



ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DETERMINANTS OF EMPLOYEES JOB SATISFACTION

**(THE CASE OF COMMERCIAL BANK OF ETHIOPIA, NORTH ADDIS
DISTRICT GRADE TWO CITY BRANCHES)**

BY

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ADDIS ABABA

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DECLARATION

I declared that this research is the presentation of my original research work. Wherever any contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of contributors in the research. Information taken from published or unpublished works of others has been acknowledged in the text and a list of reference is given.

I declare that this research has not been submitted in any form for another degree or diploma at any university or other institution of tertiary education. The work has been done under the guidance of Ass. Prof. Zemenu Aynadis, St. Mary's university school of graduate studies.

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STATEMENT OF CERTEFICATION

This is to certify that Yenewub Wudu has carried out her research work on the topic entitled Assessment of employees' job satisfaction. The work is original in nature and is suitable for submission for the award of Masters Degree in Business Administration and never presented in any degree or diploma.

Advisor: Zemenu Aynadis (Ass.pro.)

Signature: _____

Date: _____

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ABSTRACT

This research focus on identifying determinants of employees' job satisfaction in commercial bank of Ethiopia especially north Addis Ababa district Grade two city branches. North Addis Ababa district has 44 grade two city branches with 1000 professional employees. The primary data was collected from employees of 11 branches which were selected by using systematic random sampling, (k^{th} interval). Then from these branches, 278 sample employees who were available in the branch have been selected randomly. For the purpose of the study only primary has been used and secondary sources have been used as literature. The primary data were collected using likert scale based questionnaire. In addition, the data was analyzed using descriptive statistics and inferential statistics. It uses regression model and the R^2 shows that 75.3 percent of the changes in job satisfaction has been explained by the independent variables. On the other hand, the result of the study shows that there is significant relationship between independent variables, salary & benefit, promotion, work environment and relation among supervisors and job satisfaction of employees of commercial bank of Ethiopia. All the above factors highly influence job satisfaction of employees. Employees are not satisfied on salary and benefit packages in addition with work environment. Generally this study shows that most of the employees are not satisfied on their job. Based on this it is recommended that, the bank should work more on the above factors especially in salary and benefit and work environment by considering the other competitive banks salary scale. This helps increase to job satisfaction and to achieve its strategies and goals through productive work force. It also helps to minimize employee's turnover and cost of recruiting and hiring juniors.

Key words; - job satisfaction, promotion, work environment, salary& benefit, relation with supervisors, commercial bank of Ethiopia.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

An organization with good management would consider its employees its assets and the primary source and portal to productivity and financial gains. These organizations give more importance to employees instead of capital. To make sure that their goals are achieved these companies foster sure that their goals are achieved these companies' foster help of strong policies. If the Human resource department is satisfied, the employees will be satisfied. These motivated employees then work with better loyalty and pay the company back with a good productivity and low turnover rate *Somiaet.al(2013)*. Similarly job satisfaction can also affect labor market behavior and influence work productivity, work effort, employee absenteeism and staff turnover .it is also considered as a strong predictor of overall individual well-being as well as a good predictor of decision of employees to leave a job. So companies should take account job in their plan. Serrano and Vieira (2005).

However, even with the widespread recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this. The earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment, Mosammud (2011). With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees. According to

Patterson(2001) applied through the underlying principle of continuous organizational learning. Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life Boshoff(2001) that covers fair wages, benefits, other employment conditions, good working condition. Smooth relation with supervisors and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment. This means that achieving employee's job satisfaction to develop organizational commitment is not simple or easy and works according to

the context of individual firms. Although, there are best practices within organizations, it is up to the individual organizations to determine which human resource strategies meet its needs and objectives.

On the other hand, regardless of whether the banks are governmental or private, job satisfaction of their employees will determine the success of their business. High satisfaction in their job will lead to higher productivity, higher involvement and less likely hood of resignation compared to the employees who are less satisfied. Job satisfaction also plays an important role in minimizing the negative behaviors in the workplace such as frequent absence, lack of discipline in performance and high turnover. Jegan and Gnanadhas(2011), In addition to this lack of incentives and low staff moral can in turn, undermine the confidence in the administration, leading to increase stress for the workers and to serve customers with less respect (Hind.et.al, 2013).

Even though employees are much important and job satisfaction influence the profitability of the organization, meeting employee's job satisfaction is becoming more challenging for companies including commercial bank of Ethiopia due to different factors.

Commercial bank of Ethiopia has more than 30, 0000 employees with 1,180 branches found to all sides of the country. The bank tries to give relatively better value for employee's job satisfaction till making it as its core value of the bank. But there is still employees complain about their job satisfaction and there is also senior employees' turnover. The bank reaches up to prohibition of giving clearance for employees who resign the bank. There are also top management meetings on issues of job satisfaction. But there is no change on salary and benefit and other allowances. On the other hand different researches take salary as a basic factor which affects job satisfaction. But there are also different factors which affect job satisfaction. Therefore this research tries to identify the factors which highly affect job satisfaction. So, in this research salary and benefit, work environment, relation among co workers and promotion has been included to show their impact on job satisfaction.

1.2 Statement of the problem

Commercial bank of Ethiopia has a wide market share in the Ethiopian banking industry. Until the data collection period of this research, it has more than 25,000 employees working in 1,100 branches found throughout the country. When the branches become wide and the number of employees increases, it becomes difficult to manage and made a gap to follow each feeling of employees as expected. Even though it use new technology, the workload also increased from time to time .In a situation the employees may not be satisfied with their job. Since, the work requires interaction between employees, managers and the customers, and if employees are not satisfied with their work, the interaction will not be smooth. This type of relation affects the plan of the bank to improve its customer's satisfaction and to increase its competition in the bank industry. In addition to this it has vision of being world class bank by fulfilling requirements including making employees satisfied.

In addition to this in commercial bank of Ethiopia, the salary paid for employees who are on the same status is differed based on the grade of the branches .so, if the activities in the branches are almost the same and if the payment is different especially in the positions which are above customer service officer. Grade two branches are homogenous and big in number in any district and have greater number of employees than grade three and four branches. All the above ideas are the main reasons to choose grade 2 branches for this study.

In banking, service delivery system also includes the existence of viable work place, job design procedure, planned policies and smooth interaction between the customers and the institution. Besides that, it includes employee's competency, punctuality, neatness of office equipment and time effectiveness in providing the service. Even though all the above and other factors affect the way of effective service delivery, commercial bank of Ethiopia cannot do best on it.

Job satisfaction is not an easy feeling since the employees are always in question to meet their limitless needs. Nowadays, employee's satisfaction is a daily discussion issue in the Banks top level managers and operational level managers especially in salary. The reason is that employee satisfaction is the baseline to be successful in the banking industry. In addition to this in conditional meetings employees also raise many questions about being dissatisfied with the work load and salary they earn, working conditions, work status, and on other issues as well. There is

also high employees' turnover and employee compliant on the employee's promotion of the bank.

Some researchers like Senayit and Assefa (2014) found that more than 65% of CBE employee's are not satisfied on their job due to different reasons especially on the current salary payment and different advantages. But the other finding Musie(2010) shows that employees are satisfied on their job and prefer the bank to retain. The researcher also done pilot research on the employee's job satisfaction by selecting three branches randomly, through distributing questionnaire for 30 respondents those who are selected randomly, the result shows, 75% of them were not satisfied by their job due to different reasons. This shows that there is a gap on job satisfaction of employees' .one said they are satisfied, the other said dissatisfied. Those researches takes only salary and benefits as the basic factor which influence job satisfaction .But in this research , work environment , promotion and relation among managers (supervisors) are also included. Therefore standing from above issues, the researcher tries to conduct a research on job satisfaction of employees' of commercial bank of Ethiopia. This study was employed to investigate determinants of employees' job satisfaction in commercial bank of Ethiopia north Addis district.

1.3 Research Questions

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

- What are the determinants of job satisfaction?
- Does work environment influence job satisfaction
- How does salary and benefits affect job satisfaction?
- Does promotion affects job satisfaction?
- How does the relation among staffs and managers affect job satisfaction?

1.4 Objectives of the Study

1.4.1 General objective

The general objective of this study is to identify determinant of employees' job satisfaction in commercial bank of Ethiopia north Addis district grade two city branches.

1.4.2 Specific objective

The specific objectives of the study were

- To identify determinants of employees job satisfaction.
- To explore the effect of work environment on employees job satisfaction.
- To identify the influence of salary and benefits on employee's satisfaction
- To examine if promotion influence job satisfaction.
- To identify the relation among staffs and managers affect job satisfaction

1.5 Hypothesis

H1: salary and benefit highly affects job satisfaction of employees

H2: There exists a strong relationship between working environment and job satisfaction

H3: there is strong correlation between relationships with Supervisors and job satisfaction

H4: The existence of promotion significantly affects job satisfaction.

1.6 Definition of terms and concepts

-Job satisfaction: - is an attitude towards work related condition in organization perspective. (Okpara, 2006).

- **Relationship with supervisors:** - Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships, and the organizations in which the relationships exist and develop (Jex, 2002).
- **Working condition:** - Factors that affect employees' were being on operation or office: amount of work, work facilities, tools, ventilation, temperature, and workspaces. Generally, it means that having all necessary materials to operate employees' job activities, Gyekye (2005).
- **Promotion:** The advancement of an employee from one job position to another job position that has a higher salary range, a higher title together with higher job responsibilities, Soeters(2006).
- **Salary:** - is a payment for employees within organization for achieving the expected task with in a specific time and it is highly considered as the most important determinant of job satisfaction relative to the other factors in order to attract and retain expert labor force (Frye, 2004).

1.7 Significance of the study

This study would have a practical importance for the bank managers' especially planning officers and the human resource department. It also helps to improve employee's job satisfaction in order to meet the customers need and to improve their satisfaction through satisfying employees. In addition to this, it helps to identify factors affecting employee's job satisfaction

and its impact on their performance and to take action. The recommendation and conclusion of this study supports the policy makers in commercial bank of Ethiopia to recognize the weakness and strength regarding employee's job satisfaction, benefits and other related issues which helps to decrease employees' high turnover. This research also used as the input for further study in the topic.

1.8 Scope of the study

Even though commercial bank of Ethiopia has more than 44 city branches, this research only considers north Addis Ababa district. The result of this research may not represent the whole employees' job satisfaction. The sample consist clerical employees of 11 grade two city branches of north Addis Ababa district of commercial bank of Ethiopia. From these branches 278 employees were selected randomly. The study uses close ended questionnaire to collect primary data. The study includes factors of job satisfaction such as salary & benefit, promotion, working condition and relation among managers. However, there may be other factors like job security, type of work, location of the branch, policy of the bank, etc that affect employee's job satisfaction in which this study was not explores. In addition to this, the data was analyzed and interpreted by using frequencies and percentage with regression and correlation analysis, there may need of analyzing it by using other models.

1.9 Organization of the study

The first chapter presents an overview of the study .It consists of background of the study, statement of the problem, objective of the study ,research question .hypothesis of the study, definition of terms ,significance of the study ,scope of the study and organization of the study. Chapter two presents literature review, concepts, definitions and conceptual framework. Chapter three provides an in depth discussion of the research methodology used to investigate the research problem. The design for the sample selection and size, research instruments used, and the statistical techniques used to analyze the data is highlighted. Chapter four focuses on the findings that became apparent from the research study. Chapter five deals with, summery of findings, conclusion, limitation and recommendation. Conclusions are drawn based on the obtained results and the possible practical implications of the research findings are discussed.

CHAPTER TWO

2. LITRATURE REVIEW

2.1 Concept of job satisfaction

Job satisfaction is the most researched areas of organizational behavior. Different scholars also say different things and arguments .Job satisfaction simply explains attitude of employees toward their job. In other words, it describes the level of happiness of employees in fulfilling their desires and needs at the work. Hence, it is the pleasurable feelings that result from an employee perception of achieving the desire level of needs. Job satisfaction as an intangible variable could be expressed or observed via emotional feelings. In other words, it hinges on the inward expression and attitude of individual employee with respect to a particular job. For instance, an employee satisfaction is high if the job provides expected psychological or physiological needs. However, satisfaction is said to be low if the job does not fulfill the psychological or physiological needs (Cook, 2008).Dissatisfied employees may cause undesirable job outcomes by stealing, moonlighting and demonstrating high rates of absenteeism. As a result these employees may withdraw from the position psychologically and display disruptive behavior such as not being punctual, not attending meetings or wandering about trying to look busy. Dissatisfaction produces a series of withdrawal cognition in which employees examine the costs and benefits associated with leaving their job. Employee's turnover rate is influenced by their satisfaction level at the work place .if they are dissatisfied the turnover rate may also increase. This situation increase in cost of recruitment, selection and training employees, Gazioglu and Tansel (2002).

Job satisfaction is also considered to be dispositional in nature Staw and Ross (1985). It was discovered from the dispositional perspective that assessing personal traits can give clear indication in the forecast of job satisfaction. Disposition considers how personal characteristics can influence the level of job satisfaction and individual genetic makeup has been identified as a factor.

Job satisfaction plays significant role in both personal interests and organization success and therefore valuable to study for multiple reason Lim (2008). In recognizing the role of job satisfaction phenomena, experts are of the view that it can interrupt labor behavior and influence

work productivity and therefore worth to be studied (George and Jones, 2008). This is in line with the believe that happier workers are more productive, but Staw (1986) debunks this assertion. Nevertheless, job satisfaction contributes immensely to organizations in the following dimensions. Improved job satisfaction encourages productivity and has inherent humanitarian value (Smith et. al., 1969). In addition, job satisfaction directly impacts the level of employees' commitment and absenteeism at the workplace (Hardy et. al., 2003).

Besides, job satisfaction ensures that counter productive work behaviors are minimized according to Organ and Ryan (1995) found that job satisfaction enhances organizational citizenship behaviors. Moreover, it enhances employees 'retention level and avoids the cost of hiring new ones (Murray, 1999). It has also been demonstrated that satisfied employees have better health and long live and satisfaction on the job carries over to the employee's life outside the job. From the management point of view a satisfied work force translates in to higher productivity due to fewer interruption caused by absenteeism or good employees quitting.(van derzee,2009).

2.2 Job Satisfaction and performance

According to Locke (1969), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This implies that, satisfied employees have positive attitude toward job, which leads to high performance level whereas dissatisfied employees have negative attitude toward work that yields low performance result. Job performance on the other hand, comprises apparent behaviors that people observe in their job that are important in achieving organizational goals and these behaviors must be pertinent to the goals of the organization (Rotundo and Sackett, 2002). The burgeoning literature of organizational behavior and organizational psychology suggest that, job satisfaction and performance relationship is the most researched area (Judge et al., 2001). Their relationship has been studied widely over decades and the growing interest in the study of the two phenomena is unusual (Spector 1997).

2.3 Theories on job satisfaction

Different scholars had their own on job satisfaction .they also had different argument on it in different time .scientific movement by Frederick Winslow Taylor (1911) which considers human being as economic man and money is believed to be the biggest reason for job satisfaction. However, this idea was criticized by the Hawthorne Studies (1924-1933) by Elton Mayo and Associates about the nature of human being. They argue that apart from money, there are other important elements such as personal morale, positive interrelationships, management understanding of individual employee and group behavior as other factors that contribute to employee satisfaction.

2.3.1 Maslow's Theory of Motivation/Satisfaction

Maslow's (1943) argument based on humanistic psychology and clinical practices revealed that, an individual's motivation/satisfaction requirements could be arranged in pecking or hierarchical order namely physical needs, safety needs, social needs, esteem/achievement needs, and self-actualization. The theory explains that when one level of these needs is fulfilled or satisfied it does no longer motivate. Therefore, next higher level of need must be initiated to inspire the individual so as to feel satisfied (Luthans, 2005).However, needs are affected both by weight attached to them and the level at which an individual wants to meet those needs (Karimi, 2007).

2.3.2 Herzberg's Two-Factor Theory

The Two Factor Theory suggests that there are two factors that could satisfy or dissatisfy workers in carrying out their responsibilities namely job-satisfiers or motivator factors and job dissatisfaction or hygiene factors. Job-satisfiers are aspects of the job that stimulate employees 'job satisfaction and it considers aspects of a job such as recognition, achievement, responsibility, advancement and the work itself. Alternatively, job dissatisfaction or hygiene factors are regarded as contextual factors which are not necessary motivating but their absence at the workplace bring forth dissatisfaction Herzberg et al. (1959).

2.3.3 Equity Theory

The proponent of this theory, Adams (1963) proposes that workers consider their input (what they put into a job) in relation to their outcome (what they get from a job) and try to evaluate this ratio with the input-outcome ratio of their colleagues in other organizations. State of equity is said to exist if they realize that their ratio is equivalent to that of their colleagues in other organizations (Robbins, 2005). Similarly, there is inequity if the ratio is not corresponding. Equity brings forth satisfaction among employees while inequity leads to dissatisfaction. Perry et. al. (2006) found those employees 'satisfaction increases with rewards only when these rewards are valued and observed as equitable.

2.3.4 Job Design Theory

This theory suggests that the job aspects of an employee will show the level of his or her responsibility in the organization. In following Moynihan and Pandey (2007), job transparency causes greater job satisfaction as job clarity generates such employees who are more satisfied with the work, committed to the work and concerned with the work. The theory states five features of a job including skill variety, task identity, task significant and autonomy as factors that affect individual's perception of how important the work is, and eventually affects satisfaction level. Autonomy represents the level of exercising self control, the more independent a worker feels, the more responsibilities he or she assumes.

2.3.5 Vroom's Expectancy Theory

Vroom (1964) suggests that the motivations of people to work to realize their dreams depends on assumptions that the objective is worthy, and are certain that what they do will aid them accomplish their goals (Wehrich and Koontz, 1999). Robbins (2005) posits that this theory is founded on three variables namely valance, expectancy and instrumentality.

Valance refers to the strength of individuals' preference for a particular output. Expectancy considers the likelihood that a specific effort will produce a particular first-level outcome. Instrumentality on the other hand, is the extent to which first-level outcome will cause desire for second-level outcome. For instance, employees could be motivated (motivational effort) toward superior performance (first-level output) to gain promotion (second-level output) (Luthans, 2005).

2.4 Factors influencing job satisfaction

Researchers have found that a number of variables are related positively to job satisfaction while others are more of an indicator of job dissatisfaction. A great understanding of the dimensions of job satisfaction has led to increasing interest in improving job design. According to (Nel, 2004), determinants of job satisfaction are broadly categorized in to two, personal factors and organizational factor. The following are some of Personal factors.

Age: One of the regular findings in job literature is the positive relation between age and satisfaction. Older employees are said to have a high level of organizational satisfaction compared to younger ones (Eicharet *al.*, 1991). According to the initial debates concerning age and employee satisfaction, young people have higher expectations from their jobs; however, most often they cannot find opportunities to satisfy these expectations and are, therefore, disillusioned. The natural result of this disillusion is dissatisfaction with the work environment.

Gender: Although the relation between gender and job satisfaction has been the focal point of many studies, it has not, so far, been really clarified (Witt and Nye, 1992). While significant differences were found in some studies in the relation between gender and general satisfaction level Spector(1997), others have not been able to determine important and significant differences. This implies that the effects of gender on satisfaction are liable to change according to the organization being studied, the work done and the work environment.

Academic level: Since higher-level jobs tend to be more complex and have better working conditions, pay, supervision, autonomy, and responsibility, the level at which an individual works within the organization might also exert some influence on the satisfaction of employees. Therefore, most researchers have found out that employee satisfaction increases as the level of the job increases within an organization hierarchy Howard and Frink (1996). However, some researchers have found negligible associations between employee satisfaction and job level and it has been reported that employee satisfaction decreases as job level increases. The academic position held could have significant effects on employee satisfaction. Since those who have become professors are less apprehensive while doing their work and are able to create a relatively more independent working environment for themselves, their

satisfaction level is likely to be higher than that of the other academic staff. On the other hand, those with lower academic positions discomfort and their satisfaction level tends to be lower than that of professors. Therefore, academic position in the institution has been included in the study as an important variable.

Work experience: people who are satisfied with their job tend to remain in them longer than those who are dissatisfied. Person with more experience are more satisfied with their jobs when compared to those who are less experienced Luthans, F., (2001).

Position in the organization (status):- there exists a differential opportunity to satisfy various motivational needs within different levels in the organization Wae (2001). Generally it has been found that the higher is one's position in an organization the greater is the level of satisfaction Saiyandain(1977). This could be explained by the fact that higher the status of the employee is more enjoys both relatively better working condition and rewards than lower level employees do.

2.5 Organizational factors influencing job satisfaction

2.5.1 Salary and Benefit

According to *Jitendra (2013)*, this is the most important factor for employee job satisfaction. Benefits can be described as the amount of reward that a worker expects to gain from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it while comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards. Following points may be delineated under this category, Salaries or wages, Bonus and incentives. For retention and turnover, salary and benefits are very important tools. It also tends to motivate an employee who is committed to the organization and enhances either attraction or retention. By considering this points this research hypothesized that:

H1: salary and benefit has effect on job satisfaction employees of commercial bank of Ethiopia

2.5.2 Working environment

Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On the contrary, poor working conditions bring out a fear of bad health in employees. The more comfortable the working environment is, the more productive will be the employees. The working environment consists of broader dimensions such as work and context. Work includes all the different characters of the job like the job is carried out and completed involving the task like tasks, training, control on one's own job-related activities, a sense of achievement from work, variety on tasks and the intrinsic value for a task. The other dimension of job satisfaction is context, which comprises of the physical working condition and social work condition (Gazioglu & Tanselb (2006)). According to Hytter (2008), work environment has only really been discussed by people from the industrial perspective, meaning that the focus has primarily been on the physical sides such as noise, heavy lifts, toxic substances and their exposure etc. But work environment affects job satisfaction of employees working in the bank. Therefore by keeping in mind the findings of the previous studies, this study hypothesized that

H2: There exists a strong relationship between working environment and job satisfaction.

2.5.3 Relationship with Supervisors

A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding. The relationship with immediate supervisor, communication between employees and senior management, treatment to employee highly affect job satisfaction (Ting (1997)). Employees want supervisors who have a bond with them and who trust them, understand them and show fairness. If the supervisor is abusive the worker is left with no choice but to be dissatisfied with their job. Supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not their jobs. Often outside the formal process of evaluation, the supervisor gets a chance to discuss the progress of employees. Cooperative and supportive relationships with colleagues are very important, and contribute to higher levels of employee job satisfaction, (Ellickson (2002)). By taking account all the above findings this study hypothesizes

H3: there is strong and significant correlation between relationships with Supervisors and job satisfaction.

2.5.4 Promotion and job satisfaction

Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. The opportunity for Promotion determines the degree of satisfaction to the employee. It includes Opportunity for promotion, Equal opportunity to grow despite being male or female, training program, Opportunity for use of skills and abilities Ellickson (2002). Opportunities for promotion are important determinants of employee job satisfaction. The satisfaction of self-actualization in the workplace is enhanced by creating opportunities for promotion, allowing autonomy, providing challenging assignments and the optimal utilization of individual's ability. This also influences the satisfaction of employees Hoole & Vermeulen (2003). based on this findings the following hypothesis has been formulated.

H4: The existence of promotion significantly affects job satisfaction.

2.6 Importance of job satisfaction

Job satisfaction impacts person general well being for the simple reason that people spend good part of the day at work .it has been linked to many variables including performance, absenteeism and turnover.

1. **It makes Employees more productive and high performer:** researchers like cook(2008) found weak relationship between job satisfaction and performance .however research conducted by organ(1988), have found that there is a strong connection between job satisfaction and performance.

2. **Reduce employees' absenteeism:** job satisfaction makes positive intention to work of employees in the organization. They become satisfied and feel easy then before in the job. But if they are not satisfied with their job, they would be more likely to call in sick even when they are well enough to work.

3. **Reduce turnover:** job satisfaction depends on the employee's mental satisfaction to his working condition. When employees don't get facilities and opportunity in their work place then they remove their place. But when employees get satisfaction in their work then they want to work as long as possible. So it reduces the labor turn over.

4. **It provides better working environment:** job satisfaction provides better working environment in the organization. Employees can submit their problem to the authority. Then

authority takes appropriate actions to solve the problem or discuss with the employee. So the environment is become calm in the organization.

5. **It improves team work:** if the employees are satisfied on their work they become more volunteer to do activities in a group and their attention would be on their work rather counting the time to go home.

6. Enhanced customer satisfaction and loyalty: since the banking is more related to serving customers and if there are satisfied employees on their work, the serving process also become smooth and customers become satisfied.

2.7 Empirical literature review

According to Phil (2009), job satisfaction is very subjective to each employee. The factors which dissatisfy one employee may satisfy the other. Through taking account above idea, there are different myths regarding job satisfaction. One of them is satisfied employee is more productive Newby(1999).On the contrary, Jex(2002) states that some people being inclined to be satisfied or dissatisfied with their work irrespective of the nature of the job or the organizational work environment. It is more related to internal (mental) state of employees.

Job satisfaction is a widely studied topic by different. Those researches found different results .a research done by muhamuda (2011), which was done on pharmacists' shows that more than 60 percent of the respondents were dissatisfied on their job. In addition to this 62 percent of them were dissatisfied with work environment, 60.4 percent of them were dissatisfied with salary and benefit ,more than 65 percent of them were also dissatisfied with relation among supervisors and 55 percent of them were dissatisfied with promotion. All the above factors were also positive and significant correlation with job satisfaction.

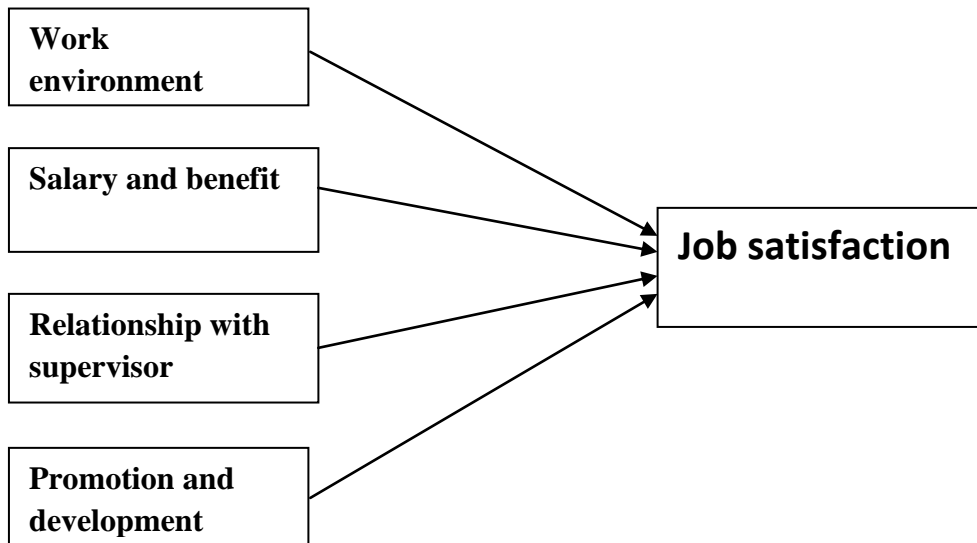
The other research were done on banks by Panchanatham and Sowmya (2011) and shows that, all the factors salary and benefit, work environment , promotion and relation with manager supervisors) have a correlation coefficient of greater than 0.85 which mean that there was strong and positive relation between those factors and job satisfaction .According to Gedefaw (2012), a research conducted on Ethiopian secondary school teachers shows more than 55 percent of the respondents were dissatisfied with salary and benefit, work environment and relation among supervisors and co works. In contrast with this a research conducted by Nezaam(2005) which was done on mining industry ,shows that employees were satisfied on

work environment, promotion and salary and benefit. A research conducted by Senait (2012) on employees of commercial bank of Ethiopia shows that, more than 65 percent of the respondents were also dissatisfied with their job. Therefore by considering all the above findings, this research tries to identify the determinants and assess the current level of job satisfaction of employees.

2.8 Conceptual frame work of the study

According to Upton, (2001), a conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Therefore based on the overall related literatures and theoretical frameworks, the following conceptual frame work has been developed. As expounded in the literature review salary and benefit, work environment, promotion and relation among management (supervisors) has significant impact on employees' job satisfaction. So employees job satisfaction has taken as dependent variable while salary and benefit, work environment, promotion and relation among supervisors as independent variable. The relationship of this variable for this study is referred as follows.

Figure 1 conceptual Framework of the Research



Source: *Saeed(2013)*

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

A research design is simply the framework of the study. From different types of research designs, explanatory type of research design was employed as a main research design for this study to the realization of intended objective. The reason behind using explanatory research design is because; it is better to connect ideas to understand cause and effect of something or to explain what is going on. (Creswell, 2003) stated that the explanatory method of research is a technique for gathering information about the cause of present existing condition and its effect.

The main objective of this research was to identify the major factors that determine the job satisfaction of employees of Commercial Bank of Ethiopia North Addis District Grade Two City Branches. The data collected from the respondents has been interpreted by using frequencies and percentages to describe the level of employees' job satisfaction. In addition to this regression and correlation has been employed to show whether there is relation among variables.

3.2 Population and Sampling Techniques

As per the information collected from the bank, in 2016/2017, there are 1000 professional employees and Forty four (44) grade two city branches under North Addis district which are the target population for this study. Systematic random (k^{th} - interval) sampling method has been employed for this study. From those 44 city branches, 11 sample branches have been selected by using systematic random sampling. First, the researcher list down the name of the branches alphabetically. Then, every 4th branch has been selected. On the other hand there are 1000 professional employees' branches. From those 278 has been selected. Robison (2001) also proposes that the appropriate sample sizes for most research to be greater than 30 and less than 500. Therefore the sample size 278 is representative. To determine the sample size, the researcher used sample size calculator in the following sample size formula.

$$n_0 = \frac{Z^2 * (p) * (1-p)}{e^2}$$

Where:

Z = Z value (confidence level)

p = percentage picking a choice

e = margin error,

In the sample size calculator I used

✓ confidence level 95%

✓ margin error 5%

$$\frac{(1.96)^2 * (0.5) * (1-0.5)}{(0.05)^2}$$

=384 respondents

This formula used for any number of populations. However, to select sample size which has small number of population we use the following formula, Cochran (1963).

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Where N= population

n₀ =sample size

n=adjusted sample size

Therefore :-

$$384/1 + (384-1)/1000$$

$$=278$$

3.3 Sources of Data

Primary data

According to Cano (2004), Primary data are fresh data that are gathered for the first time and thus happened to be original in character. Primary data of the study was information gathered from employees' of the bank. Closed -ended questionnaire was prepared and delivered to employees of commercial bank of Ethiopia. In order to gather the primary data the questionnaire was filled by those available employees in each branch during the period of distributing the questionnaire. Secondary sources like journals, books and thesis has been also used as a reference.

3.4 Method of Data Analysis

The data generated was to test employee satisfaction level on the promotion, salary and benefits, the relationship they have with their immediate supervisor and staffs and the work environment attributes within the bank. Every responses assigned some score in this overall satisfaction level was determined. Respondents were asked to rate their satisfaction with various aspects of their work along a 5- point Likert scale, range from 1=strongly dissatisfied to 5=strongly satisfied. The collected data were analyze and interpreted using statistical package for social science (SPSS) version 20. Frequencies and inferential statics have been used. In the regression model there are dependent and independent variables. For this study job satisfaction is the dependent and salary, promotion, work environment and relation among supervisors are independent .The regression equation should be

$$Y(x) = \beta_0 + \beta_1x + \beta_2x + \beta_3x + \beta_4x + \epsilon_0$$

Whereas $y(x)$ is job satisfaction

β_0 is the constant term

β_1 is correlation coefficient of salary and promotion

β_2 is correlation coefficient of work environment

β_3 is correlation of promotion

β_4 is correlation coefficient of relation among supervisors (managers)

E_0 is margin of error

This coefficient shows that units in the independent variables make a variation in dependent variables by units of coefficients.

3.5 Reliability and validity

3.5.1 Validity of the study

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure, Kothari (2004). The study was explanatory research design and uses standardized measurement (job description index) which is forward after conceptual and empirical investigations. In this research follows Job Descriptive Index (JDI) as a research instrument which is widely used in business and government and its validity is also authentic (Smith et al., 1969). Job Descriptive Index seeks to measure employee's satisfaction with their job in five dimensions, salary and benefit, supervision, opportunities, promotion and work environment. Beside this, the study used simple random and systematic sampling to select the sampling from which both samples are drawn it let any biases to probability. The internal consistency of the instruments of the study was also tested by pilot study. Thus it is safe to say that the study valid instruments.

3.5.2 Reliability

A reliability test is used to assess consistency in measurement items (cerri, 2012). Cronbach's alpha is used to measure the internal consistency of the measurement items. From data analysis the cronbach's alpha for this study is 0.93 which is excellent according to the standard set by Crossman (2003) and it is over the accepted limit of 0.70. For all individual factors the cronbach's alpha is greater than 0.70 which is shown below that signifies greater internal consistency between the items and measures the intended dimensions of the variables. As well as it indicates the acceptability of scale for further analysis.

Table .1 result of reliability study

	Cronbach's alpha	Cronbach's alpha	N of items
		Based on standardized item	
Salary	0.883	0.866	5
Promotion	0.815	0.832	5
Relation among Supervisors	0.789	0.762	6
Work environment	0.828	0.823	7
Total results of all	0.932		23
Independent variables			

Source: own survey, 2017

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter contains the reliability analysis, respondent's profile, correlation analysis, over all employees' job satisfaction analysis and multiple regression analysis.

A total of 278 questionnaire were distributed and were collected from eleven branches of commercial bank of Ethiopia employees .From the distributed 278 questionnaire distributed only 266 and the response rate of 95 percent. It was analyzed by using the statistical package for social science (SPSS) version 20 to answer the research questions.

4.1 Demographic characteristics of the respondents

This section presents the demographic characteristics of respondents like gender. Education level, work experience, job title, marital status and overall satisfaction

Table.2. Frequency of age distribution of respondents

Age	Frequency	Percent
20 to 35 years	211	79.3
36 to 50 years	49	18.4
above 50 years	6	2.3
Total	266	100.0

Source: own survey, 2017

As shown in the above table, majority of the respondents (n =211, 79.3 %) fall in the category of 20 to 35 years. This is followed by 49(18.4%) of the respondents are in the category of 36-50 years. among the respondents only 6 (2.3%) were above 50 years. It indicates that the greatest number of responders was very young and it is a valuable asset for the bank since this age group will serve for a long period of time.

Table 3 educational background of employees

Education	Frequency	Percent
Masters	20	7.5
Degree	244	92.5
Diploma	2	0.8
Total	266	100.0

Source: own survey, 2017

From the respondents 20 (7.5%) of them have were post graduates and respondents of 244 which represents 91.7% of the total respondents have BA degree. only 2 respondents were diploma holders which represents 0.8% of the total respondents. This shows that, since, majority of the respondents were young, the current minimum requirement of the bank is degree holders except some most senior employees.

Table. 4. Frequency distribution of years of experience

Experience	Frequency	Percent
1 to 5 years	199	74.8
6 to 10 years	44	16.5
11 to 15 years	11	4.1
16 to 20 years	7	2.6
Above 20	5	1.9
Total	266	100.0

Source: own survey, 2017

It can be viewed in the above table majority of the respondents (n =199 or 74.8%) fall in the 1-5 years of experience group and 44 respondents (16.5)fall in the 6-10years of experience group .while 11respondents (4.1%)fall in 11-15 years experience and 7 (2.6%) of them were in the category of 16-20 years of experience. Finally 5(1.9%) of them have an experience of above 20 years. This shows that the bank has employees with less experience but egger to adopt the new technologies and since most of them are juniors, it is easy to shape based on the banks culture.

Table.5. Frequency distribution of respondents' job title

Job title	Frequency	Percent
Branch Manager	10	3.8
Customer relationship officer	4	1.5
Customer service officer	164	61.7
Junior customer service officer	33	12.4
Customer service manager	25	9.4
Branch controller	10	3.8
SCSO- Accountant	10	3.8
SCSO- Cashier	10	3.8
Total	266	100.0

Source: own survey ,2017

As we can see from the above table manager, branch controller, scso- accounts and scso- cashier has the same frequency of respondents. Each has 10 respondents and represents 4.2% of the total respondents. Majority of the respondents were customer service officers which represents n= 164 and 61.7% of the total respondents. Next to that junior service officers were N= 33 and represents 12.4 % of the total respondents. There were also 25 customer service manager which represents 9.4% and 4 Customer relationship officers which represent 1.5% of the total respondents.

4.2 Descriptive Statistics Analysis

Frequency and percentages of employees job satisfaction

Table 6. Opinion of respondents on Current the amount of money paid

Current the amount of money paid is enough	Frequency	Percent	cumulative Percent
Strongly Disagree	142	53.4	53.4
Disagree	77	28.9	82.3
Neutral	22	8.3	90.6

Agree	21	7.9	98.5
Strongly Agree	4	1.5	100.0
Total	266	100.0	

Source: own survey, 2017

The above table shows the result of employee's response towards the current amount of money paid for their work is enough. From the result it can be obtained that 53.4 %(n=142) of the respondents are strongly disagree , 28.9%(n=77) of them disagree, 8.3% (n=22) are neutral ,7.9%(n=21) of them agree and only 1.5% (n=4) are strongly agree with the salary paid. Therefore the above result implies that more than half of the respondents are not satisfied with the current salary payment. Even though it is assumed that the bank pays better and tries to improve the salary, there is still big difference of payment between the commercial bank of Ethiopia and competitive private banks.

Table 7. Opinion of respondents of on bonus

The bonus paid to employees is satisfactory	Frequency	Percent	Cumulative Percent
Strongly Disagree	85	32.0	32.0
Disagree	79	29.7	61.7
Neutral	44	16.5	78.2
Agree	52	19.5	97.7
Strongly Agree	6	2.3	100.0
Total	266	100.0	

Source: own survey, 2017

The above table shows that 32 %(n=85) of the respondents strongly disagree on issue of bonus payment, 29.7 %(n=79) of them are disagree. Out of the respondents 16.3% (n= 44) of them are neutral, 19.5% (n=52) of the respondents are agree and 2.3% (n=6) of them are strongly agree. From the above result we can conclude that above 60% of the respondents are not satisfied with the bonus payment. The result could be results from the reality of the profitability of the bank and amount of money paid as bonus related with the work load.

Table 8. Opinion of respondents on different benefits offered

Benefits offered by CBE like medical, insurance and other benefits are satisfactory	Frequency	Percent
Strongly Disagree	75	28.2
Disagree	58	21.8
Neutral	49	18.4
Agree	65	24.4
Strongly Agree	19	7.1
Total	266	100.0

Source: own survey, 2017

The above tables show that result of employee’s response towards benefits that are offered by CBE like medical and insurance as compared to other companies in the banking industry. As shown in the result shows 28.2% (n=75) of respondents strongly disagree, 21.8 %(n=58) of respondents are disagree on the issue. Whereas, 18.4 % (n=49) are neutral, 24.4% (n=65) were agreed and only 19(7.1%) of them were strongly agree on it. The result shows that most of them were dissatisfied. This shows that the benefits gained from the bank is not as of the expectation of the employees.

Table.9.opinion of respondents on other allowances

Other allowances (overtime , mortgage loan) that are offered by CBE are also satisfactory	Frequency	Percent
Strongly Disagree	93	35.0
Disagree	83	31.2
Neutral	43	16.2
Agree	43	16.2
Strongly Agree	4	1.5
Total	266	100.0

Source: own survey, 2017

As shown in the above table 35% (n=95) of the respondents were strongly disagree on the allowances offered by the bank, whereas 31.2% (n=83) of the respondents were also disagree, 16.2 % (n=43) were neutral on it. Out of the respondents 16.2 % (n=43) were agreed and only 1.5 % (n=4) were strongly agree on the issue. We can conclude that more than 60 percent of the respondents were dissatisfied on the allowances offered by commercial bank of Ethiopia. This shows that allowances like mortgage loan does not consider the current market. And also the limit of the loan is when compared to the service year and salary of the employees compared to other competitive banks.

Table 10.opinion of employee’s professional development

CBE is committed to professional development.	Frequency	Percent
Strongly Disagree	52	19.5
Disagree	70	26.3
Neutral	57	21.4
Agree	74	27.8
Strongly Agree	13	4.9
Total	266	100.0

Source: own survey, 2017

As shown in the above table 27.8% (n=74) of the respondents were agreed on the professional development commitment of the bank. On the other hand 19.5% (n=52) were strongly disagree on the commitment of the bank .where as 26.3% (n=700 were disagree on the issue, 21.4 % (n=57) of the respondents were neutral and 4.9% (n=13) were strongly agree on it. As we can see from the result the percentage dissatisfied respondents is greater than the satisfied respondents on commitment of the bank to develop professionals. This result should be the results from employees get operational and procedural trainings one a year. Therefore continuous training should be arranged for them.

Table 11. opinions of respondents on opportunities to use new technology

There is high opportunity to use new technologies and to upgrading oneself	Frequency	Percent
Strongly Disagree	33	12.4
Disagree	95	35.7
Neutral	62	23.3
Agree	68	25.6
Strongly Agree	8	3.0
Total	266	100.0

Source: own survey, 2017

As shown in the above table 35.7%(n=95) of the respondents are disagree, 25.6%(n=68) of the respondents are agree, 23.3%(n=63) of the respondents were neutral, 12.4%(n=33) were strongly disagree and only 3%(n=8) of the respondents were strongly agree .As of the result majority of the employees on opportunities to use new technology. These shows, the bank minimize manual works which makes employees tired off and done by using current technologies.

Table. 12. Respondents opinion on Opportunities of promotion

There is also high opportunity for promotion and transfer	Frequency	Percent
Strongly Disagree	54	20.3
Disagree	118	44.4
Neutral	46	17.3
Agree	40	15.0
Strongly Agree	7	3
Total	266	100.0

Source: own survey, 2017

The above table shows that 44.4% (n=118) of the respondents are disagree,20.3 % (n=54) of the respondents were strongly disagree on high opportunities of promotion, 17.3 % (n=46) of them

were neutral, 15% (n=40) were agreed on the issue and only 3% of them were strongly disagree on the opportunity of promotion and transfer. This shows that majority of the respondents were not satisfied on opportunities for promotion, so the bank should correct the policy. Promotion helps to motivate, for better performance and retain employees, promoting them at proper time is better and the bank should give attention.

Table 13. Opinions of respondents on Fairness of promotion

Fairness of promotion	Frequency	Percent
Strongly Disagree	61	22.9
Disagree	91	34.2
Neutral	65	24.4
Agree	41	15.4
Strongly Agree	8	3.0
Total	266	100.0

Source: Own survey, 2017

Regarding the fairness and accordingly of law promotion employees of CBE respond that 34.2% (n=91) of them were disagree, 22.9% (n=61) were strongly disagree, 24.4% (n=65) were neutral, 15.5% (n=41) of them were agreed and 3% of them were strongly agree on the issue. Therefore employees are not satisfied with the fairness of promotion and way of promotion according to the law and procedure of the bank. The year of experience to apply for internal vacancies is minimum of 4 years. So, this could be revised and employees who perform better should be involved.

Table 14. Opinions of respondents on of working hour.

The working hour is comfortable	Frequency	Percent
Strongly Disagree	43	16.2
Disagree	22	8.3
Neutral	38	14.3
Agree	82	30.8

Strongly Agree	81	30.5
Total	266	100.0

Source: Own survey, 2017

As shown in the above table for the question is the working hour of CBE is comfortable employees respond was 30.8% of them were agreed, 30.5% were strongly agreed, 16.2% were strongly disagreed, 14.3% were neutral and 8.3% of them were disagree on working hour of commercial bank of Ethiopia. This shows that the working hour of the bank is comfortable for majority of the respondents. The time to start work and the time to finish their work is suitable for employees.

Table 15 .opinions of respondents on working environment

CBE has safe working environment	Frequency	Percent
Strongly Disagree	39	14.7
Disagree	82	30.8
Neutral	65	24.4
Agree	66	24.8
Strongly Agree	14	5.3
Total	266	100.0

Source: own survey, 2017

As shown in the above table out of them 30.8% of the respondents were disagreed on the safe working environment of the bank .others 24.8% agree, 24.4% neutral 14.7% strongly disagree and 5.3% were strongly agree. The result shows that, majority of them were dissatisfied on work environment. This could be the result of lack of facilities like cafeteria and neatness office. Since, employees spent most of their time in the office. The working environment should be good.

Table 16. Opinion of respondents on Job security of the bank

I am certain on strong job security of the Bank	Frequency	Percent
Strongly Disagree	30	11.3
Disagree	51	19.2
Neutral	82	30.8
Agree	84	31.6
Strongly Agree	19	7.1
Total	266	100.0

Source: own survey study, 2017

The other question is you certain on strong job security of the bank? For this question 31.6% of the respondents were agreed, 30.8% of them were neutral, 19.2% of them were disagreed, 11.3% of them were strongly disagreeing and 7.1% of them strongly agree. This shows that employees are satisfied and they are certain on their job. Since the bank is governmental and has respected policy and procedure, employees are certain on their job.

Table 17. opinion of respondents on working condition

Good working condition and environment	Frequency	Percent
Strongly Disagree	21	7.9
Disagree	82	30.8
Neutral	80	30.1
Agree	68	25.6
Strongly Agree	15	5.6
Total	266	100.0
I am interested by work itself, it is interesting and challenging	Frequency	Percent
Strongly Disagree	78	29.3
Disagree	90	33.8
Neutral	54	20.3
Agree	25	9.4
Strongly Agree	19	7.1
Total	266	100.0

Source: own survey study, 2017

As shown in the above table 33.8 % of the respondents were disagree on the issue ,29.3% of them were also strongly disagree and 20.3% of the respondents were neutral for the issue. Whereas 9.4 % and 7.2% were agree and strongly agree on the challengeness of and interestingness of their work. This shows that, work is not interesting and challenging for the majority of the respondents. This could be from the result of routines of the work and lack of rotation of employees on time promotion from one position to the other.

The above table also shows that out of the respondents 30.8% of them were disagreed on their working condition,30.1% were neutral, 25.6 % of them were agreed ,7.9% were strongly disagreed and only 5.6 were strongly disagreed on their working condition .Generally majority of them were satisfied with their working condition. This could be due to availability of facilities, devices and others which makes them discomfort on operation.

Table 18. Opinion of respondents on dependency of decision making

independent to make decisions	Frequency	Percent
Strongly Disagree	25	9.4
Disagree	60	22.6
Neutral	61	22.9
Agree	89	33.5
Strongly Agree	31	11.7
Total	266	100.0

Source: own survey, 2017

As shown in the above table 11.7% of them and 33.5% of the respondents are strongly agreed and agreed respectively on their independency to decide up to their limit .whereas 22.6% of them disagree and 9.4% of them were also strongly disagree on this issue. Therefore most of the employees have the right to make decision up to their limit. Everyone has the limit to what extent does he or she can decide on issues without authorization.

Table 19. Opinion of respondents on relation with immediate supervisor and staff

frequency of employees relation with immediate supervisor and staff	Scale	Frequency	Percent
I have good relationship with my immediate supervisor	Strongly Disagree	25	9.4
	Disagree	42	15.8
	Neutral	48	18.0
	Agree	108	40.6
	Strongly Agree	43	16.2
	Total	266	100.0
I have strong and smooth relationship among staffs	Strongly Disagree	5	1.9
	Disagree	12	4.5
	Neutral	22	8.3
	Agree	89	33.5
	Strongly Agree	138	51.9
	Total	266	100.0

Source: own survey, 2017

As shown in the above table 40.6% of have good relationship among employees and supervisors,16.2% of them strongly agree, 18 % of them were neutral .where as 15.8% were disagree and 9.4% of the respondents were strongly disagree on their relationship among their supervisor. This could be due to unsmooth supervising way of managers.

On other hand 51.9% of the respondents have strong relationship among staffs, 33.5 % of them agree, 8.3 % of them were neutral,4.5 % of them were disagree and 1.9 % of them were strongly disagree on the issue that smooth relationship among staffs. Generally the result shows that majority of the respondents are satisfied with the relation between the supervisors and co workers. This helps create teamwork work which fasts to speed up activities.

Table20. Respondent’s opinion on recognition

	Frequency	Percent
I have recognition for tasks well done		
Strongly Disagree	26	9.8
Disagree	57	21.4
Neutral	82	30.8
Agree	83	31.2
Strongly Agree	18	6.8
Total	266	100.0

Source: own survey, 2017

The above tables describes that employees have recognition for tasks they do. Out of the respondents 31.2% of them were agreed, 30.8% of them were neutral, 21.4% of them were also disagree on the issue and 9.8 of them were strongly disagree on it. The result shows that majority of them were agreed on the recognition of tasks what they well do. The bank gives appreciation letters and recognition with internal outlook. .

Table 21. Opinion of respondents on general job satisfaction level

Generally, how are you satisfied with your job?	Frequency	Percent
Strongly dissatisfied	21	7.9
Dissatisfied	159	59.8
Neutral	35	13.2
Satisfied	45	16.9
Strongly satisfied	6	2.2
Total	266	100.0

Source: own survey,2017

There are five categories in the above table which describe overall satisfaction level of employees in CBE North Addis District Grade Two City Branches. In the first category (strongly dissatisfied) there are 21 respondents in each and represents 7.9% of the respondents. In the second category (dissatisfied) there are 159 respondents and represents 59.8% of the respondents. In the third category (Neutral) found 35 respondents and holds 13.2% of respondents. In the fourth category the researcher found 45(16.9%) respondents were satisfied. Lastly in the fifth category 6 respondents which represents 2.3% of the total. From the above table, the largest numbers of respondents were, 59.8%, of respondents were dissatisfied on their job. Generally all the above tables show that, employees are not satisfied on different aspect of the bank including salary and work environment, promotion and relation among supervisors.

4.3 Correlation analysis between factors and employees job satisfaction

Table 22. Relationship among factors of job satisfaction and job satisfaction

		SALARY AND BENEFITS	PROMOTION	RELATION WITH SUPERVISOR	WORK ENVIRONMENT	Generally, how are you satisfied with your job?
SALARY AND BENEFITS	Pearson Correlation	1	.658**	.524**	.479**	.884**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	266	266	266	266	266
PROMOTION	Pearson Correlation	.658**	1	.347**	.429**	.837**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	266	266	266	266	266
RELATION WITH SUPERVISORS	Pearson Correlation	.524**	.347**	1	.350**	.758**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	266	266	266	266	266
WORK ENVIRONMENT	Pearson Correlation	.479**	.429**	.350**	1	.740**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	266	266	266	266	266
Job satisfaction	Pearson Correlation	.8840**	.837**	.758**	.740**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	266	266	266	266	266

** . Correlation is significant at the 0.01 level (2-tailed).

Source: own survey, 2017

To determine the relationship between factors of job satisfaction (salary and benefit, promotion, work environment and relation among supervisors) and employee’s job satisfaction Pearson correlation was computed.

Correlation analysis is one of the most widely used in research; it is often used to determine a relationship between two variables. It shows how strong the association between variables is. The correlation “r” is statistics used to measure the degree or strength of relationship among variables (Taylor, 1990). To interpret the strength of relationship between variables, the guide line suggested by Taylor (1990) were followed. His classification of the correlation coefficient (r) is as follows. For $r \leq 0.35$ is considered too represent low or weak correlation, for $r = 0.36 - 0.67$ is modest or moderate correlation, $r = 0.63 - 0.89$ is strong or high correlation and correlation with $r \geq 0.90$ is very high correlation as we know the value of r is always between 0 and 1. If the value of $r = 0$ this means that there is negatively related whereas if the value of $r = 1$ the two variables are perfectly correlated each other .Therefore, the result in table 22 shows that there is a positive and significant relationship between all job satisfaction factors and job satisfaction.

The result in the above table indicates that there is a positive and significant relationship between job independent variables and dependent variable. Salary and benefits with job satisfaction ($r = 0.884$, $p < 0.01$) .this implies the two variables influence each other positively and they have strong relationship. There is also positively and significant correlation between Promotion and employees job satisfaction ($r = 0.837$, $p < 0.01$), relation with supervisor and job satisfaction ($r = 0.758$, $p < 0.01$) and work environment with job satisfaction ($r = 0.740$, $p < 0.01$).the correlation among the four factors indicate that there is statistically significant and strong correlation among them.

4.4 Regression Analysis

Table 23. Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.753	.750	.251

a. Predictors: (Constant), relationship with supervisors , salary& benefit , work environment, promotion

Source: own survey, 2017

Regression model was applied to test how far job satisfaction factors had impact on employee’s satisfaction. Coefficient of determination- R^2 is the measure of proportion of the variance of dependent variable about its mean that is explained by the independent or predictor variables (Hair et.al, 1998). Higher value of R^2 represents greater explanatory power of the regression equation.

The above table shows the R^2 value of 0.753. This result shows that the independent variables (salary and benefit, relationship with supervisor, work environment and promotion) accounted for 75.3 percent of the variance in employee’s job satisfaction. This means 75.3 percent of the variation in job satisfaction of employee’s is explained by the independent variables where as the remaining 24.7 percent of the variation is explained by other factors which are not included in this study.

Table .24. Regression analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.563	.256		2.204	.0280
Salary& benefit	.870	.022	.253	4.022	.000
Promotion	.190	.015	.083	4.278	.000
Work environment	.600	.018	.008	3.128	.000
Relation with supervisor	.507	.012	.285	4.744	.000

a. Dependent Variable: Generally, how are you satisfied with your job?

Source: own survey, 2017

The results of multiple regressions, as presented in the above table shows that all the independent variables are positive and significant on employee's job satisfaction. The independent variable salary and benefit is positive and significant with a beta value of (beta = 0.087) at 99 percent of confidence level ($p < 0.01$). In addition to this the beta value and p value of promotion was positive and significant (beta=0.19, $p < 0.01$).work environment also has positive and significant value with (beta =0.600, $p < 0.01$) and relation with supervisors has also positive and significant value with beta value of (beta= 0.507, $p < 0.01$).

All the above confidents show that, a unit change in independent variables can change by a unit of coefficient. This means when salary and benefit varies by one unit job satisfaction varies by 0.87 units by keeping other variables constant. When work environment, promotion and relation among vary by one unit job satisfaction varies by 0.600,0.19 and 0.507 unit respectively by keeping other factors constant.

The regression equations become:

$$Y(x) = 0.563 + 0.87x + 0.19x + 0.600x + 0.507x + 0.256$$

In overall the result revealed that on one hand, the independent variable accounted for 75.3 percent of the variance in employee's job satisfaction ($R^2 = 0.753$). Thus 75.3% of the variation in employee's job satisfaction can be explained by the above four factors and other unexplored variables may explain the remaining 24.7 percent.

More over from the findings of this study, the researcher found that all the factors (salary and benefit, promotion, relation with supervisors and work environment) have positive and significant effect on employee's job satisfaction and have strong relationship between the factors and the independent variable job satisfaction. The findings of this study also indicated that salary and benefit is the most important factor that has positive and significant effect followed by work environment.

4.5 Hypothesis test

The dependent variable is job satisfaction and independent variable salary and benefit , promotion, relation with supervisor and work environment the ** sign shows the correlation result between the variables .this upon the Pearson correlation analysis obtained from the variables in the above correlation table 24 with the significant level of 0.01($p < 0.01$) .

Hypothesis 1

There is a strong relationship between salary and benefit and employees job satisfaction. As show in the table 24 the correlation of salary and benefit is 0. 884** and significant at significant level of 0.01($p=0.01$) .the analysis shows that p value is 0.000 which is less than 0.01. Therefore the hypothesis is supported and concluded that there is strong and positive relationship ($r=0.884$) between salary and benefit and job satisfaction.

Hypothesis 2

There is also a correlation between work environment and employee's job satisfaction. As indicated in table24 the correlation of work environment and job satisfaction is 0. 740** and significant level of 0.01 ($p=0.01$). The analysis shows that p value is 0.000 which is less than 0.01. As of this analysis the hypothesis is accepted and there is also high relationship.

Hypothesis 3

The other hypothesis was promotion has its own effect on employee's job satisfaction. Regarding this table 24 shows that, there is positive and significant correlation among job satisfaction and the independent variable promotion. Therefore the hypothesis is accepted with the correlation $r=0.837^{**}$ at a significant level of 0.01 ($p=0.01$). The analysis shows that p -value is 0.000 which is 0.01.

Hypothesis 4

There was a correlation ($r=.758^{**}$) between relation with supervisors and employees' job satisfaction .it is positively significant at 0.01 significance level and has p value of 0.000 which is less than 0.01.

This concludes that there is strong relationship between relationship with supervisors and employees job satisfaction and the hypothesis is accepted.

In summary from all these tests, the study confirmed that all the above factors have positive relationship with employees' job satisfaction .therefore the result reflects that employees' job satisfaction is affected by salary and benefit, promotion, relation with supervisors work environment. From these factors job satisfaction has higher correlation with salary and benefit

(0.884**) followed by promotion (0.837**), relation with supervisor (0.758**) and work environment (0.740**).

To summarize according to their relationship, the following table shows the approval of hypothesis

Table 25. Results of hypothesis based on correlation statistics

Hypothesis	Independent var.	Correlation value	Dependent var.	Result
H1	Salary & benefit	0.884	Job satisfaction	Accepted
H2	Promotion	0.837	Job satisfaction	Accepted
H3	Relation with sup.	0.758	Job satisfaction	Accepted
H4	Work environment	0.74	Job satisfaction	Accepted

Source: own survey, 2017

The above table shows that variables that were tested by correlation statistical test of the above factors have significant relationship with employee's job satisfaction. therefore the four hypothesizes that assumed earlier to accomplish the study were supported all factors. Since all factors have strong correlation between the factors and job satisfaction all the hypothesis were accepted.

It has also been observed that salary and benefit has high significant correlation with the job satisfaction with ($r=0.884$) compared to the four factors. Next to that promotion has positive and significant correlation with job satisfaction with ($r=0.837$). Work environment and relation with supervisors has also positive and significant value of ($r=0.740$ and $r= 0.7580$ respectively). This implies that all the above four factors can affect employees' job satisfaction.

Further, the study in the regression analysis shows that salary and benefit is the most important factor with Beta value of 0.870 followed by work environment which also has Beta value of 0.600, relation with supervisors with Beta value of 0.507 and promotion at Beta value of 0.190 have a positive association with job satisfaction

Since all the four factors have positive and significant value, there is strong correlation between the factors and overall job satisfaction. Therefore all hypothesized are accepted and this implies that all the above mentioned four factors affect job satisfaction of employees'.

Besides that, from the regression model summary R square is 0.753 which means 75.3 percent of the variance in job satisfaction is explained by the four factors that are salary and benefit, promotion, work environment and relation with supervisors.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter discusses the prominent findings of the study and makes reference to relevant research to support the findings of the current study. It includes conclusion and recommendation. It also contain information about the sample, results obtained from the descriptive statistics factors of job satisfaction, correlations between the factors of job satisfaction, Multiple regression analysis and significant statistical differences between dependent and independent variables. Conclusions are drawn based on the obtained results and recommendations for future research that may be of worth are put forth.

5.1 SUMMARY OF THE FINDINGS

The present study captures employees' job satisfaction in CBE with 23 item questionnaire designed to collected data about job satisfaction of employees. In the study nearly job descriptive index is adopted with four basic factors (salary, and benefit, promotion, relation with supervisors and work itself or work environment).According to Spector (1997), Job description index is the most widely used instrument measuring employees' job satisfaction within organizations.

When we see the descriptive analysis of the study, majority of the respondents were dissatisfied on their job because of the salary paid. Almost more than 80% of the respondents were not satisfied with their job. This implies employees are not happy and pushes them to leave the bank and for high turnover. In addition to this, more than 65 percent of the respondents were also dissatisfied with the different advantage like mortgage loan and other advantages). This leads also the employees to migrate to the other banks to which they can get better advantage.

There is also a very poor opportunity for transfer and promotion in the CBE. For more than 60 percent of them were not happy on the way and fairness of transfer and promotion. This makes the dissatisfaction of employees and makes them tired off on their work. The process used to determine the promotion is one of the main causes of being unsatisfactory in the bank. The majority of respondents are dissatisfied by the process to determine promotion.

On the other hand the bank updates and changes the new technologies for banking operation. Many respondents are satisfied by the CBE's commitment to the new technologies. Most of the respondents were also satisfied on the working environment and job security of the bank. More than 70 percent of the respondents feel secured and are happy on working environment and the work itself. Many employees have an authority to decide issues up to their limit level without any influence. As the result of the study, more than 80 percent of the respondents have smooth relationship with the immediate supervisors and co workers. This helps them to be happy on their work.

Analysis from overall job satisfaction shows that 67.7 percent (n=180) of the respondents were dissatisfied with their job by different reasons. The remaining 16.9 percent, 13 percent and 2.2 were neutral, satisfied and strongly satisfied respondents respectively.

From the correlation analysis done, it is evident that all the four factors namely salary and benefit, promotion, relation with supervisors and work environment have a positive and significant correlation with job satisfaction. This implies that all the factors are important to judge employees whether they are satisfied or not.

It has also been observed that salary and benefit has high significant correlation with the job satisfaction with ($r=0.884$) compared to the four factors. Next to that promotion has positive and significant correlation with job satisfaction with ($r=0.837$). Work environment and relation with supervisors has also positive and significant value of ($r=0.740$ and $r= 0.7580$ respectively). This implies that all the above four factors can affect employees' job satisfaction.

Further, the study in the regression analysis shows that salary and benefit is the most important factor with Beta value of 0.870 followed by work environment which also has Beta value of 0.600, relation with supervisors with Beta value of 0.507 and promotion at Beta value of 0.190 have a positive association with job satisfaction. Since all the four factors have positive and significant value, there is strong correlation between the factors and overall job satisfaction. Therefore all hypothesizes are accepted and this implies that all the above mentioned four factors affect job satisfaction of employees'.

5.2 CONCLUSIONS

Employee job satisfaction can improve service quality and increase employee motivation. In this situation, policy makers and managers of the bank should have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees and to enhance their business.

This study tries to identify factors affecting job satisfaction of employees of commercial bank of Ethiopia North Addis district grade two city branches. The result of this study shows that work environment, promotion, salary and benefit and relation with supervisors are key factors affecting employees' job satisfaction salary and benefits are the most influential and good motivator, actually all employees' work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employees. All factors have significant influence on job satisfaction.

The factor of work environment is also proven to have significant influence over the employees' job satisfaction. The physical design and facilities in the branches influences job satisfaction of employees. A good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employees' work performance.

The findings show that, the current salary paid is not satisfactory. This may lead the employees to resign the bank. Therefore bank should increase the employee salary and compensation to motivate the employee, the good pay back can be one of the key factors affecting job satisfaction, also in this way it can increase the service quality and organizational profitability.

Promotion of employees also affects job satisfaction since the work behavior of banks is routine, rotation and promotion on time is need. If the bank creates fair competitive environment, fair treatment, fair compensation, fair work hours, these will improve employee job attitudes. After this consideration, we can see that promotion, good payment can increase employee job satisfaction; satisfied employees offer good services for the organization. Generally if all the above factors fulfilled, job satisfaction of employees and organizational performance will be improved

Relationships with managers (supervisors) also affect employees' job satisfaction. When we see the profile of respondents majority of them are young and with less experience so, employees' need supervisors' guidance and sharing work experiences .in order to fulfill this, the relation with coworkers and managers should be smooth. Smooth relation also creates good team work Supervisors .Since; the banking service needs direct contact with the customers and employee. Generally if the bank wants to achieve its goals and objectives by offering better service to its customers, it should give better attention to its employees in order to make them satisfied with their job.

5.3 RECOMMENDATION

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of the banks and suggestion for other researchers.

❖ As we can see from the finding of this study employees are not satisfied with the current salary payment. So, the bank should revise and upgrade the salary scale and allowances which is being paid for employees. It must be adjusted based on the work load the employees' have and the payment with the competitive market. Since the cost of living is increasing, improving the allowances by adding living allowances and also increasing amount of fuel allowance payment will increase the satisfaction of the employees on the salary and benefit they get from the bank which motivate employees to perform better. Since happiness of employees is the basic thing to offer good service, to create smooth relationship with the customers and to reduce employees turnover.

❖ Most of the respondents were not satisfied on Promotion and transfer opportunities .therefore it is recommended that, promote fairly those employees who fulfill the quality & performance expectations of the bank. The current minimum service year required to promote is 4 years. But it should be revised. It is advised not to let the employees to work on the same position for long period.

❖ Even though majority of the respondents are satisfied with the relation among supervisors and co- worker, there were also unsatisfied respondents. So building smooth and harmonies relationship helps to develop team work and supports branches to perform better than the current performance. This helps to create team work in the branches.

❖ The result shows that, majority of the employees were satisfied on their work environment. But there were also employees which are unsatisfied. Therefore the researcher recommends that making the working environment good makes the employees punctual and stay on work for long time without any discomfort.

❖ The research findings reported in this study make a valuable contribution to the awareness of understanding the concept of job satisfaction and the effect the underlying variables work, supervision, co-workers, promotion and pay have on job satisfaction. However, additional research is needed to further investigate the potential relationship and effect these variables and other extraneous variables, such as role ambiguity, job level, contingent rewards and working conditions have on job.

5.4 Limitation of the study

The result of this study may not represent the whole job satisfaction of employees of commercial bank of Ethiopia. Because it only includes only 11 branches of north Addis Ababa district. This research focuses only north Addis Ababa district city branches, but there may be need of studying the outline branches employees' job satisfaction. Beside this, there may be sampling error. The respondents were only clerical employees, but there are also non clerical employees whom job satisfaction issues concerned. In this research, the instrument job description index was used. But Minnesota questionnaire may describe more detail about job satisfaction. In addition o this study only considers factors like salary and benefit, work environment, relation with supervisors and promotion. But there may other factors which affect job satisfaction.

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APENDEX

ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Questionnaire for the respondents

Dear respondents;

This questionnaire is prepared to collect primary data for conducting a pilot research on ‘**determinants of job satisfaction of employee’s in the CBE**’ - for the partial-fulfillment of MA in business administration in St Mary’s university. The responses are to be kept confidential and will be used for academic purpose only.

First thank you very much for giving attention and your precious time to give response and for your willingness to answer these questions. No need of name, only circle from the choice.

Part I: Demographic Characteristics

1. Age A.20-35 B.36-50 and above

C. above 50

2. sex A. Male B. female

3. Marital status

Married widowed

Single divorced

4. Educational level A. Masters B. degree

C. diploma D. other qualification

5. How many years do you spent in cbe?

A.1-5Years B.6-10 Years D.16-20 years

C.11-15 Years E. above 20

6. What is your job title?

- | | | | |
|--|--------------------------|--------------------------|--------------------------|
| A. Branch Manager | <input type="checkbox"/> | Customer service manager | <input type="checkbox"/> |
| B. Customer relationship officer (CRO) | <input type="checkbox"/> | Branch controller | <input type="checkbox"/> |
| C. Customer service Officer | <input type="checkbox"/> | F. SCSO- Accountant | <input type="checkbox"/> |
| G. Junior customer service Officer | <input type="checkbox"/> | H. SCSO- Cash | <input type="checkbox"/> |

7.my work is meaningful .

- A.Strongly disagree
- B.disagree
- C.Neutral
- D.Agree
- F.Strongly agree

8.Myjobis challenging and interesting.

- A.Strongly disagree
- B.disagree
- C.Neutral
- D.Agree
- F.Strongly agree

9. There is no risk during working.

- A.Strongly disagree
- B.disagree
- C.Neutral
- D.Agree
- F.Strongly agree

10. I am glad in paid for the work that I do.

- A.Strongly disagree

B.disagree

C.Neutral

D.Agree

F.Strongly agree

11. There are good opportunities for promotion.

A.Strongly disagree

B.disagree

C.Neutral

D.Agree

F.Strongly agree

12. There is good working environment.

A.Strongly disagree

B.disagree

C.Neutral

D.Agree

F.Strongly agree

13. Generally am satisfied on my work.

A.Strongly disagree

B.disagree

C.Neutral

D.Agree

F.Strongly agree

Thank you!!!

ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Questionnaire for the respondents

Dear respondents;

This questionnaire is prepared to collect primary data for conducting a research entitled 'To identify determinants of job satisfaction of employee's in the CBE '- for the partial-fulfillment of MA in business administration in St Mary's university. The responses are to be kept confidential and will be used for academic purpose only.

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C. above 50

2. sex A. Male B. female

3. Marital status

Married widowed

Single divorced

4. Educational level A. Masters B. degree

C. diploma D. other qualification

5. How many years do you spent in commercial bank of Ethiopia ?

A.1-5Years B.6-10 Years D.16-20 years

C.11-15 Years E. above 20

6. What is your job title?

- | | | | |
|--|--------------------------|-----------------------------|--------------------------|
| A. Branch Manager | <input type="checkbox"/> | E. Customer service manager | <input type="checkbox"/> |
| B. Customer relationship officer (CRO) | <input type="checkbox"/> | F. Branch controller | <input type="checkbox"/> |
| C. Customer service Officer | <input type="checkbox"/> | G. SCSO- Accountant | <input type="checkbox"/> |
| G. Junior customer service Officer | <input type="checkbox"/> | H. SCSO- Cash | <input type="checkbox"/> |

Part: two

Determinants of job satisfaction

1. Which factor of the following factors do you consider to be a major factor that determines your job satisfaction?
 - A. Salary and benefit
 - B. Promotion
 - C. Relation with co workers
 - D. Relation with managers
 - E. Work environment

2. Which of the factors mostly affects your job performance?
 - A. Salary and benefit
 - B. Promotion
 - C. Relation with co workers
 - D. Relation with managers
 - E. Work environment

Part: three

Plane indicate the extent to which you satisfied with the following statements.

Your opinion on salary and benefits of the CBE

4	Items	Strongly disagree	disagree	Neutral	Agree	Strongly agree
5	Currently the amount of money paid for my work is enough.					
6	The bonus which is paid to the employees is satisfactory and fair.					
7	The benefits that are offered by Cbe like medical, insurance and Other benefits is better as compared to other companies in the industry					
8	Other allowances that are offered by CBE are also satisfactory.					

What do you feel on promotion of employees in CBE

	Items	Strongly disagree	disagree	Neutral	agree	Strongly agree
9	There is high Opportunity to use new technologies and to upgrading oneself.					
10	There is also high opportunity for promotion and transfer.					
11	The way of employee's promotion is fair and according to the policies and regulations					
12	Cbe is committed to professional development					

Your opinion on Work Environment of the CBE

	Item	Strongly disagree	disagree	Neutral	agree	Strongly agree
13	The working hour is comfortable					
14	Cbe has safe working environment					
15	I am certain on strong Job security of the Bank.					
16	I am satisfied with this good working condition and environment					
17	I am interested by Work itself, it is interesting and challenging					

Your opinion about Relationship with management and staff of the CBE

	Items	Strongly disagree	disagree	Neutral	agree	Strongly agree
18	I have good relationship with my immediate supervisor.					
19	I am independent to make decisions up to limit of authority.					
20	I have recognition for tasks well done.					
21	my supervisor gives me feedback that helps me to improve my performance .					
22	It is clear for me that what my supervisor expects from me regarding my job performance.					
23	I have strong and smooth relationship among staffs					

24. Generally, how are you satisfied with your job?

- A. Strongly dissatisfied
- B. Dissatisfied
- C. Neutral
- D. Satisfied
- E. Strongly satisfied

Thank You!!!