is very stressful culture in which to operate. Secondly, The Work Hard / Play Hard Culture is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service. Thirdly, Bet your Company Culture in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation. Fourthly, Process Culture which occurs in organizations where there is little or no feedback. People become suspicious with how things are done not with what is to be achieved. This is often associated with bureaucracies.

2.1.2.2. Charles Handy Concept

The second model that Dolan and Lingham (2012) discussed in detail is Charles Handy Model. Organizational structure is the base for this model to classify organizational culture in to four: Power Culture, Role Culture, Task Culture and Person Culture.

A Power Culture in which power concentrates among a few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy A Role Culture characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, power derives from a person's position and little scope exists for expert power. A Task Culture in which teams are formed to solve particular problems. Power

derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure.

A Person Culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the concept of an organization suggests that a group of like-minded individuals pursue the organizational goals.

2.1.2.3. Edgar Schein Model

The last organizational culture model that Dolan and Lingham (2012) tried to summarize is Edgar Schein Model. This organizational culture model is described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. These includes facilities, offices, furnishings, visible awards and recognition, the way that its members dress, and how each person visibly interacts with each other and with organizational outsiders.

The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely expressed within the organization.

Finally, the third and deepest level depicts the organization's tacit assumptions. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these unspoken rules' exist without the conscious knowledge of the membership.

The above three models encompasses organizational culture traits from psychological or personality perspective and mainly the third is designed and created within the academic environment which uses non-business language. To the contrary, Denison organizational culture model, which is discussed in the subsequent paragraphs, is behaviorally based that are designed

and created within the business environment. And it is applicable to all levels of the organization in which business language is used to examine business results.

2.1.2.4. Denison Model

Denison and Neale (2011) identifies four cultural traits Involvement, Consistency, Adaptability and Mission. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model (Denison & Neale, 2011). The below succeeding paragraphs briefly discuss each of the four organizational culture traits and their respective indices.

2.1.3. Levels of Organizational Culture

According to Schein (1985) many definitions of culture give primacy to the cognitive components, such as assumptions, beliefs and values. Others expand the concept to include behaviors and artifacts (Rousseau, 1990) leading to a common distinction between the visible and hidden levels of organizational culture. Rousseau (1990) in his critique of research, who concentrates one of few attributes, proposes a multi-layered model, which he structured as a ring. Rousseau's rings were organized from readily accessible i.e. outer layer to difficult to access i.e., inner layers. Rousseau's model appears to capture all the key elements of culture "a continuum from unconscious to conscious, from interpretative to behavior, from inaccessible to accessible".

But whilst Rousseau asserts that the layers of culture associated with values, beliefs, and expectations constitute the primary elements in organization researchers' conceptualization of culture it would appear from other critical researchers' view point that in fact most research has concentrated on those more visible outer layers. At this point it should be highlighted that many researchers use the same terms of organizational culture but for different meanings. Thus Rousseau's "values" are inner or hidden" and the primary

elements in organizations, while Schein's "values" are visible "dominant values espoused by organization" i.e., values are not the primary elements in organizations. Rather, Schein's primary elements are assumptions. Many scholars in the field adopted Scheins (1985) classification of cultural levels. Schein's model consists of three layers that differ regarding their visibility within an organizations and their consciousness among organizational members.

The first level of Schein's classification scheme consists of artifacts and practices. In cultural artifacts, the basic assumptions, values and behavioral norms of the organization are visualized. For instance, symbolic objects to which organizational meanings has become attached-can include titles, parking places, special dining rooms, office size, location, and furnishings and other position and power (Williamson, 1981). In any organization, the specific symbols will be unique and related to the shared perspective of members. Symbols can also distinguish status and power differences between individuals and groups at the same level (Tosi, et al., 2000). This level of culture also consists of practices. In these practices or behavioral patterns, the underlying assumptions, values and norms come to the surface. These practices are not the result of any formal agreement or arrangement between employees, but developed from socially accepted or reinforced behavior of employees (Deal, 1985). Practices essentially refer to the customs, "the way use do things around here", or to the rituals in organization.

The second level consists of values and norms. Values refer to what organizational members believe to be good, right or desirable. Values, therefore, are to be considered standards of desirability; they reflect what is conceived to be important to pursue or worth striving for in organization (Maslowski, 2001). Although organization members are not always conscious of the values that guide their behavior, most are able to express their core values (Deal, 1985).

The third and the "deepest", least tangible level of culture consists of basic assumptions shared by organizational members, which comprises the core of organizational culture. Assumptions refer to

taken-for-granted beliefs that staff members perceived to be "true" (Schein, 1985). Because of their taken-for-granted nature, organizational members often are no longer aware of the assumptions that underlie the daily interpretations of their duties. These assumptions are likely to remain unconscious until other organizational members and other external body challenges them (Maslowski, 2001). Generally, it is clearly shown that organizational culture elements could be analyzed at different levels, based on the degree to which the cultural elements are visible to individuals. Some mangers focuses on the most outer or visible cultural elements while others on the most inner or invisible cultural elements.

2.1.4. Cultural Dimension

One way to study organizational culture is by analyzing its dimensions. These dimensions are related to the work environment in an organization (Akaah, 1993). In 1983, Wallach investigated organizational culture by means of three dimensions; the innovative, the bureaucratic, and the supportive dimension. Most organizations are a combination of these aforementioned dimensions, but generally there is one dimension that is dominant in an organizational (Silverthorne, 2004). Below each dimension is explained with the typically characteristics.

Innovative dimension: The norms in the innovative dimension are challenge and risk tasking. Employees are free to try new ways of working without the fear to failure (Akaah, 1993). Koberg and Chusmir (1987, p. 398) stated that this culture is described by the adjectives: 'risk taking, result oriented, creative, pressurized, stimulating, challenging, enterprising, and driving'. The most typical outcome in this culture is growth in sales, through the aforementioned characteristics (Berson et al., 2008).

Bureaucratic dimension: This dimension emphasizes on efficiency, rules, and regulations (Berson et al., 2008) and has clear lines of responsibility and authority (Koberg and Chusmir, 1987). Organizations with a high bureaucratic dimension will highlight consistency and predictability

though rules, procedures, and structures (Berson et al., 2008). The study of Adler and Borys (1996) showed that the characteristics of this dimension are formal, specialized, hierarchical, and inflexible. Organizations with a bureaucratic dimension can often cause negative reactions from employees (Berson et al., 2008).

Supportive dimension: Koberg and Chusmir (1987) showed that the supportive dimension is warm, trusting, sociable, friendly, and relationship oriented. The organization tends to be like a family for their employees. Berson et al. (2008, p. 617) stated that the work environments of the supportive dimension 'is characterized by trust, safety, and an encouraging a collaborative atmosphere'. Managers, who work in such social group, create an open relationship with their employees. In an organization where the culture can be seen as a family, the employees feel committed to the organization. Consequently, employees' obligation goes further than only their salary. Furthermore, the members share the organizational values and belief through commitment to the organization (Akaah, 1993).

An organization can describe an organizational culture by means of the aforementioned dimensions. Each culture type has characteristics for leading the organization and how the employees feel and work. These dimensions highlight distinct forms of organizations and are addressed in most culture typologies (Berson, Oreg and Dvir, 2008). This thesis will continue on the several types of organizational culture of Cameron and Freeman (1991). These types can be illustrated with the Competing Values Framework of Quinn and colleagues.

2.1.5. Job Satisfaction

Job satisfaction is one of the most important and heavily researched areas of inquiry in the field of industrial-organizational psychology. Even though, it is difficult to find consistent job satisfaction definition in the literature (Bonner, Hayes & Pryor, 2010), with regard to its meaning there is

agreement among scholars (Okpara, 2006). Let's see some of the definitions of job satisfaction hereunder.

Evans (1997) views job satisfaction as a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job-related needs to be meeting. In similar vein, Schmidt (2007) stated that job satisfactionrefers the degree of understanding the attractiveness of a given job to an individual. On top of this, it is an affective reaction to a job that results from the person's comparison of the actual outcomes with those that are desired, anticipated or deserved (Okpara, 2006).

Similarly, Saiyadain's (2007) view of job satisfaction, namely as an employee's end-state of feeling after accomplishing a task. This feeling may lead him/her to have either a positive or a negative attitude towards the job. Accordingly, Armstrong (2006) defined the term job satisfaction as the attitudes and feelings people have about their jobs. For Armstrong, positive or favorable attitudes about the work and the work environment indicate job satisfaction, and the inverse, referring to negative or unfavorable attitudes towards the work indicate job dissatisfaction.

Job satisfaction may also refer to the fulfillment acquired by individuals in respect of the various job activities, and the rewards for their jobs and job-related matters. According to Spector (1997), job satisfaction refers to the extent to which employees or individuals like or dislike their jobs and the various aspects of their jobs. For Spector (1997), job satisfaction can be a diagnostic indicator of how a person is doing in one of the major domains of his or her life-role. Spector further stated that the absence of job satisfaction suggests that a problem exists either in the job or in the person, whereas job satisfaction is indicative of good work-adjustment and positive well-being. Falken burg and Schyns (2007) are in agreement with the definition given by Spector, and argue that the term job satisfaction is seen as satisfaction with different aspects of the job and the work environment/situation.

Employee job satisfaction refers to the overall attitude and views of teachers toward their working conditions and profession (Hongying, 2008). It denotes the extent to which teachers are happy with their jobs and the different aspects thereof. The definitions given above suggest that the job satisfaction of employees in Ethiopia includes the overall feeling they may have about their work when they evaluate their job and their job-related experiences or work factors. Work factors include salary and benefits, management, work characteristics, and interpersonal relationships.

2.1.6. Job Satisfaction Theories

Job satisfaction has been the focus of much research in the developed countries (Papanastasiou & Zembylas, 2006), and has been the topic of interest of researchers and practitioners in many fields, including organizational psychology, public administration, education, and management (Kim, 2005). These researchers have formulated many generic theories, and have attempted to explain job satisfaction in the workplace. In an effort to understand the nature of job satisfaction, Green (2000) concluded that there are three theoretical frameworks of job satisfaction, namely content or needs theories, process theories, and situational models of job satisfaction. All of these frameworks may be useful to a greater or lesser extent to understand the job satisfaction of Ethiopian employees.

According to Amos, Pearson, Ristaw, and Ristaw (2008, p. 175), the needs or content theories focus on the individual factors within each person that initiate, guide, sustain, or stop behavior. Needs theorists attempt to stipulate particular needs that must be satisfied, or the values that must be attained, for an individual to be satisfied with his or her job. Process theorists, according to Green (2000), argue that overall job satisfaction is determined by the interaction between expectancies, values, and needs. The third theoretical framework of job satisfaction, the situational models (Durick & Glisson, 1988; Glassman, McAfee, & Quarstein, 1992), assume that the interaction of variables such as job characteristics (e.g., the nature of the work), organizational characteristics (the infrastructure of the organization, leadership, promotion criteria, and facilities), and individual characteristics (e.g., sex, age, and education) influence job satisfaction (Hoy & Miskel, 1996).

According to Glassman, et al. (1992), job satisfaction is determined by two factors, namely situational characteristics and situational occurrences.

Maslow's Hierarchy of Needs Theories, Abraham Maslow distinguished a theory of human needs based on a hierarchical model ranging from lower-order needs at the bottom to higher-order needs at the top (Maslow, 1954, pp. 35-47). He suggested that human needs are arranged in a series of levels, in a hierarchy of importance. Based on this hierarchy, Maslow identified five human needs. From the lowest level, these are physiological needs, safety and security needs, love needs, esteem needs, and the need for self-actualization at the highest level. The principle behind the hierarchy is that unless the needs at each level have been satisfied to some extent and until they are met, people find it difficult to respond to higher-order needs (Steyn, 2002). Once a lower-order need is satisfied it is no longer a motivator or satisfier (Mullins, 2005, p. 481). It comes to an end to motivate employees' behavior, and they are satisfied or motivated by the need at the next level of the hierarchy.

Herzberg's Two-factor Theory: The Two-factor theory was developed by Herzberg , Mausner and Snyderman (1959) following an investigation into the source of job satisfaction and dissatisfaction and included 200 accountants and engineers from Pittsburg, America. Applying the critical incident technique, the study's subjects were asked to tell their interviewers about the times that they felt exceptionally good or bad about their present jobs or any previous jobs. They were also requested to provide reasons and a description of the sequence of events that gave rise to that feeling. The participants' responses were tabulated and categorized. These responses were consistent across the study, and revealed that there were two sets of factors affecting motivation and work. This led to the Two-factor Theory of motivation and job satisfaction (Herzberg, et al., 1959).

The first set of factors, if present, caused happy feelings or positive attitudes. These factors, overall, were task-related. The other set of factors, if absent, caused feelings of unhappiness, bad attitudes,

or dissatisfaction. These factors, Herzberg claimed, were not directly related to the job itself, but to the conditions that surrounded the execution of the job (Herzberg, et al., 1959).

Herzberg (1966) suggested that factors involved in creating job satisfaction were separate and distinct from factors that led to job dissatisfaction. According to Herzberg (1966), intrinsic factors such as the work itself, achievement in the work, the possibilities of personal growth and recognition, and being charged with important responsibilities,

seemed to result from the human ability to personally advance and grow. He called these factors motivators, satisfiers or intrinsic factors, and posited that they led to job satisfaction.

On the other hand, extrinsic factors were those elements that prevented job satisfaction and employee growth. The extrinsic factors such as working conditions, salary, job security, and relationships with others are not part of the work, but they refer to the environment, and prevent job dissatisfaction. Herzberg calls these factors hygiene, dis-satisfiers or maintenance factors, and proposed that, if absent, it led to job dissatisfaction (Herzberg, 1966).

Motivators or intrinsic factors: Motivators or intrinsic (satisfier) factors are related to the actual performance of the work, or the content of the job. The motivators are internal job factors that urge the employees to strive for better achievements, and lead to job satisfaction and higher motivation (Balkin, Cardy, & Gomez-Mejia, 2003). They are the factors that influence the perceptions or feelings of employees about themselves and their work, and motivate them to work harder or better. Akyeampong and Bennell (2007, p. 4) state that "intrinsic motivators such as responsibility, the challenging nature of a job, and achievement are motivators that come from within a person." Herzberg's Two-factor Theory has been linked to that of Maslow's Hierarchy of Needs Theory. The Theory suggests that Maslow's higher-order needs are similar to Herzberg's satisfier factors, and Maslow's lower-order needs are similar to Herzberg's hygiene factors (Ellsworth, Hawley, & Mau, 2008). According to Herzberg, et al., (1959), motivation factors are internal factors that are

associated with higher-order needs, and include the opportunity to achieve in the job, recognition of accomplishment, challenging work and growth options, responsibility in the job, and the work itself – if the work is interesting (Amos, et al., 2008). The presence of intrinsic factors or motivators lead to job satisfaction, but their absence will not lead to job dissatisfaction (Perrachione, et al., 2008, p. 3). Studies in different organizations have found that the absence of acceptable intrinsic factors in the work-place leads to high employee attrition rates. Intrinsic factors are related to high attrition rates in many professions, including teaching (Jyoti & Sharma, 2009). Their presence, on the other hand, is related to high job satisfaction.

2.1.7. Hygiene or Maintenance Factors

Hygiene factors are extrinsic satisfiers that are associated with lower-order needs, and include organizational policy and administration, supervision, interpersonal relations with peers and supervisors, working conditions, status, job security, and salary (Amos, et al., 2008; Bogler, 2001; Ellsworth, et al., 2008). The extrinsic job characteristics reflect outcomes generated by performing the job, and are concerned with the context or environment in which the job has to be performed (Furnham, 2005).

According to Herzberg (1966), extrinsic hygiene factors, which are external to what a person does, do not contribute to job satisfaction when present, but rather to job dissatisfaction when absent (Perrachione, et al., 2008). In other words, when the hygiene factors are satisfied, they do not motivate or lead to satisfaction; they only prevent dissatisfaction (Herzberg, et al., 1959). If, however, appropriate or positive hygiene factors are provided, the employees will not be dissatisfied with their jobs, but neither will they be motivated and satisfied to perform at their full potential (Balkin, et al., 2003, p. 60).

Herzberg, et al. (1959) claimed that the hygiene factors are necessary but not sufficient conditions for the satisfaction of employees.

As a result, Herzberg characterized conditions surrounding the job as quality of supervision, pay, company policies, physical working conditions, relations with others, and job security, as hygiene factors. Changes in these factors are short-lived, and merely help in removing dissatisfaction in the teachers' work. They are not important in the overall satisfaction of the teachers with their work. The theoretical framework for most research on job satisfaction can be traced to the pioneering work of Herzberg, et al. (Bogler, 2001; Ellsworth, et al., 2008). Herzberg's Theory is a useful theory of job satisfaction (Mullins, 2005), but has also been criticized.

The Expectancy Theory: The Expectancy Theory was first formulated by Vroom (1964) (Armstrong, 2006; Mullins, 2005; The Certified Accountant, 2008). This Theory states that individuals have different sets of goals (outcomes), and can be motivated if they have

certain expectations (The Certified Accountant, 2008). From their previous experiences, employees tend to develop expectations regarding the level of their job performance. Employees also develop expectations regarding performance-related outcomes. They tend to prefer certain outcomes to others. They then think about what they have to do to be rewarded, and how much the reward means to them, before they do the job (Aswathappa, 2005, p. 366).

Maslow and Herzberg focused on the relationship between needs and the associated effort expected to fulfill them. The Expectancy Theory, on the other hand, separates the effort expected, from the fulfillment of the needs. According to the Expectancy Theory, effort arises from performance, motivation, and outcomes. The Theory suggests that motivation that will lead to job satisfaction is a function of the perceived relationship between an individual's effort and performance, and the outcomes associated with job performance (Vroom, 1964). Making a greater effort will improve job performance. A high level of performance, in turn, will bring a good reward (outcome). When the three variables (effort, performance, and outcome) are high, we expect the motivation and satisfaction to be high. However, effort alone will not necessarily lead to a high performance. There

are other variables that prevent a great performance, such as an individual's personality, knowledge, skills, abilities, and experience, or the supervisor's perceptions. Individuals who are under-qualified, or who lack skills and experience, will not be effective in their performance, simply by making a greater effort, for example.

Adam's Equity Theory: The Equity Theory was formulated by Adams (1963, 1965). This Theory proposes that the way individuals are treated at the workplace affects their behavior, and the attitude they have towards their work (Okpara, 2006). The basis of the Theory in the work context is that people/workers look around and observe what effort they put into their work, in comparison to others, and what reward follows that effort. Thus, individuals make comparisons between themselves and relevant others in terms of the outcomes they receive for their efforts, and the inputs they invested into that effort. In other words, employees compare their own outcome-to-input to the outcome-to-input ratio of relevant others (Green, 2000). The Equity Theory is also concerned with the perceptions of individuals of how they are treated in comparison to others in the organization. It is based on the assumption that individuals are motivated and satisfied by their desire to be equitably treated in their work relationships (Aswathappa, 2005). According to Kannan (2005), workers expect justice, fairness, and equal treatment by their employers and immediate supervisors. Employees want to be treated fairly. Adams suggests that individuals form perceptions of fair balance by comparing their own situation with that of other 'referents' (reference points or examples, or relevant others) in the workplace (Okpara, 2006). The referent may be a co-worker, relative, neighbor, group of co-workers, or other professionals. The individuals compare the inputs they bring to the job in the form of skills, training, education, work-experience, time, and effort with the outcomes they receive in the form of pay, fringe benefits, status, opportunities for advancement, promotions, prestige, and anything else that the workers desire and receive from an organization, as compared to relevant other employees in the organization (Green, 2000).

Based on Equity Theory, when employees perceive inequity, their behavioral responses to their feelings of dissatisfaction may include the following:

• Changing the effort being put into work (Amos, et al., 2008; Mullins, 2005; Robbins, 2009). Changing inputs can be either upward or downward. In the employment context, an employee may increase or decrease the level of his or her input through the amount or quality of work, absenteeism, or working additional hours without pay, to align this with the reference source ratios.

• Complaining to management about the compensation package, or lodging a grievance (Amos, et al., 2008, p. 185).

• An employee may try to find a new situation with a more favorable balance through absenteeism, request for a transfer, resigning from a job, or from the organization altogether (Mullins, 2005, p. 496).

• Changing the object of comparison (Mullins, 2005; Robbins, 2009). This involves changing the reference (relevant other) group with whom the comparison is made.

• Justifying the inequity by rationalizing the inputs and outputs (Amos et al., 2008, p. 185).

• Taking action against other(s) (persuading the referent(s) to take on a greater workload) (Amos, et al., 2008, p. 185).

Locke's Value Theory: Edwin Locke (1969) developed this Theory. Locke's Value Theory, also called the Goal-setting Theory, and suggests that employees' goals help to explain motivation, job satisfaction, and performance. The Theory assumes that behavior is a result of the individuals' conscious goals and intentions (Griffin & Moorhead, 2010, p. 142). According to Locke, when employees perceive that the goals they set for themselves or are set by the managers, are fulfilling and attainable, their commitment and productivity will increase. This could lead to job satisfaction (Badenhorst, et al., 2008).

Successful attainment of the intended goal creates a pleasurable emotional state (called job satisfaction) on the part of the individual. Locke (1969) also indicated that job dissatisfaction is a function of the size of the perceived discrepancy between the intended and the actual performance (Miner, 2005). The non-fulfillment of a goal creates a nonpleasurable emotional state, called job dissatisfaction. Different variables affect the attainment of goal-directed performance. These variables include effort, organizational support, individual abilities, and personal traits (Griffin & Moorhead, 2010). In a study of goal setting, Hansson, Hasanen, and Hellgren (2011), indicated that providing organizational support (through a supervisor), and letting employees participate in setting goals affected job satisfaction positively. Hansson, et al. (2011) also stated that rewarding employees for improved performance, giving feedback and recognizing their performance, getting support from their managers, and having low levels of goal-conflict and goal-stress have been found to be positively related to job satisfaction.

Latham and Locke (2002) found that, goal-characteristics (difficulty and specificity) were related to affect, and determined the attainment of the intended goals. It was also found that specific difficult goals consistently led to higher performance, rather than to urging people to do their best. In addition, high but attainable goals (rather than easy goals) were motivating, because they motivated the individual to attain more in order to be more satisfied (Latham & Locke, 2006).

If individuals feel that they are able to grow and meet their job challenges by pursuing and attaining goals that are important and meaningful to them, they develop a sense of success in the workplace (Latham & Locke, 2006). This leads to job satisfaction.

The Goal-setting Theory has high internal and external validities (Latham & Locke, 2006). Locke's Value Theory has support from both researchers and managers (Griffin & Moorhead, 2010). It is an 'open' theory. New elements are added as new discoveries are made (Latham & Locke, 2006, pp. 265-266). However, there are also criticisms against the Theory.

2.1.8. Dimensions of Job Satisfaction

According to Locke (1975) and Spector (1997), job satisfaction involves the following dimensions. Work, which is inclusive of intrinsic interests, variety, opportunity for learning and chances for successPay, including amount, fairness and equity Promotion, inclosing opportunitiesRecognition-including raises for accomplishment and credit for work done.

Benefits, which include pension, medical annual level and vacation leave.Working conditions, such as equipment, ventilation and locationSupervision, includes supervisory style and influence and human relations Coworkers, including competence, helpfulness and friendliness Company and management which includes concerns for the employee According to Mullins (1999) and Theron (1999) emotional and behavioral components of attitudes are also involved in job satisfaction. They also viewed that the following factors are conducive to job satisfaction:

☐ Mentally challenging work involving a fair amount of variety freedom, utilizing workers' skills and abilities and receiving feedback on their work - Equitable rewards, such as pay and promotion policies and practices that workers perceive as fair, based on the demands of a job. Many people are prepared to work for less money if their work has other rewards.

☐ Working conditions that are conducive to doing the job well, including safety and comfort, a clean environment and adequate equipment.

☐ Working with coworkers and bosses who are friendly and supportive. Supervisors who facilitate job satisfaction show an interest in workers, offer praise for good performance and listen to workers' opinions.

According to O'Malley (2000), a satisfying job has three properties: It has intrinsically enjoyable features, it provides an opportunity for growth and development, and it makes employees feel

effective in the execution of their duties. The following section presents the relationship between organizational culture and employees' job satisfaction.

2.2. Empirical Review

In order to strengthen the study, various research reports will review. The empirical evidences are summarizing and present below. The significance of organizational culture and its effect on job satisfaction has drawn special attention to the study of organizations and their cultures. Empirical studies of organizational culture have been carried out across various countries and industries, particularly, in the business institute context; several empirical studies have supported the positive link between culture and effectiveness.

The four culture types of the competing values framework – Hierarchy, Market, Clan, and Adhocracy – are each rooted in a model of organizational theory research. Each theoretical foundation provides the organizational environment for the values and characteristics of each culture to take root and become prominently expressed. The Competing Value Framework that was developed by Cameron and Quinn, (2006) is presented hereunder.
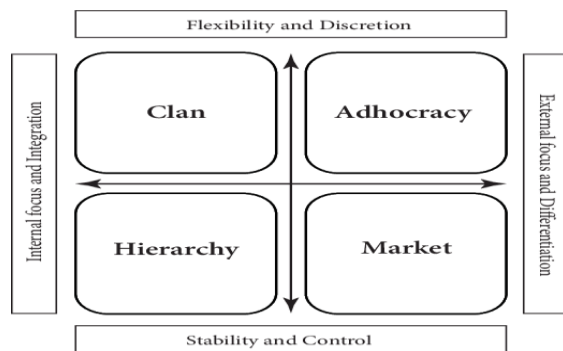
Fig 2.1 competing value framework model

Source: - Cameron and Quinn, (2006)

The competing values frame work (Cameron and Quinn, 2006, p. 49)Competing value framework refers to whether an organization has a predominant internal or external focus and whether it strives

for flexibility and individuality or stability and control. The framework is based on four dominant culture types (Clan, Adhocracy, Market, and Hierarchy).

2.2.1. The Relationship between Organizational Culture and Job Satisfaction

Organizational culture has a significant impact on several key organizational variables such as employee satisfaction, employee performance, turnover and so forth (Cameron & Freeman, 1991). Furthermore, in the body of literature there are evidences that assure the impact of organizational culture on individual attitudes and behaviors (Lund, 2003; MacIntosh & Doherty, 2010; Schein, 1985). One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture (MacIntosh & Doherty, 2010). Employee job satisfaction is one of the most widely studied concepts in the organizational behavior field, as it has been identified as a key job attitude related to the quality of the working context in any organization. It has been linked to important organizational variables, such as productivity, absenteeism, and turnover (Sempane, Riger, & Roodt, 2002).

Previous research has shown that organizational culture does have an impact on several key organizational variables (Cameron and Freeman, 1991). Peters and Waterman (2004) extolled the virtues of organizational culture in enhancing organizational performance. Many other studies reported a profound impact of organizational culture on organizational performance and effectiveness (Cameron and Quinn, 2011; Deal and Kennedy, 2000; Frost, Moore, Louis, Lundberg, and Martin, 1985; Schein, 1985).

Goodman et al. (2001) conducted a study that investigated on the impact of organizational culture on the quality of work life. They found out that hierarchy cultures are negatively associated with job satisfaction and organizational commitment while clan cultures are positively associated with job satisfaction and organizational commitment. Lund (2003) adopted the Competing Value Framework to explore the relationship between the four culture types and job satisfaction. The

findings indicated that there is a positive relationship between clan (emphasizing flexibility and internal orientation) and adhocracy (focusing on innovation and adaptability) cultures. On the other hand, job satisfaction had a negative relationship with hierarchy (emphasizing control and efficiency) and market (focusing on goal achievement and outperforming competitors) cultures. Using a different yet closely similar model to the Competing Value Framework, San and Kim (2009) conducted a study of the impact of organizational culture types on job satisfaction and turnover intention among hospital nurses in Korea. The results showed that job satisfaction was positively correlated with clan and market cultures, while the influence of adhocracy and hierarchy cultures was not statistically significant.

2.2.2 Four cultural traits of job satisfaction

2.2.2.1 Hierarchy Culture

The Hierarchy culture, characterized by stability and an internal focus, is made up of a formal structured chain of command and control that emphasizes constancy, predictability, and efficiency. The Hierarchy culture type is one of the earliest and most widely adopted organizational culture types, particularly in government entities. In this culture type, there are clear decision makers, rules, and procedures that control and govern all aspects of the organization. The classical organizational theory that developed with the industrial age of the early 1900s provides the theoretical foundation for this cultural type.

The fundamentals of this theory are that organizations will act rationally in order to maximize production through a systematic organization with labor division and specialization (Maslowski, 2001). Research by Taylor (1916) and Gulick (1937) form thebasis of this theory. Taylor developed a scientific management research method to hone in the one best way to perform a particular organizational process. Gulick provided a principle based management method by introducing key principles for management. In sum, the Hierarchy culture focuses on managers maintaining unity and control to meet internal goals of production and effectiveness.

2.2.2.2 Market Culture

The Market culture, characterized by stability and an external focus, produces a competitive organization that emphasizes results and achieving goals. The organization functions similar to a market focused on outward transactions with external communities

that interact with the organization, such as suppliers, customers, licensees, unions, and regulators (Cameron and Quinn, 2011). Stability and control arises through the competitive and economic drive to reach targets and grow the number of customers served, rather than through rules and specialized functions like a hierarchy. The Market culture type assumesthat the external environment is hostile and requires the organization to fight and compete in order to improve its position and grow. Consequently the organization is driven by a constant push towards increasing productivity and making sure results are met.

The organizational economics theory, which uses economics to study the internal structure and systems of an organization, provides the foundation for the Market culture. Introduced by Coase (1937) the organizational economics theory explains that the driving force for the formation of an organization is to internalize and reduce the costs of participating in the market for a given product or service. Specifically, Coase argues that organizations form in order to navigate an uncertain environment and to reduce the costs of transactions associated with delivering products and services to customers. Barney and Ouchi (1986), Williamson (1981), Jensen & Meckling (1976), further the use of economic principles to improve organizational efficiency and effectiveness while still supporting management decisions and control.

2.2.2.3 Clan Culture

The Clan culture, characterized by a flexible and internal focus, is a collaborative culture with a strong commitment to the people of the organization and their development, much like an extended family. Employees often work in semiautonomous teams and are rewarded based on production

and goals achieved as a team, not as individuals. Employees are encouraged to actively participate in the development of the organization by providing their thoughts and input on how to improve production. Managers focus on empowering employees and help them development their skills. Facilitating this employee cultivation is designed to build commitment and loyalty from employees in order to have a more effective overall organization. Organizations need the energy, ideas, and skills people provide. People need the career, earnings, and sense of purpose that organizations provide.

A poor fit between an organization and the individual leads to suffering for both, but a good fit will benefit both. Follett (1926) emphasizes a relationship between leadership and employees in which both groups interact as relative equals when responding to a particular situation. Maslow (1943) provides a hierarchical framework for making sense of the complex needs and motivations of humans. McGregor (1957) presents Theory X and Theory Y as contrasting managerial assumptions of employee motivation, where Theory X assumes employees inherently dislike work and they must be directed or coerced into performing their work duties and Theory Y assumes employees are self-motivated to work if they are committed to the organization and its objectives. Ott, Parkes, and Simpson (2008) organize the concepts of the human resource theory into its most core themes of leadership, motivation, groups, work environments, power and influence, and organizational change.

2.2.2.4 Adhocracy Culture

Finally, the Adhocracy culture, characterized by a flexible and internal focus, makes up a creative culture that promotes entrepreneurship, innovation, and unique ways to meet challenges and stay on the leading edge. This culture type epitomizes the rapidly changing world that requires an increasing amount of creativity. In this type of organization, emphasis is placed on having an eye towards the future and being ready for whatever it may bring, which requires a lot of time preparing to change to meet the needs of the future. To do this, the organization structures itself so that it can

quickly change courses as necessary. With rapid change, standard procedures and rules become less important and creativity and innovation become more important. Members of the organization must be dynamic and able to produce solutions to new challenges quickly. This culture arises from open-systems theories where the focus is on an organization's interaction and interdependence with its external environment. Katz and Kahn (1966) frame this theory by looking at organizations as a part of a larger system where organizations continuously adapt as the environment changes. Thompson (1967) explains that while most organizations are in reality open-systems, they operate and plan as closed-systems as a way to shy away from the uncertainty of the open system reality. In essence, the open-systems theory centers on organizations recognizing the influence of its external environment and how the actions by the organization in turn affect its environment.

2.3. Conceptual Framework of the study

Figure: 2.2 Conceptual framework organizational culture and job satisfaction

Independent variables   **Dependent variables**
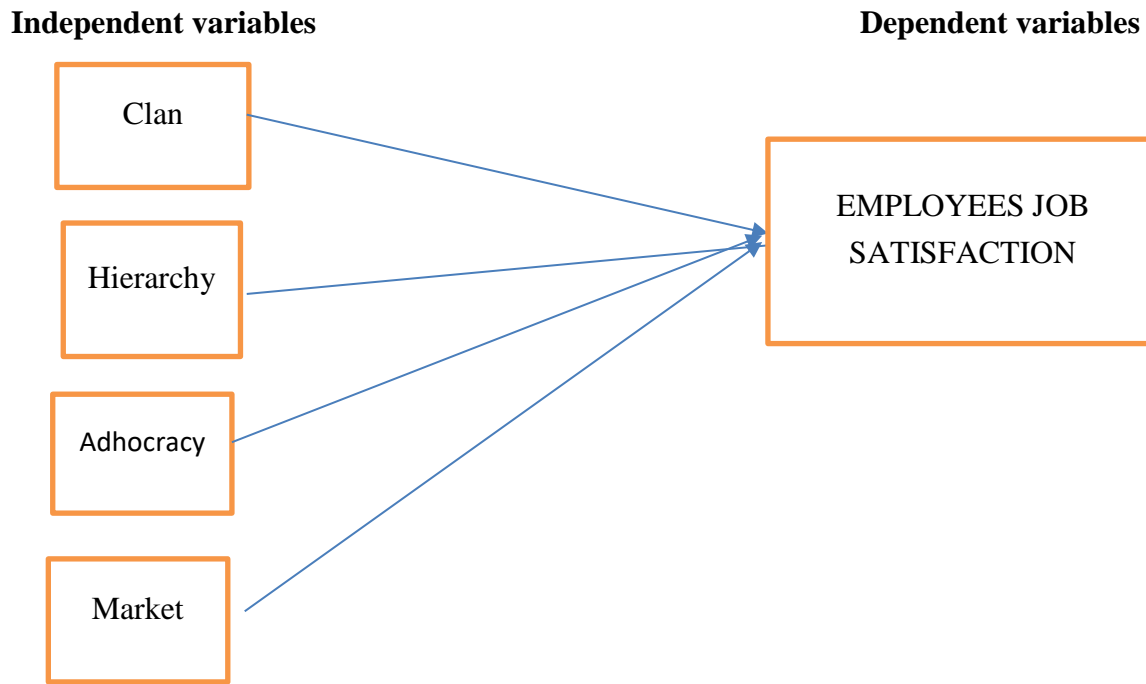
Compiled from literature

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

Research design addresses important issues relating to a research project such as purpose of study, location of study, type of investigation, extent of researcher interference, time horizon and the unit of analysis (Sekaran & Bougie, 2010).

According to Burns and Bush (2003) research designs are classified into three categories: exploratory, descriptive, and causal. The choice of the most appropriate design depends largely on the objectives of the research. Exploratory research is most commonly unstructured, informal research that is undertaken to gain background information about the general nature of the research problem. Accordingly, exploratory research does not have a formalized set of objectives, sample plan, or questionnaire. In contrast to exploratory designs, descriptive research is undertaken to describe answers to questions of who, what, where, when, and how. The third one is causal, which may be thought of as understanding a phenomenon in terms of conditional statements (Burns & Bush, 2003).

The study has utilized descriptive and explanatory design because it emphasizes on discovering relationship between organizational culture and employees job satisfaction. Explanatory research helps to better understand the problem and to establish any association between the independent and dependent variables.

3.2 Research Approaches

Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. three research approaches are advanced: (a) Qualitative(b) Quantitative, and (c) Mixed methods. Unquestionably,

the three approaches are not as discrete as they first appear. Qualitative and quantitative approaches should not be viewed as rigid, distinct categories, polar opposites, or dichotomies. Instead, they represent different ends on a continuum (Newman & Benz, 1998).

Quantitative method is appropriate to examine the relationship between two and more variables in the study, and is mainly relevant for theory testing and the qualitative method is appropriate to explore the phenomenon in the study situation through using interviews, observations, and document reviews (Tsang, 2014).

Mixed approach is a research whereby researchers collect and analyze both quantitative and qualitative data within the same study.

Therefore, the research is used quantitative method approaches in order to achieve the objective of this study and to answer the research questions this method is used.

3.3 Population

 The population of the study was limited and surveyed staffs of NIB Bank Head Office. they are working in different departments in the head office with a size of 400 employees. The target population was selected because of the easy access to data, cost effectiveness and easy manageability of the study. Hence, the research was focused on staffs of Nib International Bank located at Addis Ababa Head Office at the level of different departments working in the HO to provide the necessary variety of information required for the study.

3.4 Sampling techniques

 A sample has been diagnosed as a part of the target populace and researchers need to carefully pick out the sample to represent the populace of the look at. In order to acquire representativeness, sampling methods have to observe sure requirements and methodological standards. Simple random sampling is the fundamental sampling method assumed inside the computations of social technological know-how studies. In simple random sampling, each person of the population has

been given equal chance of being decided on. Consequently the researcher decided on personnel in all departments of understanding that allows you to make the take a look at entire. The organization's personnel had been decided on primarily based on simple random Sampling technique to collect the applicable data.

3.5 Sample size

Sample size refers to the number of items to be selected from universe to constitute a sample.Determining sample size is a very important issue because if samples are too large may waste a lot of time, resource and money, while samples that are too small may lead to in accurate results. From the data acquired from the company the organization has 400 staff members from them 200 employees of the total study population were randomly selected for a sample. This has been done by using Yamane (1967) formula stated as follows.

$N= N/1+N(e)^2$ where:

n = required sample size.

e = level of significance taken to be 0.05

*95% confidence level and p = 0.05 are assumed

N= the population size.

1= constant

Thus $N = N/1+N(e)^2$

$400/1+400(0.05)^2$

= 200

3.6 Data types and sources

This study employed only Primary data source and it was conducted through distributed questionnaires for employees from the head office. To collect primary data, structured questionnaires used.

The data type used in this research is quantitative data and it is collected through structured questions in a form of questionnaires. The research instrument was consisted of closed-ended questionnaire.

3.7 Data analysis and Method

Once the study collected all the possible and relevant information through the methods that discussed above, it was start to analyze and interpret the data. SPSS version 27 was used to analyze the data obtained from primary sources. Specifically, Pearson Coefficient of Correlation was used as a measure of finding correlation between the two variables. Linear Regression model was conduct in this study inorder to predict the value of dependent variable (job satisfaction) based on the value of independent variable (organizational culture).

3.8 Reliability Test

To ensure the reliability of the instrument in this case of study and the researcher is tested the reliability using Cronbach's Alpha (α). Cronbach 's Coefficient (α) is calculated to estimate the internal consistency of reliability of a measurement scale. Cronbach 's Coefficient is a reasonable indicator of the internal consistency of instruments that do not have right or wrong marking schemes, thus can be used for questionnaires using scales such as rating (Black & Leslie, 1999). For this particular study, the questionnaires Likert scale items reliability is checked by Cronbach's - alpha coefficient with the help of SPSS software.

Table 3.1 Reliability Test Result

Variables	Cronbach Alpha	No. of Items
Clan	0.859	10
Adhocracy	0.743	10
Market	0.842	10
Hierarchy	0.765	10
Job satisfaction	0.829	10

Reliability Statistics

Cronbach's Alpha	N of Items
.922	50

Source own survey 2023

As Tavakol (2001) stated that, there are different reports about the acceptable values of alpha, ranging from 0.70 to 0.95. Hence, the Cronbach 's alpha coefficient of all the above variables is fall within the stated range and is concluded that there is consistency among each question in the questionnaire.

3.9 Validity Test

The clarity of the instrument items to the respondents is established so as to enhance the instrument's validity. According to Sekaran (2003), validity is the most critical criterion and indicates the degree by which the sample of test items represents the content the test is designed to measure. To establish the validity of the research, instrument the researcher required opinions of experts in the field of study especially the feedback obtained from the advisor of this research, who assessed and reviewed the appropriateness of questions and the scales of measurement.

3.10 Ethical Consideration

The research is conducted in professional and ethical manner. The researcher has clearly informed the respondents about the purpose of the study i.e. the study will exclusively be used for academic purpose only. All assistance, collaboration of others and sources from which information was drawn has been acknowledged. Study participants have also been informed that participation in the study is voluntary. Participants' anonymity and data confidentiality is kept in the process of data presentations, analysis, and interpretation. Finally, all the reference materials used for this research were acknowledged with proper citations.

CHAPTER FOUR

DATA PRESENTATION, RESULT AND DISCUSSION

4.1 Response Rate

The data collected through questionnaire is presented in this section using tables and graphical formats. As stated in chapter three i.e. research methodology, 200 questionnaires were to be distributed. After distribution a total of 180(90%) surveys were returned. Out of the total questionnaires distributed 20 questionnaires were unreturned due to various problems.

Table 4.1 Response Rate

Questionnaire	Frequency	Percentage
Distributed	200	100 %
Returned	180	90%
Unreturned	20	10%
Response rate	(180/200)*100	90%

Source own survey 2023

4.2 Demographic Profile of Respondent

The first section of the survey questionnaire provides the demographic profile of the respondents which serves as a building frame for the interpretation of the results. The respondents' profile is organized in terms of gender, age, and marital status, level of education, employment category, and total years of experience. The result of this demographic presentation is stated below using descriptive statistics analysis. The respondents' demographic profile is captured and analyzed below.

Table 4.2 Respondents' profile

No.	Item		Response	
			No	%
1	Gender of Respondents	a) Male	104	57.8%
		b) Female	76	42.2%
		Total	**180**	**100.0**
2	Age of Respondents	a) 18-27	17	9.4%
		b) 28-37	75	41.7%
		c) 38-47	81	45.0%
		d) 48 and above	7	3.9%
		Total	**180**	**100**
3	Martial status	a) Single	50	27.8%
		b) Married	130	72.2%
		Total	**180**	**100**
4	Education level	a) BA/BSC	84	46.7%
		b) MA/MSC	89	49.4%
		c) Other	7	3.9%
		Total	**180**	**100**
5	Year of expierence	a) 2-5	45	25.0%
		b) 6-10	41	22.8%
		c) 11-15	61	33.9%
		d) above 15	33	18.3%
		Total	**180**	**100.0**
6	Employment Category	a) non- managerial position	129	71.7%
		b) managerial position	51	28.3%
		Total	**180**	**100**

Source: **Own Questionnaire Survey, 2023**

The data obtained from questionnaire shown above table 4.2 reveals that out of 180 respondents 104 (57.8%) were males and the remaining 76 (42.2%) were females. This explains that the number of male respondents were greater than female respondents who participated in the study.

With regard to age category of respondents, 81 respondents were between 38 - 47 years representing 45.0% and the next higher group would be between 28-37 with a frequency of 75 that represent 41.7% percent of the overall. The third group would be between 18-27 which is represented with a frequency of 17 that represent 9.4% and the last group represented by 48 and above with a frequency of 7 (3.9%). This implies that almost 90% of the employees were within the age range of 38 and 47 and may indicate that the bank is composed of adult workforce with a capability to bring the desired corporate culture at NIB

As of employee's marital status, which are the majority 130 of the respondents, which is 72.2% are married and the rest of the respondents 50 (27.8%) are single. As most studies indicated that married employees are more effective in their work and ready to accept challenging assignments and building a strong working culture with married employees is somehow easy for the bank than single ones.

It is evidenced that the employees of NIB International Bank hold a range of educational qualification from Diploma to MSC. Although for this study the majority of respondents 89 (49.4%) were master's holders. The next group would be degree which represent 84 (46.7%) while the remaining are diploma holders which are 3.9% of the total with 7 respondents. Based on this the above data it's possible to say that most employees in NIBH are MSC holders which means most employees in NIBH are well educated and have better knowledge and expectation. And this pertains a good opportunity for the hospital as this workforce is can easily adapt new changes, technological innovations and flexible and trainable mindset so that the bank can have an opportunity to create a strong organizational culture.

Respondents were also asked their length of service year in the bank, accordingly, 25.0% of the respondents were stayed in the bank from a range of 2-5 years, and 22.8% are 6-10 years. 33.9% of the respondent were stayed in the bank from a range of 11-15years and 18.3% are above 15 years. This may have implied that most of the employees were worked in the bank more years.

When respondents were requested about their job position category 71.7% of the employees participated in the survey were fall under the non-managerial position, where as 28.3% under managerial position.

4.3 Descriptive analysis of organizational culture and employee's job satisfaction.

In this section, the factors affecting job satisfaction are discussed. The study sought to examine the effect of organizational culture on employees' job satisfaction in NIB International Bank Head office. Job satisfaction factors were viewed in terms of clan, adhocracy, market and hierarchy as the independent variables and job satisfaction as the dependent variable.

Statistics of mean score and standard deviation. The data collected from the questionnaires were analyzed quantitatively. The questionnaire was a closed ended. It should be noted that the questions were opinion based which seek to find out views, opinions and perceptions of respondents.

The standard deviation measures how concentrated the data are around the mean; the more concentrated, the smaller the standard deviation and according to Zaidaton & Bagheri (2009) the mean score below 3.45 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considers as high. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to 'Strongly disagree', 2 point as 'Disagree', 3-point as 'Neutral', 4-point as 'Agree', and 5-point as 'Strongly Agree'. Thus, detail of the analysis was presented as follow

4.3.1 Clan As Organizational Culture Dimension.

Table 4.3 Respondents opinion on clan cultural dimension

Note: (SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree)
Source: own questioner Survey, 2024

Items	N	Mean	Standard deviation	Agreement scale				
				SD (%)	D (%)	N (%)	A (%)	SA (%)
In Nib International bank there is a culture of Working cooperatively with others	180	2.33	1.098	23.3	42.2	16.7	13.9	3.9
There is shared responsibility for tasks to be accomplished in NibInternational bank	180	2.03	1.019	32.2	46.7	10.0	7.8	3.3
Nib International bank encourages team work through rewarding high performance	180	2.21	1.104	31.1	37.2	11.7	19.4	0.6
There is high amount of affection and intimacy in this organization	180	1.93	1.052	43.3	36.1	5.0	15.6	0
Nib International bank is a very comfortable place for social relation, It is like an extended family	180	1.85	0.983	45.6	35	8.3	11.1	0
Managers in this organization are mentors and facilitators	180	1.73	0.919	50.0	35.0	7.2	7.2	0.6
In this organization Employees can speak freely to their managers on a variety of topics	180	1.78	0.982	50	32.2	7.8	9.4	0.6
Nib International bank managers are open to suggestions	180	1.71	0.794	45.6	42.2	7.8	4.4	0
Employees in Nib bank are help each other through participating in identifying and defining problems and working toward solutions	180	1.74	0.879	45.6	42.8	3.9	7.2	0.6
Coworkers share information and new ideas throughout the organization	180	1.86	1.029	47.8	30.0	11.7	9.4	1.1
Grand Mean	180	1.95	0.488					

Source: **Own Questionnaire Survey, 2023**

The study was intended to evaluate the existence of clan culture dimension in Nib bank head office.. Hence, 10 questions were designed and distributed to the sampled employees and requested their level of agreement and the responses were summarized and presented in the above table. for the question that asks respondents as nib international bank has a working Cooperatively with Others they answer 23.3% strongly disagreeing and 42.2% disagreeing, it suggests a significant portion of employees does not perceive a culture of working cooperatively. This could indicate challenges in fostering a collaborative work environment.

For the question that was forwarded to respondents if they have Shared Responsibility for Tasks, The high disagreement percentages (32.2% strongly disagree, 46.7% disagree) highlight a notable lack of consensus regarding shared responsibility. This may signal issues in task distribution and a need for clearer expectations.

Encouragement of Teamwork through Rewarding High Performance While a substantial portion agrees (19.4% strongly agree, 37.2% disagree), a notable 31.1% strongly disagrees. This suggests a mixed perception of how effectively high performance is rewarded to foster teamwork.

High Amount of Affection and Intimacy The majority (43.3% strongly disagree, 36.1% disagree) indicates a lack of perceived affection and intimacy. This may imply challenges in creating a warm and supportive work atmosphere.

Comfortable Place for Social Relations - Like an Extended Family Despite a significant percentage agreeing (45.6% strongly disagree, 35% disagree), the 8.3% neutral responses suggest that the majority of the respondents not believe comfortable place for their social relation and also the organization as an extended family.

Managers as Mentors and Facilitators, the substantial disagreement (50% strongly disagree, 35% disagree) suggests a significant number of employees don't view managers as mentors and facilitators. This points to potential gaps in leadership development and support.

Employees Speaking Freely to Managers, While 50% strongly disagree that employees can speak freely to their managers, the 32.2% disagreement signifies a considerable portion that may feel communication barriers exist. Addressing these barriers could enhance employee-manager interactions.

Managers Open to Suggestions, a notable percentage (45.6% strongly disagree, 42.2% disagree) disagrees that managers are open to suggestions, indicating potential challenges in fostering a culture of openness and innovation.

Employees Helping Each Other in Problem-Solving, despite a majority disagreeing (45.6% strongly disagree, 42.8% disagree), the 3.9% neutral and 7.2% agreeing suggest that the majority believe there is no room for improvement in promoting a more collaborative problem-solving approach among employees.

Sharing Information and Ideas Across the Organization The high disagreement (47.8% strongly disagree, 30% disagree) indicates that a substantial portion of employees doesn't perceive a robust culture of information sharing. This could impact organizational learning and innovation.

The analysis reveals varied perceptions among employees, highlighting potential areas for improvement in fostering collaboration, communication, and a supportive organizational culture at Nib International Bank. Addressing these areas could contribute to a more cohesive and engaged workforce.

4.3.2. Adhocracy As Organizational Culture Dimension In Nib Bank

Table 4.4 Respondents opinion on adhocracy cultural dimension

Items	N	Mean	Standard deviation	Agreement scale				
				SD (%)	D (%)	N (%)	A (%)	SA (%)
Nib International bank is a very dynamic entrepreneurial place	180	2.39	1.313	39.4	14.4	16.1	27.8	2.2
The bank emphasizes acquiring new resources and creating new challenges	180	2.07	1.18	42.8	30.6	4.4	21.7	0.6
The management style in this bank is characterized by individual innovation and uniqueness.	180	2.08	1.232	44.4	29.4	0	25.6	0.6
The organization is willing to accept changes	180	2.22	1.202	36.7	31.1	6.7	25.0	0.6
The banks work place setting(physical structure, quietness, cleanness etc) initiates for creativity	180	2.3	1.209	32.8	33.3	5.6	27.8	0.6
Every day's routine facilitates employees creativity	180	2.04	1.207	47.8	22.8	7.8	21.1	0.6
Managers in this bank has a positive attitude when new changes are implemented	180	2.21	1.237	39.4	27.8	5.6	26.7	0.6
Management bodies in Nib International bank are capable of adjusting themselves rapidly with new situations	180	2.17	1.23	40.6	28.9	5.0	24.4	1.1
The bank provides sufficient level of autonomy to its employees	180	2.03	1.136	42.8	31.7	5.6	20.0	0
Employees are willing to stick their necks out and take risks.	180	2.15	1.16	35.6	37.8	3.9	21.7	1.1
Grand Mean	180	2.08	0.652					

Source: **Own Questionnaire Survey, 2023**

The analysis of responses relating to the adhocracy culture in nib international bank head office the respondents answer regarding to is the organization is a Dynamic Environment a notable percentage (39.4%)

strongly disagrees that the bank is a very dynamic entrepreneurial place. However, a significant portion (27.8%) agrees, indicating a division in perceptions about the dynamism of the bank.

Emphasis on Acquiring Resources and Creating Challenges The majority (42.8%) strongly disagrees and 30.6% disagrees with the emphasis on acquiring new resources and creating challenges a smaller but substantial portion (21.7%) agrees with this emphasis.

Management Style - Individual Innovation and Uniqueness, a large portion (44.4%) strongly disagrees that the management style is characterized by individual innovation and uniquenessThe agreement is primarily divided between those who agree (25.6%) and those who disagree.

Willingness to Accept Changes, a considerable portion (36.7%) disagrees with the organization's willingness to accept changes About a quarter (25%) agrees, suggesting a mixed perception regarding the organization's adaptability.

Workplace Setting and Creativity, the distribution is fairly balanced, with strongly disagreement (32.8%) and agreement (27.8%) on whether the workplace setting initiates creativity.

Routine Facilitating Employee Creativity, almost half (47.8%) strongly disagrees that the routine facilitates employee creativity There is a relatively smaller agreement (21.1%) on the positive impact of the routine on creativity.

Positive Attitude towards Change Implementation, while a significant portion (39.4%) has a negative perception, a notable percentage (26.7%) agrees that managers have a positive attitude toward change implementation.

Management Adaptability to New Situations A considerable percentage (40.6%) doubts the management's capability to adjust rapidly to new situations. However, more than a quarter (24.4%) agrees with their adaptability.

Employee Autonomy A substantial portion (42.8%) disagrees with the bank providing sufficient autonomy to its employees. Only 20% agree, indicating a potential gap in perceived autonomy levels.

Willingness to Take Risks, there is a division in perceptions, with a significant portion (37.8%) disagreeing with employees being willing to take risks. However, a substantial portion (21.7%) agrees with their willingness to take risks.

In summary, the agreement scale distributions reveal varying perceptions among respondents. Some areas, such as the dynamic nature of the bank, workplace setting, and willingness to take risks, show clear divisions in opinions. On the other hand, there are areas, like management's positive attitude toward change and adaptability, where opinions are more evenly distributed between agreement and disagreement. The analysis suggests potential areas for improvement and indicates where the organization may be performing well according to employee perceptions.

4.3.3 Market As Organizational Culture Dimension In Nib Bank

Table 4.5 Respondents opinion on market cultural dimension

Items	N	Mean	Standard deviation	Agreement scale				
				SD (%)	D (%)	N (%)	A (%)	SA (%)
Nib International bank provides greater emphasis toward goal achievement	180	1.9	0.94	39.4	41.1	9.4	10	0
In Nib International bank competitive market leadership is a key for success	180	1.86	0.902	36.7	51.1	2.8	8.3	1.1
The bank has a good understanding about the potential competitors	180	1.84	0.831	35.0	52.8	6.1	5.0	1.1
Nib International bank provides emphasis on offering better service than its competitors	180	1.92	0.989	36.1	48.9	5.0	6.7	3.3
The bank mainly focuses on customer satisfaction instead of its employees welfare	180	1.84	0.885	38.9	46.7	7.2	6.1	1.1
The management style in the Nib International bank is generally considered to demonstrate an aggressive and results-oriented	180	1.83	0.925	40.0	46.7	5.6	5.6	2.2
Management bodies at this bank are very competent	180	1.74	0.905	47.8	37.8	9.4	2.8	2.2

Employees of this organization have positive attitude toward competitive environment	180	1.66	0.854	54.4	30.6	10.0	5.0	0
Goals, objectives and tasks of Nib International bank can be achieved easily by employees	180	1.57	0.792	57.2	33.3	5.6	3.3	0.6
When the competition become more challenging in Nib Internationa bank the employees perform better	180	1.65	0.868	53.3	34.4	7.8	2.8	1.7
Grand Mean	180	1.85	0.524					

Source: **Own Questionnaire Survey, 2023**

The analysis of responses relating to the market culture in nib international bank head office the respondents answer regarding to as Nib International Bank provides greater emphasis toward goal achievement, A significant disagreement exists, with 39.4% strongly disagreeing and 41.1% disagreeing. Only 10% agree, indicating a lack of consensus on the bank's emphasis on goal achievement.

In Nib International Bank, competitive market leadership is a key for success, The majority disagrees, with 36.7% strongly disagreeing and 51.1% disagreeing. Only 8.3% agree, suggesting a prevailing sentiment against the importance of competitive market leadership for success.

If the bank has a good understanding of potential competitors, There is substantial disagreement, with 35% strongly disagreeing and 52.8% disagreeing. Only 5.1% strongly agree or agree, indicating a lack of confidence in the bank's understanding of its competitors.

Nib International Bank provides emphasis on offering better service than its competitors, opinions, with 36.1% strongly disagreeing and 48.9% disagreeing. However, 9.3% strongly agree or agree, suggesting a concern about the emphasis on offering better service.

The bank mainly focuses on customer satisfaction instead of its employees' welfare, A significant portion disagrees, with 38.9% strongly disagreeing and 46.7% disagreeing. Only 7.2% agree, indicating a concern about the perceived prioritization of customer satisfaction over employee welfare.

The management style in Nib International Bank is generally considered to demonstrate an aggressive and results-oriented, Mixed perceptions, with 40% strongly disagreeing and 46.7% disagreeing. However, 8.2% strongly agree or agree, suggesting a division in opinions regarding the bank's management style.

Management bodies at this bank are very competent, a significant portion expresses disagreement, with 47.8% strongly disagreeing and 37.8% disagreeing. Only 5% strongly agree or agree, indicating a lack of confidence in the competence of management bodies.

Employees of this organization have a positive attitude toward the competitive environment, A majority disagrees, with 54.4% strongly disagreeing and 30.6% disagreeing. No respondents strongly agree, highlighting a notable lack of positive sentiment regarding employees' attitudes toward the competitive environment.

Goals, objectives, and tasks of Nib International Bank can be achieved easily by employees, Strong disagreement, with 57.2% strongly disagreeing and 33.3% disagreeing. Only 3.9% strongly agree or agree, indicating a prevailing perception that achieving the bank's goals is not easy for employees.

When the competition becomes more challenging in Nib International Bank, the employees perform better, A significant portion disagrees, with 53.3% strongly disagreeing and 34.4% disagreeing. Only 4.5% strongly agree or agree, indicating skepticism about employee performance improving in challenging competition.

In summary, the analysis reveals widespread disagreement across various aspects, suggesting a need for Nib International Bank to address concerns related to goal achievement, competitive market leadership, understanding of competitors, employee welfare, management competence, and employee attitudes and performance in competitive environments. The bank may benefit from communication and strategic adjustments to improve perceptions and align with the expectations of its stakeholders.

4.3.4. Hierarchy As Organizational Culture Dimension In Nib Bank

Table 4.6 Respondents opinion on hierarchy cultural dimension

Items	N	Mean	Standard deviation	Agreement scale				
				SD (%)	D (%)	N (%)	A (%)	SA (%)
Nib International bank is a very controlled and structured place	180	1.62	0.764	51.7	38.9	5.6	3.9	0
Decision making is highly centralized	180	1.64	0.895	55.0	33.3	5.0	5.6	1.1
This bank emphasizes control and smooth operations	180	1.61	0.893	54.4	38.9	1.1	2.2	3.3
Nib International bank has established policies for developing and modifying banking system and control activities	180	1.59	0.761	53.9	37.2	5.0	3.9	0
Organization of the bank is clearly defined In terms lines of authority and responsibility	180	1.63	0.845	52.8	37.8	3.9	4.4	1.1
The organizational structure is appropriate for the size and complexity of the organization	180	1.63	0.77	50.6	40.6	4.4	4.4	0
Policies regarding such matters as acceptable business practices, conflictof interests, and coutrale of conduct have been established	180	1.56	0.627	50.0	45.6	3.9	0	0.6
There are rules and procedures regarding recruiting and promoting personnel	180	1.61	0.688	49.4	41.1	8.3	1.1	0
Employees job descriptions, including specific duties, reportingresponsibilities and constraints have been clearly established	180	1.87	0.855	32.8	57.2	2.2	6.1	1.7
The management style in this bank is characterized by predictability and stability	180	1.89	0.849	29.4	61.7	1.1	5.6	2.2
Grand Mean	180	1.74	0.601					

Source: **Own Questionnaire Survey, 2023**

The analysis of responses relating to the hierarchy culture in nib international bank head office the respondents answer regarding to Organizational Control and Structure, The responses suggest a pervasive perception of the organization not being very controlled or structured. The majority of respondents 38.9% disagree and 51.7% strongly disagree with the idea of Nib International Bank being highly controlled and structured. This could indicate potential concerns about the level of order and discipline within the organization.

Decision-Making and Centralization, There is a significant 33.3% disagreement and 55.0% strongly disagree regarding the centralization of decision-making. This implies that respondents do not perceive decision-making processes as highly centralized. The high standard deviation indicates diverse opinions, which could be due to variations in experiences across different departments or levels within the organization.

Emphasis on Control and Smooth Operations, Similar to organizational control, there is 38.9% disagreement and 54.4% strongly disagree about the bank emphasizing control and smooth operations. This suggests a perception gap between the leadership's intention to maintain control and employees' experiences of the work environment.

Established Policies, The survey indicates 37.2% disagreement and 53.9% strongly disagree so there is a lack of consensus on the existence of established policies for developing and modifying banking systems and control activities. This might raise concerns about the clarity and communication of policies within the organization.

Organizational Structure, Respondents express disagreement 37.8% t and 52.8% strongly disagree about the clarity of the organizational structure in terms of lines of authority and responsibility. This could imply a need for better communication and understanding of roles and responsibilities within the organization.

Appropriateness of Organizational Structure, There is disagreement 40.6% and 50.6% strongly disagree about whether the organizational structure is appropriate for the size and complexity of the organization. This suggests concerns about the effectiveness of the current organizational design.

Policies on Business Practices and Conduct, Strong disagreement 50.0% and 45.6% disagreement exists regarding the establishment of policies on acceptable business practices, conflict of interests, and a code of conduct. This is a critical area for improvement, as clear policies in these areas are crucial for ethical conduct within the organization.

Recruitment and Promotion Procedures, Respondents tend to disagree 41.1% and 49.4% strongly disagree about the existence of clear rules and procedures for recruiting and promoting personnel. This suggests potential issues with transparency and fairness in the recruitment and promotion processes.

Job Descriptions and Responsibilities, a significant number of respondents express disagreement 57.2% and 32.8% strongly disagree about the clarity of employees' job descriptions, indicating potential challenges in understanding roles and responsibilities.

Management Style, The majority of respondents disagree 61.7% disagree and 29.4 strongly disagree about the predictability and stability of the management style. This may point to concerns about the consistency and stability of leadership practices within the organization.

In summary, the survey results highlight potential areas of concern related to organizational clarity, communication, and perceived control. Taking proactive measures to address these concerns can contribute to a more positive and productive work environment at Nib International Bank.

4.3.5 Employees Job Satisfaction

Table 4.7 Respondents opinion on job satisfaction cultural dimension

Items	N	Mean	Standard deviation	Agreement scale				
				VD (%)	D (%)	N (%)	S (%)	VS (%)
Being able to keep busy all the time	180	1.83	0.621	26.1	67.2	3.9	2.8	0
The chance to work alone on the job	180	1.98	0.569	15.6	72.8	10.0	1.7	0
The chance to do different things from time to time	180	1.93	0.639	21.1	66.7	10.6	1.1	0.6
The way my boss handles his/her workers	180	2.03	0.906	23.9	62.8	2.2	8.9	2.2
The competence of my supervisor in making decisions	180	2.15	0.924	20.0	58.9	9.4	9.4	2.2
Being able to do things that don't go against my conscience	180	2.07	0.891	24.4	55.6	8.3	11.7	0
The way my job provides for steady employment	180	2.07	0.937	28.3	48.9	10.6	12.2	0
The chance to do things for other people	180	1.95	0.867	31.7	49.4	11.7	6.7	0.6
The chance to tell people what to do	180	2.08	0.977	28.9	48.3	10.0	11.7	1.1
The chance to do something that makes use of my abilities	180	1.91	0.889	33.9	50.6	8.3	5.6	1.7
Grand Mean	180	2.09	0.549					

Note: (VD= Very dissatisfied, D=Dissatisfied, N=Neutral, S=satisfied, VS=Very satisfied)

Source: own questioner Survey, 2023

The analysis of responses relating to the hierarchy culture in nib international bank head office the respondents answer regarding to being able to keep busy all the time, A vast majority (67.2%) dissatisfied (26.1%) strongly dissatisfied (0%) that being able to keep busy all the time contributes negatively to their job satisfaction.This suggests that a special concern should give on contributor to job satisfaction and should be maintained or enhanced.

The chance to work alone on the job The majority express dissatisfaction (72.8%) or very dissatisfaction (15.6%) with the chance to work alone, indicating a significant area of concern. Investigate the reasons behind this dissatisfaction and consider potential changes or improvements to address these concerns.

The chance to do different things from time to time, A considerable majority (68.8%) express dissatisfaction (66.7%) or very dissatisfaction (21.1%) with the chance to do different things from time to time. Explore opportunities to diversify job tasks or provide more variety to address this dissatisfaction.

The way my boss handles his/her workers, the majority express dissatisfaction (62.8%) or very dissatisfaction (23.9%) with how their boss handles workers, indicating a critical area of concern. Conduct feedback sessions or training programs for supervisors to improve their management skills.

The competence of my supervisor in making decisions, A majority express dissatisfaction (58.9%) or very dissatisfaction (20%) with the competence of their supervisor in making decisions. Provide additional training or support for supervisors to enhance their decision-making skills.

Being able to do things that don't go against my conscience, A significant number 55.6% dissatisfied (24.4%) very dissatisfied that being able to do things aligned with their conscience is important for job satisfaction. Should give concern to foster an ethical and values-aligned work environment.

The way my job provides for steady employment, The majority express dissatisfaction (48.9%) or very dissatisfaction (28.3%) with how their job provides for steady employment. Should communicate job security measures or initiatives to alleviate concerns related to employment stability.

The chance to do things for other people, The majority express dissatisfaction (49.4%) or very dissatisfaction (31.7%) with that the chance to do things for others is give more concern and recognize opportunities for employees to contribute to others.

The chance to tell people what to do, The majority express dissatisfaction (48.3%) or very dissatisfaction (28.9%) with the chance to tell people what to do. Explore ways to provide employees with a sense of authority or decision-making power.

The chance to do something that makes use of my abilities, A significant majority express dissatisfaction (50.6%) or very dissatisfaction (33.9%) with the chance to use their abilities. so align job roles with employees' skills and provide opportunities for skill utilization.

These insights suggest that addressing issues related to autonomy, supervisory practices, and aligning the job with employees' abilities could potentially improve overall job satisfaction. It's also important to address concerns related to steady employment and the chance to make meaningful contributions in the workplace. items related to autonomy (working alone, doing different things) and supervisory factors (boss handling workers, supervisor competence) show higher dissatisfaction, which may be crucial areas for improvement. And also by addressing specific concerns and building on positive aspects, organizations can work towards creating a more satisfying and fulfilling work environment for their employees.

4.4.Inferential Statistical Analysis

4.4.1. Correlation Analysis

It is a statistical measure that shows the strength of association between different variables within a study and relative movement of variables as well. The value of correlation coefficient is needed to be within -1 to +1. The table below shows that correlation coefficients of this research. The Pearson's correlation coefficient analysis helped the researcher to better understand whether there was a positive relationship, negative relationship, or no correlation between dependent variables and independent variable. Thus, the strength and direction of relationship between variables was analyzed by the researcher using Pearson's correlation coefficient analysis. In addition, the researcher used it to measure whether there was a significant relationship between independent variables and dependent variable.

The following points are the accepted guidelines for interpreting the correlation coefficient

Coefficient range   Interpretation

0.00-0.1   Negligible correlation
0.11-0.39   Weak correlation
0.40-0.69   Moderate correlation
0.70-0.89   Strong correlation
0.90-1.00   Very strong correlation

Table 4.8:- Correlation Analysis Matrix

Correlations						
		Clan	Adhocracy	Market	Hierarchy	Jobsatisfaction
Clan	Pearson Correlation	1	.304**	.229**	.203**	.427**
	Sig. (2-tailed)		0.000	0.002	0.006	0.000
	N	180	180	180	180	180

Adhocracy	Pearson Correlation	.304**	1	.430**	.300**	.509**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	180	180	180	180	180
Market	Pearson Correlation	.229**	.430**	1	.536**	.378**
	Sig. (2-tailed)	0.002	0.000		0.000	0.000
	N	180	180	180	180	180
Hierarchy	Pearson Correlation	.203**	.300**	.536**	1	.448**
	Sig. (2-tailed)	0.006	0.000	0.000		0.000
	N	180	180	180	180	180
Jobsatisfaction	Pearson Correlation	.427**	.509**	.378**	.448**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	180	180	180	180	180
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: **Own Questionnaire Survey, 2023**

From the Pearson correlation analysis; job satisfaction was found to have a strong (very high) positive correlation with the Adhocracy dimension (r=0.509; $p < 0.01$), followed by moderate positive correlation with the three remaining organizational culture dimensions: hierarchy dimension with (r=0.448; $p < 0.01$), clan with (r=0.427; $p < 0.01$) and Market (r=0.378; $p < 0.01$). From this correlation, it can be concluded that due to availability of good practice of Adhocracy culture in NIBH, enhances employees Job satisfaction at NIBH and the dominant culture in NIBH is adhocracy culture.

4.4.2. Regression Analysis

Regression is a statistical method that is used to investigate the relationship between dependent and independent variable (Aron, 1994). Since we have more than one independent variable, multiple linear regressions are used. OLS method is used to estimate the parameters of the regression model. For the OLS method to be accurate there are few assumptions that need to be met. And in this section the different tests (homoscedasticity, normality, multi-collinearity and linearity) are discussed in order to make sure the data passes the basic assumptions of classical linear regression model.

4.4.2.1.Testing Assumptions

Linearity

One assumption is linearity in which the relationship between independent and dependent variables must be linear. The linear regression equation should be in $Y = a + bX$ form where x is the independent variable, y is the dependent variable and b is the coefficient. The normal probability plot was employed to test linearity using SPSS 27 software. And as we can see from the below output of the Normal P-P plot the relationship is linear as the points are close to the straight line.

Figure 4.1: Normal P-P plot model
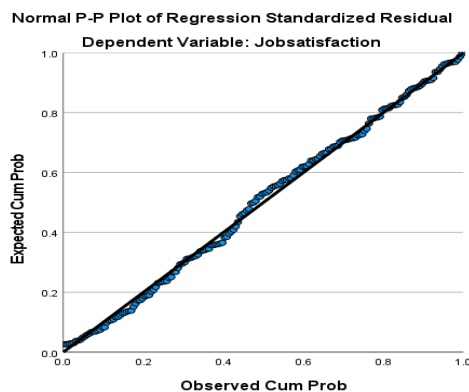
Source survey 2023

Multi-collinearity

Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables. If a correlation matrix demonstrates correlations of more than 0.8 among the independent variables, there may be a problem with multicollinearity. The other method is by computing tolerance values which measures the influence of one independent variable on all other independent variables and Variance Inflation Factor (VIF) for each independent variable. Multicollinearity exists when Tolerance is below 0.10, and the average variance inflation factor (VIF) is greater than 10. In this case, all the tolerance values are greater than 0.10 and VIF is less than 10. Hence, the researcher assumed Multicollinearity was not a problem.

Table 4.9:- Collinearity statistics

<table>
<thead>
<tr><th colspan="9">Coefficients^a</th></tr>
<tr><th rowspan="2">Model</th><th colspan="2">Unstandardized Coefficients</th><th>Standardized Coefficients</th><th rowspan="2">t</th><th rowspan="2">Sig.</th><th colspan="2">Collinearity Statistics</th></tr>
<tr><th>B</th><th>Std. Error</th><th>Beta</th><th>Tolerance</th><th>VIF</th></tr>
</thead>
<tbody>
<tr><td>1   (Constant)</td><td>.432</td><td>.162</td><td></td><td>2.668</td><td>.008</td><td></td><td></td></tr>
<tr><td>Clan</td><td>.296</td><td>.069</td><td>.263</td><td>4.300</td><td>.000</td><td>.890</td><td>1.123</td></tr>
<tr><td>Adhocracy</td><td>.282</td><td>.056</td><td>.335</td><td>5.089</td><td>.000</td><td>.767</td><td>1.304</td></tr>
<tr><td>Market</td><td>.023</td><td>.076</td><td>.022</td><td>.299</td><td>.765</td><td>.630</td><td>1.587</td></tr>
<tr><td>Hierarchy</td><td>.258</td><td>.063</td><td>.282</td><td>4.099</td><td>.000</td><td>.702</td><td>1.424</td></tr>
<tr><td colspan="9">a. Dependent Variable: Jobsatisfaction</td></tr>
</tbody>
</table>

Source survey 2023

Homoscedasticity

Homoscedasticity is a situation where the variation in random disturbance term is the same for different values of independent variables. And the absence of that, where there is variation in the error term across observations of the independent variables we say that there is heteroscedasticity problem (Weisberg, 2005). I used scattered plot to check if there is heteroscedasticity problem. If

the dots in the scattered plot diagram are diffused and not forming a regular pattern they we cansay that there is no heteroscedasticity problem. From the below figure we can see that the dots are scattered and not forming regular pattern like cone –shaped, which shows that we do not have heteroscedasticity problem.

Fig 4.2:- scatterplot of homoscedasticity
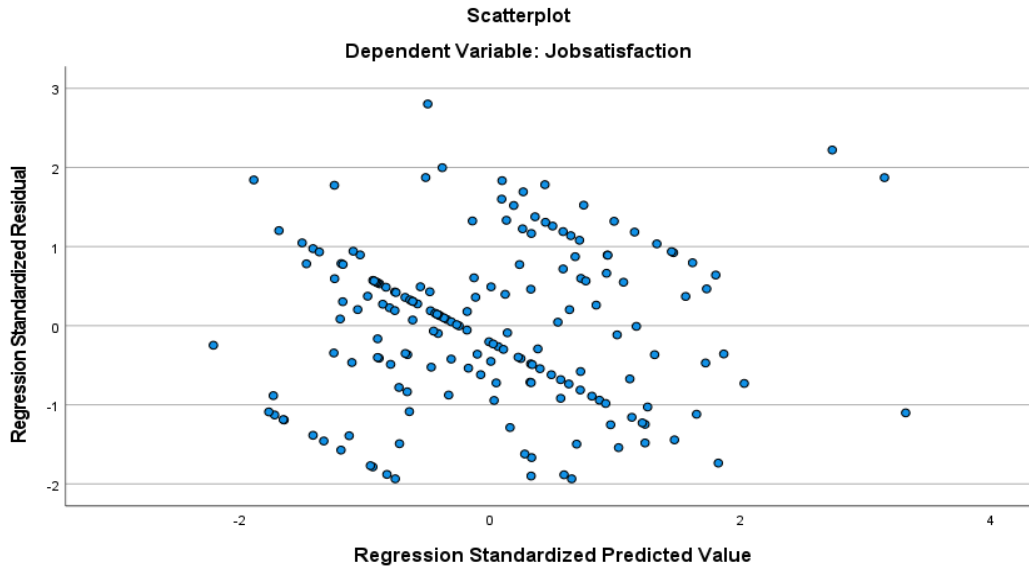
Source survey 2023

Normality of residuals

Normality test is used to check whether the error terms are normally distributed between their mean and variance or not. And in regression it's considered that independent variables be normally distributed. Because of the relative high size of the data histogram is used to test the normality.For the error to be normally distributed the majority data in the graph is supposed to be symmetric about the mean and the histogram chart should be bell shaped.

Fig: - 4.3 Normality Histogram

Histogram
Dependent Variable: Jobsatisfaction
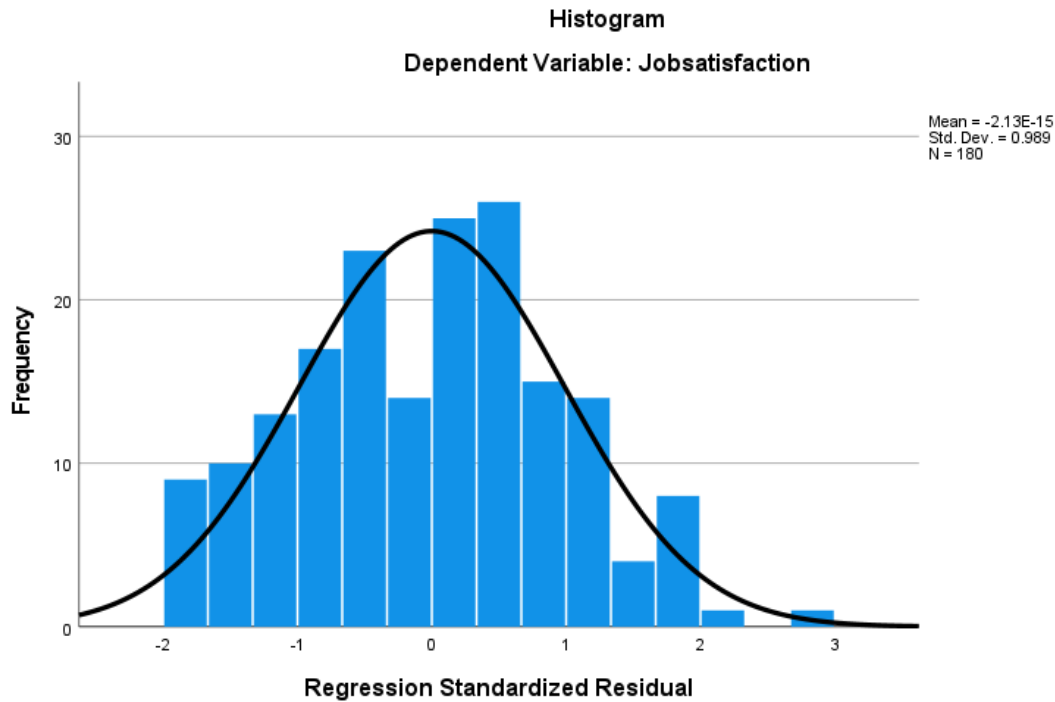
Source survey 2023

4.5. Discussion of Regression Analysis

Multiple linear regressions have been used to examine the relationship between the independent variables (clan, adhocracy, market and hierarchy) and the dependent variable (Employee job Satisfaction) in Nib Bank Head officee.

Table 4.10:- Model Summary with Predictors

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646ᵃ	.417	.404	.424
a. Predictors: (Constant), Hierarchy, Clan, Adhocracy, Market				

Source survey 2023

Multiple linear regression is the most common form of the regression analysis. As a predictive analysis, multiple linear regression is used to describe data and to when observing the sum effects of the predictors (clan, Adhocracy, market and hierarchy) on employee performance (table 4.10) above, they have able to explain the increase of employee job satisfaction by 40.4%. The relative contribution of each of the different variables can easily be compared by taking the beta value under the standardized coefficients. The higher the beta value, the strongest its contribution becomes. From the table 4.10 below, a two-tail test at 95% confidence level(α=0.05) showed that the positive beta values suggesting a positive influence of the independent variables on the dependent variable.

Table 4.11:- Overall Model Fit of the Regression Model (ANOVA)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.525	4	5.631	31.357	.000[b]
	Residual	31.428	175	.180		
	Total	53.953	179			

a. Dependent Variable: Jobsatisfaction

b. Predictors: (Constant), Hierarchy, Clan, Adhocracy, Market

Source survey 2023

From the above table, ANOVA test tells if the predictors of this research actually predict job satisfaction or not. This can be answered through overall significance of the model, which is typically and traditionally shown through a p-value that is less than 0.05. This shows that the independent variables have strong significant influence on the dependent variable and the sample data provides sufficient evidence to conclude that the regression model was well fit.

Table: - 4.12 Multiple Regression Coefficients

		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.432	.162		2.668	.008	.112	.751
	Clan	.296	.069	.263	4.300	.000	.160	.432
	Adhocracy	.282	.056	.335	5.089	.000	.173	.392
	Market	.023	.076	.022	.299	.765	-.128	.173
	Hierarchy	.258	.063	.282	4.099	.000	.134	.382
a. Dependent Variable: Jobsatisfaction								

Source survey 2023

Standardized Beta Coefficient: It is the coefficients that can explain the relative importance of explanatory variables. These coefficients are obtained from regression analysis after all the explanatory variables are standardized. As can be seen from table 4.11 above the standardized coefficient of recognition is the largest value followed by adhocracy, hierarchy, clan and market respectively. The larger the standardized coefficient, the higher is the relative effect of the factors to the job satisfaction.

Unstandardized Beta Coefficient (β): the unstandardized coefficients are the coefficients of the estimated regression model. Accordingly, the regression constant value showed that when the independent variables (clan, adhocracy, market and hierarchy culture) are constant at zero, While considering the degree to which the independent variables affect the dependent variable, the standardized coefficient results of adhocracy showed that (Beta=.0.282; P<0.01) makes the strongest unique contribution to explain the dependent variable in which the results revealed that, a one unit increase or positive change in adhocracy would lead to a 0.282 unit increase in the level of job satisfaction, followed by clan (Beta=0.296, and P<0.01) and hierarchy (Beta=0.258, and P<0.01), which indicates that a one unit change in the dependent variable will bring a 0.258 unit

increase respectively in job satisfaction but on the market p is greater than 0.05 which is insignificant coefficient.

Hence, it is implying that adhocracy, clan and hierarchy have a positive significant effect on job satisfaction and able to explain the changes in increase of job satisfaction. The rest one independent variable, which is market dimension, is statically insignificant with a p value greater than 0.05.On the contrary the coefficient of market is positive but statistically insignificant. This implies that a one-unit increase in market leads to 0.023 unit increase in job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents a summary of the major findings, conclusions drawn from the findings and the study recommendations. It also presents the study limitations and areas suggested for further research.

5.1 Summary of Major Findings

Based on the data presentation and analysis the study comes up with the following discoveries: -

> analysis of the study, a reliability test was administered to check whether the questionnaire was reliable or not. With this regard, as Table 3.10 illustrates the questionnaires were reliable and acceptable with overall Cronbach's Alpha result 0.922.

> The result from Pearson coefficients implies that the four factors were all positively related to employee job satisfaction within the range of 0.378 to 0.509. Also Findings from the multiple regression analysis depict, 41.7% variation in job satisfaction is explained by employed explanatory variables (where by R square is 0.404). Furthermore, the significance value of F statistics shows a value 0.000, which is less than $p<0.05$, implies the model is significant.

> The standardized coefficient of the Adhocracy is the largest value followed by clan, Hierarchy and market respectively. The larger the standardized coefficient, the higher is the relative effect of the factors to the employee job satisfaction.

5.2 Conclusions

In conclusion this study which was explanatory type gone for investigating organizational culture as a predictor of employees" overall job satisfaction conducted by taking employees of Nib International bank head office.

The results indicated that three variables of Organizational culture (Adhocracy, Clan and hierarchy) have positively related with employees job satisfaction but market have a positively related but insignificant with employee's job satisfaction.

In this study, according to the analysis on the data gathered it's was founded that majority of the employees who work at Nib international bank head office are not satisfied with their job. The order in which the relative intensity of the different factors (Adhocracy, clan, market and hierarchy) affecting employee job satisfaction from high to low are: adhocracy, clan, market and hierarchy making adhocracy the factor that has the most effect.

Accordingly, the regression analysis on the market culture showed insignificant inaffecting the employee job satisfaction and this was also inferred by the descriptive analysis and the perception of employees inferred the existing gaps within the nib international bank particularly Goals, objectives and tasks of Nib International bank can not be achieved easily by employees and also when the competition become more challenging in Nib International bank the employees doesn't perform better so in this area there is some inefficiencies.

5.3 Recommendations

From the conclusion made based on the major findings of the research the following recommendations are suggested. These are:

➢ Adhocracy which is a variable that has the most influential factor on the satisfaction of employees in this way, Nib international bank better focus on adhocracy cultures. To increase its workers" job satisfaction the Bank should develop organizational culture with the attributes of extremely unique entrepreneurial place.

➢ Implement targeted training programs for supervisors to enhance their management and decision-making skills.

➢ Focus on providing job variety and opportunities for skill utilization.

- Recognize and encourage employees' contributions to others, fostering a positive and supportive work environment.
- Some areas, such as the dynamic nature of the bank, workplace setting, and willingness to take risks, show clear divisions in opinions. On the other hand, there are areas, like management's positive attitude toward change and adaptability, where opinions are more evenly disagreement so potential areas for improvement and indicates where the organization may be performing well according to employee perceptions.
- Areas should be concern include the bank's emphasis on goal achievement, competitive market leadership, understanding of competitors, and the focus on customer satisfaction over employee welfare. It suggests a need for the bank to address these perceptions and possibly improve communication about its strategies and management practices
- Leadership may need to communicate more transparently and consistently to bridge the perception gap between management intentions and employee experiences and establishing clear policies on business practices and conduct is essential for fostering an ethical work environment.

5.4 Areas for Future Research

The study recommends that a similar study to be done on the relationship between organizational culture and job satisfaction in other financial or non-financial organizations in Ethiopia. This would allow for generalization of the study findings to other organizations. The researcher also recommends a further study be undertaken to explore cultural policies and programs in organizations of Ethiopia. It is also pertinent to study the manifestation of organizational culture in different organizations and encourage more studies on different approaches used in establishing organizational culture in these organizations.

And finally other researchers also shall have to measure satisfaction of employees from other dimensions or variables to get better result and improved type assessment related to effect of organizational culture on job satisfaction.

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ANNEX 1: QUESTIONNAIRE

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ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MBA – GENERAL MANAGEMENT

A Questionnaire to be Filled by Employees of Nib International Bank Head Office

</div>

Dear Respondent:

I am a Masters student of Master of Business Administration Program at St. Mary's University School of Graduate Studies. As part of my Master's Degree requirement, I am expected to successfully conduct a research paper on a relevant topic in my area of concentration. The aim of this research study is to investigate "**The effect of Organizational Culture on employees' jobsatisfaction in Nib International bank.**

You are invited to take part in a research entitled "The effect of organizational culture on employees' job satisfaction in Nib International bank . The general purpose of this study is to assess the degree to which employee's job satisfaction could be influenced by organizational culture in Nib International bank. All information provided will be strictly confidential and used for the academic purpose only.

I am particularly desirous of obtaining your genuine response because your perception in organizational culture will contribute significantly toward solving some of the job satisfaction problems with related to organizational culture. The questionnaire is organized in three sections (section I-III).

Directions:

- No need of putting your name
- Use tick (√) marks on the space provided at the right side of the question

Yours Sincerely;

Yordanos Dejene
Masters Student

Section I: Information About Demographic Data

The researcher would like to know just a little about you so we can see how different types of people feel about the issues we have been examining:

1) Gender: Male ☐   Female ☐

2) Age   18-27 ☐   28-37 ☐   38-47 ☐   48 and above ☐

3) Martial status   Single ☐   married ☐   divorce ☐   widowed ☐

4) Educational Level:

Bachelor Degree ☐   Master Degree ☐   Other (please specify):_____

5) Occupational Level:

Non-Management ☐   Management ☐

6) Years of experience in the organization:

2-5 years ☐   6-10 years ☐   11-15 years ☐   above 15 years ☐

Section II: Organizational Culture Questionnaire

This questionnaire contains four dimensions by which participants will judge their organization. Each dimension has 6 questions. The main drive of the instrument is to examine the four organizational culture dimensions in your organization. Therefore, be truthful and clear as much as possible in answering to the questions. Please put tick (√) marks on the scale below which most closely corresponds with how you see your organization.

1 =Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	Collaborative (Clan) Culture	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1	In Nib International bank there is a culture of Working cooperatively with others					
2	There is shared responsibility for tasks to be accomplished in Nib International bank					
3	Nib International bank encourages team work through rewarding high performance					
4	There is high amount of affection and intimacy in this organization					
5	Nib International bank is a very comfortable place for social relation, It is like an extended family					
6	Managers in this organization are mentors and facilitators					
7	In this organization Employees can speak freely to their managers on a variety of topics					
8	Nib International bank managers are open to suggestions					
9	Employees in Nib International bank are help each other through participating in identifying and defining problems and working toward solutions					
10	Co-workers share information and new ideas throughout the organization					
	Creative (Adhocracy) Culture	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
11	Nib International bank is a very dynamic entrepreneurial place					
12	The bank emphasizes acquiring new resources and creating new challenges					
13	The management style in this bank is characterized by individual innovation and uniqueness.					
14	The organization is willing to accept changes					
15	The banks work place setting(physical structure, quietness, cleanness etc) initiates for creativity					
16	Every day's routine facilitates employees creativity					

		5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
17	Managers in this bank has a positive attitude when new changes are implemented					
18	Management bodies in Nib International bank are capable of adjusting themselves rapidly with new situations					
19	The bank provides sufficient level of autonomy to its employees					
20	Employees are willing to stick their necks out and take risks.					
	Competitive (Market) Culture	**5 (SA)**	**4 (A)**	**3 (N)**	**2 (D)**	**1 (SD)**
21	Nib International bank provides greater emphasis toward goal achievement					
22	In Nib International bank competitive market leadership is a key for success					
23	The bank has a good understanding about the potential competitors					
24	Nib International bank provides emphasis on offering better service than its competitors					
25	The bank mainly focuses on customer satisfaction instead of its employees welfare					
26	The management style in the Nib International bank is generally considered to demonstrate an aggressive and results-oriented					
27	Management bodies at this bank are very competent					
28	Employees of this organization have positive attitude toward competitive environment					
29	Goals, objectives and tasks of Nib International bank can be achieved easily by employees					
30	When the competition become more challenging in Nib International bank the employees perform better					
	Control (Hierarchy) Culture	**5 (SA)**	**4 (A)**	**3 (N)**	**2 (D)**	**1 (SD)**
31	Nib International bank is a very controlled and structured place					
32	Decision making is highly centralized					
33	This bank emphasizes control and smooth operations					
34	Nib International bank has established policies for developing and modifying banking system and control activities					
35	Organization of the bank is clearly defined In terms lines of authority and responsibility					
36	The organizational structure is appropriate for the size and complexity of the organization					
37	Policies regarding such matters as acceptable business practices, conflict of interests, and code of conduct have been established					
38	There are rules and procedures regarding recruiting and promoting personnel					
39	Employees job descriptions, including specific duties, reporting responsibilities and constraints have been clearly established					
40	The management style in this bank is characterized by predictability and stability					

JOB SATISFACTION QUESTIONNAIRE

The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not satisfied with. On the basis of your answers and those of people like you, I hope to get a better understanding of the things people like and dislike about their jobs.

On the next page you will find statements about your present job. Read each statement carefully. Decide how satisfied you feel about the aspect of your job described by the statement. Keeping the statement in mind:

- If you feel that your job gives you more than you expected, check the box under "Very Sat." (Very Satisfied);

- If you feel that your job gives you what you expected, check the box under "Sat." (Satisfied);I

- If you cannot make up your mind whether or not the job gives you what you expected, check the box under "N" (Neither Satisfied nor Dissatisfied);

- If you feel that your job gives you less than you expected, check the box under "Dlssat."(Dissatisfied);

- If you feel that your job gives you much less than you expected, check the box under "Very Dlssat." (Very Dissatisfied).

Remember k e e p i n g the statement in mind when deciding how satisfied you feel about that aspect of your job. Please answer every item. Be frank and honest. Give a true picture of your feelings about your present job.

- **Very Sat**. means I am very satisfied with this aspect of my job.

- **Sat.** means I am satisfied with this aspect of my job.

- **N** means I can't decide whether I am satisfied or not with this aspect of my job.

- **Dlssat.** means I am dissatisfied with this aspect of my job.

- **Very Dlssat.** means I am very dissatisfied with this aspect of my job.

Please use a tick mark (√) to show your choice.

On my present job, this is how I feel about:

S.N	Item	Very Dissat.	Dissat	N	Sat.	Very Sat.
1	Being able to keep busy all the time					
2	The chance to work alone on the job					
3	The chance to do different things from time to time					
4	The way my boss handles his/her workers					
5	The competence of my supervisor in making decisions					
6	Being able to do things that don't go against my conscience					
7	The way my job provides for steady employment					
8	The chance to do things for other people					
9	The chance to tell people what to do					
10	The chance to do something that makes use of my abilities					