



ST MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF EMPLOYEE JOB SATISFACTION  
IN THE CASE OF COMMERCIAL BANK OF ETHIOPIA  
NORTH ADDIS DISTRICT  
GRADE THREE CITY BRANCHES**

**BY  
TAMIRAT AYELE**

JUNE, 2016  
ADDIS ABABA ETHIOPIA

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A THESIS SUBMITTED TO ST. MERY'S UNIVERSITY, SCHOOL OF GRADUATE  
STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION

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APPROVED BY THE BOARD OF EXAMINERS

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Dean, Graduate studies

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Signature

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Advisor

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Signature

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External Examiner

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Signature

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Internal Examiner

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Signature

## **DEDICATION**

This study is dedicated to my brother Eshetu Ayele and my sister Veronica Dahlbege (Tegitu Ayele). Thank you for your unconditional support with my studies. I am honored to have you as my family. Thank you for giving me a chance to prove and improve myself through all my walks of life. Please do not ever change. I love you.

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## **ACKNOWLEDGEMENT**

First and foremost, I would like to express my deepest gratitude, special thanks for almighty God and St. Virgin Mary. I also would like to thank and sincere appreciation to Dr. Wubshet Bekalu, my thesis advisor; he was with me from the start. I am thankful to my family for their supportive, unconditional love, and prayers at all times were particularly important, which provided a constant source of inspiration to me, special thanks for my mother Amelework Desta.

Moreover, I would like to thank my friend w/t Genet Docho for helping in writing and printing all my thesis papers and for being at my side through the ups and downs of my study. I also would like to thank employees of CBE for their cooperation in the process of data collection.

## ACRONYMS

CBE	Commercial Bank of Ethiopia
CSM	Customer Service Manager
CSO	Customer Service Officer
CRO	Customer Relationship Officer
JCSO	Junior Customer Service Officer
SCSO	Senior Customer Service Officer
SPSS	Statistical Package for the Social Sciences

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## **Abstract**

Employee satisfaction is considered important when it comes particularly to the service providing industries. The need to focus on employee satisfaction is vital because it is a key to business success of any organization. As a service provider, CBE must attentively follow its employees and the environment in which they operate, as there is a direct link between its employee's satisfaction and performance result of the bank as a whole. The objective of this study is to assess employee's satisfaction of CBE North Addis District Grade Three City Branches on such attributes as: salary and benefits; work environment; career development and the relationship between the management of the CBE. The research employs convenience non probability sampling method to select the district and branches. Primary data was gathered through questionnaires and secondary data through review of relevant documents. The collected data is analyzed through the descriptive statistics by using Statistical Package for the Social Sciences (SPSS) version 20 software as a tool to calculate percentages, averages and validity index. The findings of the research indicate that the majority of the employees/respondents works in CBE are satisfied by their basic salary. There is less opportunity for promotion and transfer opportunities. Further, there is a high work load within the work environment. To avert this problem the researcher recommends revision of salary scale by compared to workload and critically revise the promotion and transfer process of the bank.

Key words: employee satisfaction, salary and benefit, career development, work environment, relationship with management of the CBE

# **CHAPTER ONE**

## **1.1 INTRODUCTION**

It is obvious that to win the service market, especially in banking industry, providing quality service for customers is vital for success. To provide quality service and to satisfy the customers, first of all, the employees must be satisfied in their working environment, salary, administration, etc. This study presents the assessment of employees' job satisfaction in Commercial Bank of Ethiopia North Addis District Grade Three City Branches.

## **1.2 Background of the Study**

The content of Herzberg's theory has widely been accepted as relevant in motivating employees to give off their best in organizations. The effectiveness and success of an organization lies on the peoples who perform and work with the organization. Employees must be satisfied in an organization to be able to perform their duties to change environment and to give meaningful contribution to the success of the organizational goal. Employees need to acquire the relevant skills, working condition, reasonable reward, job securities, work status, appropriate company policy and administration, good interpersonal relationship among the employees, and all things that employees can motivate and satisfy need to take in to account. By relying on this fact I were assessed the employee's job satisfaction of Commercial Bank of Ethiopia Grade three branches of North Addis Ababa district city branches.

### **1.2.1 Establishment and Historical Background of Commercial Bank of Ethiopia**

In most African countries at the time of independence, there was no central bank and banking was dominated by foreign-owned commercial banks. After independence, new governments embarked on financial sector reform. This took a variety of forms, but the fundamental objective was increased lending to Africans and African-owned businesses, to correct the perceived bias of bank lending in the colonial period [Harvey, 1991].

In Ethiopia, there was a major change of economic strategy in 1975, after the fall of the imperial government, which was in some ways analogous to the changes in economic policy after independence in former colonies. Nevertheless, government policy on banking in Ethiopia does not really fit these generalizations. Most notably, Ethiopia was not a colony; there was already a central bank in 1975; and at that time, most of the rest of the financial sector was already government-owned. The new Ethiopian government aimed to create a socialist, centrally controlled economy on the Soviet model. The main financial sector reform, therefore, was to direct the government banks to finance a greatly increased public sector. The consequences of the post-1975 reforms in Ethiopia were also distinctive. Government ownership, and government direction of lending, might have been expected to undermine the banks, as happened elsewhere in Africa.

The first bank to be established in Ethiopia was the Bank of Abyssinia in 1905. It was owned and managed by the British-owned National Bank of Egypt. It was given a banking monopoly for fifty years, including the right to issue notes and coins. However, three other banks were established in the next ten years. In 1931, the Bank of Abyssinia was replaced by the Bank of

Ethiopia which was wholly owned by the government and members of the Ethiopian aristocracy, becoming the first 100% African-owned bank on the continent; it was also authorized to issue notes and coins and to act as the government's bank. It operated for only a few years, being closed after the Italian invasion. During the Italian occupation, several Italian banks opened branches in Ethiopia.

After the liberation in 1942, the State Bank of Ethiopia was established. It became operational in 1943, with 43 employees and two branches, and acted as the country's central bank. The first governor was a Canadian. The Bank also acted as the country's main commercial bank, while a few much smaller foreign banks continued to operate. The country's first development bank was founded in 1951: the World Bank provided \$2 million towards the founding of the Development Bank of Ethiopia, and invested a further \$2 million in 1960.

In 1963, a new banking law split the functions of the State Bank of Ethiopia into central and commercial banking as the National Bank of Ethiopia and the Commercial Bank of Ethiopia respectively. In this time state bank of Ethiopia changed to today's Commercial bank of Ethiopia. Both were government-owned. The 1963 banking law were allowed for other commercial banks to operate in Ethiopia. This included foreign banks provided they were 51% owned by Ethiopians. The biggest of these was the Addis Ababa Bank. It was 40% owned by Grind lays Bank (British owned) and had 26 branches by 1975. There were also two foreign commercial banks: the Banco di Roma and the Banco di Nap`oli, which had eight branches and one branch respectively in 1975.

### **1.2.2 Profile of Commercial Bank of Ethiopia**

Commercial bank of Ethiopia is a leading bank in Ethiopia, established in 1942 and pioneer to introducing modern banking to the country. Commercial bank of Ethiopia has more than 980 branches stretched across the country and plays a catalytic role in the economic progress and development of the country. Commercial bank of Ethiopia is the leading African bank with assets of 311 billion birr as on September 30<sup>th</sup> 2015. It is the first bank in Ethiopia to introduce automated teller machine (ATM) service for local users and pioneer to introduce western union money transfer service in Ethiopia. Currently CBE has more than 11 million account holders. It has strong correspondent relationship with more than 700 foreign banks. CBE combines a wide capital base with more than 25,000 talented and committed employees. CBE has reliable and long standing relationship with many internationally acclaimed banks throughout the world. Now a day's construction and business bank were merged with Commercial bank of Ethiopia in December, 2015. Also commercial bank of Ethiopia has opened four branches in south Sudan and has been in the business since June 2009.

#### **Vision**

The vision of commercial bank of Ethiopia is “To become a world class commercial bank by the year 2025”.

#### **Mission**

The mission of commercial bank of Ethiopia is that, committed to realize stakeholders' needs through enhanced financial intermediation globally and supporting national development priorities, by developing highly motivated, skilled and disciplined employees as well as state of the art technology. Commercial bank of Ethiopia believes that winning the public confidence is the basis for success.

The values of commercial bank of Ethiopia are that

- Integrity
- Customer satisfaction
- Employee satisfaction
- Learning organization
- Teamwork and collaboration
- Public trust
- Value for money
- Decentralization
- Corporate citizenship

### **1.3 Statement of the Problem**

It is well known that from all commercial banks in Ethiopia, Commercial bank of Ethiopia has a wide geographical coverage. This helps the bank to have large market shares and this have a good effect on the customers' satisfaction although customers' satisfaction solely relies on employees' satisfaction.

The efficient service delivery system in any organization whether it is profitable or charitable needs the interaction of human resource, technology and customers.

Efficient banking service delivery system includes the existence of viable work place, job design procedure, planned policies and smooth interaction between the customers and the institution. It also includes employee's competency, punctuality, office neatness of office equipment and time effectiveness in providing the service.

Although the above mentioned factors are efficient service delivery ways for banks, commercial bank of Ethiopia has some limitations in performing these factors. For example, sometimes the interaction between the customers and the employees are not smooth and also regarding time effectiveness in providing the service.

Job satisfaction is not an easy feeling since the employees are always in question to meet their limitless needs. Now days, employee's satisfaction is a daily discussed issue in the Banks top level and operational level managers. The reason is that employee satisfaction is the root cause for success in the banking industry. Employees are the catalyst for these activities.

Meanwhile I found a research conducted on job satisfaction of the bank employees of CBE and the result shows that 51% employees are not satisfied by the banks over all benefits, salaries, and so on. In addition to that the bank clearly indicates, in the corporate strategy of the bank, to increase the job satisfaction level of employees more than 80%.

In conditional meetings employees also raising 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 employee compliant on the employee's promotion of the bank.

In general this study assesses the employee job satisfaction to prove or disprove the above assumptions.

## **1.4 Basic Research Questions**

The way to ascertain the satisfaction of one's employees has been the subject of numerous studies. The research questions of this study are employee satisfaction related? The purpose of this study is to assess' employee satisfaction, measure it, and examine how it can affect employee satisfaction.

Some of the questions to be raised in this study are:

- How employees are satisfied with the banks working environment?
- How employees are satisfied with the career development opportunities?
- How employees are satisfied with relationship with the management of CBE?
- How employees are satisfied with the salary and benefits of CBE?

## **1.5 Objective of the Study**

### **1.5.1 General Objective**

The General Objective of the study is to assess the employee's satisfaction with reference to Commercial Bank of Ethiopia North Addis District Grade Three City Branches.

### **1.5.2 Specific Objectives**

The following are the specific objectives of the study

- To know the factors that affect employees satisfaction
- To identify how much the major factors that lead to employees job satisfaction or dissatisfaction
- To explore the availability of enough work place or space in the compound of the branches.

## **1.6 Hypothesis**

The hypothesis is that employee's satisfaction is related and the implementation and correct usage of the management tools used by the bank will help to better understand the employees of the bank. Also, the combination of the tools used by the bank (annual employee satisfaction survey, annual employee performance appraisal, and the different training classes offered) and the human resources department are integral in determining employee satisfaction than previously considered.

## **1.7 Significance of the Study**

The significance of this study/research is that:

- Discuss the role of employees' job satisfaction
- To help researchers as a stepping stone for further research
- It helps managers of the organization to recognize the factors affecting employees' job satisfaction
- It will help the bank, commercial bank of Ethiopia, to recognize its weakness and strengths in relation to employees' satisfaction and to take corrective action for the weakness sides

## 1.8 Definition of Terms and Concepts

- **Motivation:**- Making somebody to be interested and to be work hard
- **Job satisfaction:** - is an attitude towards work related condition in organization perspective
- **The bank:** - Commercial bank of Ethiopia
- **Supervision:** - is the systematic and willing of supervisors to teach, coaching, and delegation of authority and share of job knowledge.
- **Interpersonal relationship:** - the communication between workers with his/her supervisor, subordinate, his or her relatives or peer to peer relationship. This has to perform within the organization environment and outside of the organization for social concern
- **Status:** - status of the employees' for having title job
- **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.
- **Job security:** - the attitude of employees in organization to the permanent status or the position of having a formal secure appointment until retirement
- **Salary/reward:** - is a payment for employees within organization for achieving the expected task with in a specific time.
- **Grade Three Branches:** - the second top performing branches in the CBE
- **City Branches:** - branches which are located in the capital city of Ethiopia, Addis Ababa

## **1.9 Scope of the Study**

This study deals with the survey of job satisfaction in commercial bank of Ethiopia. Due to resource, time and other constraints, the study focuses on employees' satisfaction of with respect to Work environment, career development, relationship with the management of CBE and compensation and salaries of CBE.

## **1.10 Organization of the study**

This study organized in five chapters: the first chapter discusses the background of the study, statement of the problem, objectives of the study, significance of the study, scope and limitation of the study, etc... Chapter two deals about the theoretical and practical literature review about job satisfaction including factors which determine the employee's job satisfaction. The Third chapter also cover about the research design, sampling techniques and sample size, source of data, data collection tool, the reliability and validity of the data collection tool and ethical consideration that were considered in the study. The Fourth chapter presents the characteristics of respondents and findings on the determinant factors of job satisfaction. The last chapter, chapter Five, deals about the summery of the study, conclusion of the study and recommendations based on the conclusion.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This chapter mainly express about the different kind of definition, theories and perspectives, which was viewed by numerous authors and management scientists, with respect to employee job satisfaction. Also through this literature survey, researcher described what are the factors affected to the employee job satisfaction and importance of employee job satisfaction. Therefore through a literature survey, researches were in a position to study and described the general position of the subject concerned.

#### **2.1. Job Satisfaction**

Job Satisfaction is a general expression of workers' positive attitudes built up towards their jobs. Workers maintain an attitude towards their jobs as a result of diverse features of their job, social status that they've gained about their jobs and experiences in their job environment. This attitude can be also negative towards work. If the economic benefits, the social status, the job's own specific characteristics and the job expectation employees hoped, are appropriate for employees' desires, there is job satisfaction. Positive attitudes of employees towards the whole business environment as a result their experiences of work-environment are called job satisfaction.

A Hawthorne study was one of biggest study of job satisfaction. this study was conducted by the Elton Mayo of the Harvard business school to find out the effect of various conditions of worker's productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity. It is called Hawthorne Effect. This finding provide strong evidence that people work for purposes other than pay, which paved the way for research to investigate other factors in job satisfaction.

Besides its answering the individual needs of physiology and security, if job also affects the person's feelings and values in positive way, then it can be said that there is a job satisfaction. As it is known, job satisfaction has been a subject to scientific researches with “Hawthorne” studies in 20th centuries. Job satisfaction is described as pleasurable or positive emotional state as a result of evaluation of the job or job experiences.

Churchill, Ford & Walker (1974) describe the term of “job satisfaction” for salesmen as a state relating with being satisfied with the emotional devotion, conferment (rewarding), all characteristic features constituting the job environment and the job itself.

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (hussami,2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (mulinge and Mullier, 1998; willem et al, 2007). Job satisfaction is complex phenomenon with multi factes (fisher and locke, 1992; xie and johns ,2000); it is influenced by the factors like salary, working environment, autonomy, communication and organizational commitment (lane, esser, et al. 2010; vidal, valle and aragon, 2007; fisher and locke, 1992; xie and johns ,2000).

As indicated by the above definitions, job satisfaction can be defined as an attitude that individuals have about their jobs and is results from their perception of their jobs and the degree to which there is a good fit between the individual or the needs of an individual and the organization.

## 2.2 Importance of job satisfaction

Employee satisfaction or dissatisfaction is related with organizational development. If the employees are satisfied by working in the organization, it is better for the organization. Employees are the root element of an organization. That's why job satisfaction is a major considerable matter for an organization. Now we're going to discuss some of the importance of job satisfaction.

- 1) **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.
- 2) **It gladdens the manager:-** high job satisfaction develops the quality of the employees. They get encourage to perform their own duty and responsibility with more dignity. As a result managers get proper feedback from the workers and they do good attitude with the workers. So job satisfaction gladdens the managers.
- 3) **Reduce the absenteeism:-** job satisfaction makes positive intention to work of employees in the organization. They become satisfied and feel easy then before in the job. This matter brings eagerness and inspiration among the employees to perform their job. Employees attend in their working place regularly. So it reduces the absenteeism of the employees.
- 4) **Reduce the labor turn over:-** job satisfaction depends on the employees 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.

- 5) **Reduce the industrial dispute:** - in organization the disputes occurred between worker and supervisor, worker and worker or one factor with other factor. This occurrence is called industrial dispute. As a result company faced losses and they cannot continue their productivity in the factories. Job satisfaction reduces the industrial disputes
- 6) **Increase the productivity:** - high satisfaction brings high productivity in the organization. When employees get satisfaction and assurance of their job then they do more work than before.
- 7) **Increase the discipline:** - the successes of the organization depend on the employee work discipline. Job satisfaction creates discipline among the employees in the organization.

## 2.3 Motivation theory

Mullins states that “motivation is a process which may lead to job satisfaction.” the relationship between job satisfaction and motivation is not clear but scholars have tried to illustrate by using motivation theories (Mullins, 1996).

Motivation as the process by which a person effort are energized, directed and sustained toward attending goals (Stephen Robins et al, 2007) (Mullins, 1996) believe that content theories of motivation are related to job satisfaction and assume a direct relationship between job satisfaction and improved performance, while the process theories contemplate in more detail the relationship between motivation, satisfaction and performance.

## 2.4 Content Theories of Motivation

The content theory of job satisfaction rests on identifying the needs and motives that drive people. The theory emphasizes the inner needs that drive people to act in a particular way in the work environment. These theories therefore suggest that management can determine and predict the needs of employees by observing their behavior (Calder, 2000).

## 2.5 Maslow's Hierarchy of Needs

Maslow (1943) stated that people are motivated to achieve certain needs. When one need is fulfilled a person seeks to fulfill the next one, and so on.

The earliest and most widespread version of Maslow's (1943, 1954) *hierarchy of needs* includes five motivational needs, often depicted as hierarchical levels within a pyramid.

Figure 2.1: Maslow's *hierarchy of needs*



This five stage model can be divided into basic (or deficiency) needs (e.g. physiological, safety, love, and esteem) and growth needs (self-actualization).

The deficiency or basic needs are said to motivate people when they are unmet. Also, the need to fulfill such needs will become stronger the longer the duration they are denied. For example, the longer a person goes without food the more hungry they will become.

One must satisfy lower level basic needs before progressing on to meet higher level growth needs.

Maslow's hierarchy of need applied to work situation implies that managers have the responsibility, first, to make sure their employee's deficiency needs are met. This means, in broad terms, a safe environment and proper wages. Second, it implies creating a proper climate in which employees can develop their fullest potential. Failure to do so would theoretically increase employee frustration and could result in poorer performance, lower job satisfaction, and increase turn-over.

## **2.6 Two-factor theory**

Among the content theories of motivation, Herzberg (1959) theory emphasizing the motivator-hygiene factors sought to explain satisfaction and motivation in the organization. The theory focuses on outcomes of satisfaction and dissatisfaction. The theory further found that certain aspects of a job cause satisfaction and therefore motivation, but certain aspects caused job dissatisfaction. Herzberg explained that the factors that lead to satisfaction or to dissatisfaction are different. Accordingly, he states that 'the opposite of job satisfaction is not job dissatisfaction but, rather, no satisfaction; and the opposite of job dissatisfaction is not job satisfaction but no satisfaction' (Herzberg, 2003.91).

This theory states that job satisfaction and dissatisfaction is a product of different factors – motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals.

Motivational factors are those aspects of the job that make people want to perform and provide people with satisfaction like recognition, work itself, opportunity for advancement and so on. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, organizational policies and so on (Hackman & Oldham, 1976).

## **2.7 Process theories of Motivation**

Behavior is a fundamental indication of an individual's perception and expectations about a situation and possible outcome of behavior. Process theories define how and by which goals individual are motivated. They are based on assumption that people make conscious decisions regarding their behavior. The most common process theories are the equity theory, the expectancy theory and job characteristics model (Calder, 2000).

## **2.8 Expectancy theory**

Vroom's expectancy theory (Victor Vroom, 1964) assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. Together with Edward Lawler and Lyman Porter, Victor Vroom suggested that the relationship between people's behavior at work and their goals was not as simple as was first imagined by

other scientists. Vroom realized that an employee's performance is based on individual's factors such as personality, skills, knowledge, experience and abilities.

The theory suggests that although individuals may have different sets of goals, they can be motivated if they believe that:

- There is a positive correlation between efforts and performance,
- Favorable performance will result in a desirable reward,
- The reward will satisfy an important need,
- The desire to satisfy the need is strong enough to make the effort worthwhile.

The theory is based upon the following beliefs:

### **Valence**

Valence refers to the emotional orientations people hold with respect to outcomes [rewards]. The depth of the want of an employee for extrinsic [money, promotion, time-off, benefits] or intrinsic [satisfaction] rewards). Management must discover what employee's value.

### **Expectancy**

Employees have different expectations and levels of confidence about what they are capable of doing. Management must discover what resources, training, or supervision employees need.

## **Instrumentality**

The perception of employees as to whether they will actually get what they desire even if it has been promised by a manager. Management must ensure that promises of rewards are fulfilled and that employees are aware of that.

Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain.

## **2.9 Equity theory**

Equity theory, as reviewed by Walster, Berscheid & Walster (1973) shows how a person perceives fairness in regard to social relationships. The theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Based on Adam (1965) theory, Huseman, Hatfield & Miles (1987) further suggest that if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal.

**Inputs** encompass the quality and quantity of the employee's contributions to his or her work. Examples of inputs include: time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills.

**Output** (outcomes) on the other hand is the positive and negative consequences that an individual (employee) perceives a participant has incurred as a consequence of his relationship with another. Examples of outputs include job security, esteem, salary, employee benefits, expenses, recognition, reputation, responsibilities, and sense of achievement, praise, thanks, and stimuli and so on.

The major concern in equity theory is about payment and therefore the cause of concern of equity or inequity in most cases in organizations. In any position in the organization, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid, he would be dissatisfied and therefore becomes hostile towards the organization and co-workers which may ultimately result to lack of motivation and low performance.

Equity is multidimensional in nature. For example, it does not depend on our input-to-output alone. It depends on people's comparison between own input-output ratio and the ratio of others. Since equity is all about perception, employees form perceptions on what constitute a fair (balance or trade) of inputs and outputs by comparing their situation with other 'referents' in the market place as they see it.

From this comparison, when they perceive that their inputs are fairly rewarded by outputs, then they are satisfied, happier and more motivated in their work. They are de-motivated to their job and the organization when they perceive that their ratio of inputs-outputs is less beneficial than the ratio enjoyed by referent others (Ball, 2014). According to Adams (1963), when a person

becomes aware of inequity, it causes a reaction in them, potentially some form of tension that is 'proportional to the magnitude of inequity present'. It is because of this tension that an individual might react in a way that reduces the tension in him.

Equity theory further identifies four mechanisms for job satisfaction (dissatisfaction) as follows:

- a. Employees seek to maximize their outcomes (rewards minus outcomes).
- b. Groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among members. That is, systems of equity will evolve within groups, and members will attempt to induce other members to accept and adhere to these systems.
- c. When employees find themselves participating in inequitable relationships, they become dissatisfied or distressed. The theory explains that in this situation, both the person who gets 'too much' and the person who gets 'too little' feel dissatisfied. The employee who gets too much may feel ashamed or guilt and the employee who gets too little may feel angry or humiliated.
- d. Employees who perceive that they are in an inequitable relationship attempts to eliminate their dissatisfaction by restoring equity. This could be done by either by distorting inputs, outputs, or leaving the organization.

Thus the theory has wide-reaching implications for employee morale, efficiency, performance, productivity and turnover. It also shows why employees see themselves the way they are treated in terms of their surrounding environment, teams, systems, etc collectively and not in isolation and so they should be managed and treated accordingly. In addition, the totals of employee inputs-outputs must be measured including their personal values.

## 2.10 Job characteristics theory

Job characteristic theory (Hackman & Oldham 1976), Schermerhorn, Jr (1984), Hellriegel, Jackson & Slocum (1999) and Dugguh (2008) propose a framework to study how particular job characteristics affect job outcomes and job satisfaction. The framework states that there are a number of core job characteristics that impact on job outcomes. These are:

- 1) **Skill Variety** (the degree to which a job requires a variety of different activities in carrying out the work and involves the use of different skills and talents of the individual),
- 2) **Task Identity** (the degree to which the job requires completion of a 'whole' and identifiable piece of work – that is, one that involves doing a job from beginning to end with a visible outcome),
- 3) **Task Significance** (the degree to which the job has substantial impact on the lives or work of people in other departments in the organization or in the external environment),
- 4) **Job Autonomy** (the degree to which the job gives the employee substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out) and
- 5) **Job Feedback** (the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information on the results of his performance).

These core job characteristics impacts three critical psychological states - experienced meaningfulness, experienced responsibility for outcomes of the work and knowledge of actual results of the work activities which in turn influence work outcomes (job satisfaction,

absenteeism, work motivation, performance and so on). The theory also recognizes that the core characteristics do not affect all employees in the same way. They affect more those in growth-need strength, that is, the employee's desire to achieve a sense of psychological growth in his work.

## **2.11 Determinants of 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.

### Personal factor

Various personal variables have been linked to job satisfaction. These include factors such as:

- A. **Age**:- (Herzberg et al. 1957) theorized that age has a curvilinear relationship to job satisfaction. As a person begins a job, satisfaction is high. Satisfaction declines for several years and then begins to rise. (hulin 1963) found that job satisfaction and age are positively correlated. The relationship between age and job satisfaction tends to be a U-shaped function where job satisfaction with younger employees is initially high and then drops for several years, and finally raises again with employees age (Waskiewicz, 1999). Older people seem to be generally more satisfied with their jobs than younger ones (Wangphanich, 1984). However, Coll and Rice (1990) found that age was not related to job satisfaction (in Green, 2000).

- B. **Gender:** - evidences indicate that the autonomy seems to be more important for men than women, to experience a high degree of job satisfaction. on the other hand, supportive supervision has more impact on women's job satisfaction than men's. men tended to seek respect and recognition from their jobs where as for women economic consequences were of more relevance (Aleem and khandelwal, 1998)
- C. **Education level:** - A review of literature that included education as a variable indicates that the relationship between education and job satisfaction can be negative or positive. For example, Carrel and Elbert (1974) reported negative relationship between education and job satisfaction. They concluded that employees, who have high level of education, are dissatisfied with performing the routine tasks required in most jobs. On the contrary, Quinn and Baldi de Mandilovitch (1980) concluded that there was a positive relationship between educational level and overall job satisfaction (in Green, 2000).
- D. **Service year in the organization (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 (Venkatachalam and Reddy, 1996; Malni, 2001)
- E. **Position in the organization (status):**- there exists a differential opportunity to satisfy various motivational needs within different levels in the organization (Khandelwal, 1986). Generally it has been found that the higher is one's position in an organization the greater is the level of satisfaction (Saiyandain, 1977; Kumar et al 1981, Panda, 2001). This could be explained by the fact that higher the status of the employee is more he enjoys both relatively better working condition and rewards than lower level employees.

## **Organizational factor**

The organization determinants of employee satisfaction play a very important role. The employee spend major part of their in the organization so there are a number of organizational variables that can determine employee job satisfaction. The employee satisfaction in the organization can be increased by organizing and managing the organizational variables or organizational factors. There are four main variables are in organizational factors.

### **1. Career development**

Is a going process and has shown to enhance career satisfaction of employees and improve organizational effectiveness. According to Bish, Bradley and Sergean, (2004), the type of career development activity, level of contextual performance, and the development activity receipt varied. Career development is an opportunity for employees to continually take part in more advanced or divers activities (eg. Training) that result in improving skills, gaining new skills, taking greater responsibilities at work, improving their status and earning high income.

(Heery and noon 2001) define promotion getting high status in work place by doing effective work; generally increase the status, position & Remuneration of employee in the organization

(Grobler etal 2002) define promotion on “going to words upward position in the organization” If the organizations are not giving promotion to their employees then employees will be dissatisfied and heir turn over will be high (shilds & word 2001). When employees get promotion they will be more committed to their organization (de saufa, 2002)

Training provides chances to employees to enhance their knowledge & skills for effective development (Jun etal 2006). Trained workers are more satisfy to their job as compared to un

trained employees ( Saks, 1996). These training programs positively raise employees development that is good for competencies ( Martensen & Gronhodt 2001) .

Employees rarely prefer to remain static in their careers for long period of time. Rather most people look for opportunities to advance. Transfer within the department may provide an opportunity for an employee to assume different responsibilities and new skills.

The following points are the main hirbutes that employees are asked torate regarding career development

- Organizational commitment to professional development
- Career advancement opportunities with the organization
- Job rotation, training, promotion & fromster to develop and application of new skills and experience.

## **2. Compensation and benefits**

Pay could be one of the important determinants of satisfaction because it helps to fulfill many employees needs including their basic needs & supper-level needs employees often see pay as a reflection of haw management views their contribution to the organization (Luthans, 2001) (perlin & Schneider 1994) stated that researchers in some studies have concluded that pay & tringe benefits are an important variable to be considered in the study of job satisfaction ( Waskiewic7,1999) NL(2012) described that pay is one of those satisfying variable which hindered reduces the dissatisfaction level of employees.

Base pay has to do with hourly or weekly wages plus overtime pay, shift differential and uniform allowance while pay contingent is concerned with performance allowance such as payment increases, incentive pay bonuses and gain sharing. Fringe compensation on the other hand refers to employee benefit programs.

### **3. Relationship with supervisors and management**

The relationship an employee has with his or her supervisor is a central element to the employee's affiliation with the organization, and it has been argued that many employee behaviors are largely a function of the way they are managed by their supervisor. One of the components of a good relationship is effective communication. When there are open lines of communication (e.g. encouraging an open door policy), supervisors can respond more effectively to the needs and problems of their employees. Effective communication from senior management can provide the workforce with direction. In addition, management's recognition of employee's performance through praise (private or public), awards and incentives is a cost-effective way of increasing employee morale, productivity and competitiveness.

Different business owners and managers utilize different management styles. Managers can be collaborative, working alongside subordinates to accomplish tasks. Managers can be facilitative, stepping aside and making sure that employees always have the tools, materials and information they need to do their jobs. Managers can also be coercive and overbearing, micro-managing employees' every move. No single management style the nature of work being performed, and the needs and preferences of employees doing the work. Fitting the right management style with the right situation can increase employee satisfaction, keeping employee job dissatisfaction rates low.

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but the praise should be sincere. If the supervisor notice employees doing something well, he/she has to take the time to acknowledge their good work immediately. It will be good to publicly thank them for handling a situation particularly well. Writing them a kind note of praise or give them a reward, if appropriate. Or even establish a formal recognition program, such as "employees are usually asked to give their feedback on the following points with regard to the relationship that exists with their supervisors and senior managers.

- Communication between employees and senior management
- Communication with immediate supervisors
- Performance recognition received from supervisors
- Management recognition of employee job performance
- Supervisors management capabilities
- Acknowledgement and motivation by the bank (feedback, incentives, rewards)

#### **4. Work Environment**

A work environment is made up of a range of factors, Including company culture, management styles, hierarchies and human resources policies. Employee satisfaction is the degree to which employees feel personally fulfilled and content in their in their job roles. Employee turnover is the rate at which employees leave their employers, whether voluntarily or involuntarily. These three distinct concepts are inseparably linked; workplace environments greatly influence

employee satisfaction, which in turn directly affects employee turnover rates. Knowing how to use a positive work environment to increase employee satisfaction and reduce job dissatisfaction is a key to developing high-performance workforce. Perhaps most important to employee motivation helping individuals believe that the work they are doing is important and that their tasks are meaningful.

Workload is related to competence (e.g. some tasks can require less processing in experienced personnel), working hours/pattern (e.g. under load in nightshift control room operators), organizational change (Where tasks or roles are changed) and staffing levels. Workload may be higher in some industries/roles where there is inadequate supply of skilled staff. A high(or perceived high) workload not only adversely affects job satisfaction, which also leads to a negative effect on their performance and, as a result, contributes to low service quality.

Now a day's service giving organizations have understood that in order to increase employee satisfaction besides praising and appreciating for the work done and motivating the workers to do more work by appreciating for the work done and motivating the workers to do more work by appraisals, they must include up-to-date working environment by replacing old office equipment with a newly advanced ones because by doing this organizations' will not only get good quality work from their workers but the physical demands at work will automatically decrease due to ease and comfort provided at the workplace. This will also help in increasing employee satisfaction (Panda,Rool, Rangas wamy and Mak handeyar, 1998).

- Working hours
- Physical working environment and office equipment

- Contribution of work to organization's business goal
- The work load on primary-task (performance on the task of interest)
- The work load on secondary-task(the ability to respond to emergencies or unforeseen events)
- Relationships with co-workers

## **2.12 Conceptual Framework**

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.

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this (Swart, 2006).

A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought.

This conceptual frame was developed based on the literature reviewed about job satisfaction and supports the conceptualization of objectives and research questions of this study. The conceptual frame work states that career development, relationship with management, compensation and benefits, and work environment. Dependent and independent variables are identified in the following diagram.

Figure 2.2: Conceptual Framework of the Research



Source: own model based on the literature review, 2016

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Research Design**

The main objective of this research is to assess and identify the major factors that determine the job satisfaction of employees of Commercial Bank of Ethiopia North Addis District Grade Three City Branches. Therefore the research design of this study is descriptive type as it uses descriptive statistics such as frequencies, mean, variance and STD deviation to describe the level of job satisfaction the subject. In this research I used quantitative method. Quantitative method is implemented for subjective assessment of respondents' attitudes and opinions. I prefer to use this method since it involve gathering of data in quantitative form for analysis.

#### **3.2 Sources of Data**

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

##### **Primary data**

Primary data was obtained directly by structured questionnaire which include closed questions in retrieving data and current status of factors affecting employee job satisfaction of Commercial Bank Ethiopia North Addis District Grade Three City Branches. Questionnaire is preferred method of data collection instrument since this data collection instrument helps to secure information at a time.

## Secondary data

Secondary sources of data will be obtained from review of related literature from published journals, books, internal records, internal portal, the internet and relevant documents (documents related to the study) were extensively reviewed as reference. Most notably, secondary data will increase an understanding of importance and factors of employee job satisfaction.

### 3.3 Study Population

The target population for the study was included all professional employees of CBE's North Addis Ababa District Grade Three City Branches (Mahtama Gandhi, Tewodros Square and Mehal Ketema branches). In this research only professional employees were included since this work group is more vulnerable to the job satisfaction factors, as a literature, than any other employees. North Addis Ababa District Human Resource business indicates that in the study period, there are 112 permanent professional employees work in these branches. Hence, the study population in the present study is 112.

### 3.4 Sample Size and Sampling Techniques

This study will use 50% proportion to maximize the sample size. (Fox, Hunn, and Mathers, 2002). To determine the sample size I used sample size calculator in the following sample size formula.

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

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%

By using the sample size calculator the researcher found that 87 questionnaires were distributed.

In this research I used two types of sampling techniques. One from probability sampling method (simple random) and the other is non-probability sampling method (convenience sampling).

Simple Random Sampling: - in this method of sampling each unit in the population has the same chance of being selected. This means that every professional employee of the above listed branch has a chance to be selected to fill the questionnaire. I used this technique when selected employees in the branches. Respondents were selected by using lottery method.

Convenience (judgmental) sampling:- In this method of sampling the selection units (branches) are most convenient for the researcher due to various factors of limitation. I used this sample due to my time constraint and these branches are located in the same area and very appropriate for my location (office).

### **3.5 Data Collection Instrument**

The tool used to data collection is standard questionnaire prepared by the society of human resource management (SHRM) survey program, 2007. This was prepared in the form of likert five scales to measure employee job satisfaction.

The data collection tool comprises two parts: section 1 consists of five questions which are about demographic/personal characteristic of employees. It includes Age, Gender, education level, work experience and position. Section 2 focus on organizational factors on employees' job satisfaction and the question indicates the extent of their satisfaction of dissatisfaction level using the five point likert-type scales. This section includes the independent variables which are indicated in the conceptual framework of the study (career development, salary and compensation, relationship with management and supervision and work environment).

In designing the question form the following condition are put in to account:

- ✓ Easy to read and understand
- ✓ Concise and easy to complete

### **3.6 Method of Data Analysis**

The data generated was to test employee satisfaction level on the career development, salary and benefits, the relationship they have with their immediate supervisor and senior management and the work environment attributes within the bank. Every responses assigned some score in this overall satisfaction level was determined. Respondents will asked to rate their satisfaction with various aspects of their work along a 5- point Likert type scale, range from 1=very dissatisfied to

5=very satisfied. To make easy of understanding, the research establish cutoff 1-2 dissatisfied and 4-5 satisfied.

### 3.7 Reliability and Validity

#### Reliability

Reliability refers to the consistency, stability, and repeatability of a data collection instrument. A reliability instrument does not respond to chance factors or environmental conditions; it will have consistent results if repeated overtime or if used by two different investigators. Reliability demonstrates that the operations of a study such as the data collection procedures can be repeated, with the same results, (Yin 1994).

In order to ensure reliability, statistics analysis was implemented to examine the internal consistency of the instruments utilized. Cronbach's was used as an examination indicator to determine the reliability of the measurement scale of the pilot test. The value of Cronbach's  $\alpha$  is generally required to be over 0.7 and the calculated results were over 0.7. It was observed that the reliability of all the variables was 0.922 which is greater than 0.7. This meant that the measurement scales in this paper were reliable

Table 3.1 reliability taste

Cronbach's Alpha	N of Items
.925	24

Source: SPSS reliability result output, 2016

## **Validity**

Validity was concerned with the degree to which the designed questionnaire items fairly and accurately represented the main variables (dependent and independent) discussed in literature review.

The validity of the instruments used in the study was estimated after a pretest. Experts in the field were consulted about the content of the instruments, ambiguity of question items and their relevancy. There after the instruments were given to raters who rated the relevance of each item and a content validity index was computed.

## **3.8 Ethical Considerations**

Before starting the actual data collection the purpose of the study, the right to participate and refuse was told to the study subjects. Verbal consent from the study subjects was obtained. Confidentiality of the information was guaranteed by not writing their name and anything that enable to identify study participants. In addition to that a respondent's answer kept in a confidential place.

The researcher acted responsibly according to ethical standards to ensure that the information gathered was not brought to disrepute. All respondents had a right to privacy, to safety, to know the true purpose of the researcher, to obtain research results and to abstain from answering questions (Aaker et al, 1995).

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION

In this chapter the data collected through questionnaire, were analyzed and discussed and interpreted as follows.

Based on the sample size 87 questionnaire were distributed, 71 were returned (a response rate was 87.61%). Thus 71 questionnaires were used for analysis. The collected data were analyzed by means of the computer using statistical package for social science (SPSS) version 20.

#### 4.1 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

This section presents the demographic characteristics of respondents such as gender, age, years of service, job title, education level, and overall satisfaction.

##### 4.1.1 Gender distribution of respondents

Table 4.1 gender distribution of respondents

	Frequency	Percent	Cumulative Percent
Valid Male	44	62.0	62.0
Female	27	38.0	100.0
Total	71	100.0	

Source: own survey data, 2016

The sample consists of 71 respondents as shown in the above table shows 44 employees were male, and they represent 62% of the sample. The remaining 27 employees were female and they represent 38% of the total sample. As indicated in the above table numbers of respondents male were greater than female.

#### 4.1.2 Age Distribution of Respondents

Table 4.2 age distribution of respondents

Age range	Frequency	Percent	Valid Percent	Cumulative Percent
18-29	42	59.2	59.2	59.2
30-39	21	29.6	29.6	88.7
40-49	7	9.9	9.9	98.6
Above 50	1	1.4	1.4	100.0
Total	71	100.0	100.0	

Source: own survey data, 2016

As shown in the above table 4.2 there is four categories of age distribution 18-29, 30-39, 40-49 and above 50 respectively. In the first category out of the total respondents 42 employees were belongs to this age category and that represents 59.2% of the respondents. The researcher found that 21 employees/respondents are lies in the second age category and represents 29.6% of the total respondents. In the third age category there are 7 respondents and represents 9.9% of the total respondents. In the fourth age category we found only 1 respondent and it represent 1.4% of the total respondents. As indicated in the above table 4.2, 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.

#### 4.1.3 Years of service distribution of the respondents

Table 4.3 service year of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than a year	11	15.5	15.5	15.5
1-4 years	31	43.7	43.7	59.2
5-7 years	11	15.5	15.5	74.6
> 7 years	18	25.4	25.4	100.0
Total	71	100.0	100.0	

Source: own survey data, 2016

As depicted in table 4.3 there are four categories in the first (less than a year) and third (5-7 years) categories have the same number of respondents 11 respondents, who serve the bank and each represent 15.5% of the respondents. In the second category 31 employees are serving the bank more than a year and up to 4 years which is 43.7% of the respondents. In the last category 18 respondents are serving the bank more than 7 years and represents 25.4% of all respondents. As shown in the table 4.3 most of the branches workers were lies in the second category (serve 1-4 years).

#### 4.1.4 Job title distribution of the respondents

Table 4.4 Job title of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Branch Manager	3	4.2	4.2	4.2
Customer relationship officer(CRO)	2	2.8	2.8	7.0
Customer service officer	39	54.9	54.9	62.0
Junior customer service officer	4	5.6	5.6	67.6
customer service manager	11	15.5	15.5	83.1
Branch controller	4	5.6	5.6	88.7
SCSO-Accountant	3	4.2	4.2	93.0
SCSO-cash	2	2.8	2.8	95.8
Other	3	4.2	4.2	100.0
Total	71	100.0	100.0	

Source: own survey data, 2016

In table 4.4 we can see that branch managers, SCSO- Accounts and other job title have equal frequency of respondents. Each has 3 respondents and represents 12.6% of the respondents. (Other job titles are Two Management Trainee and one Marketing Officer). Customer relationship officer and SCSO-cash has equal frequency and each represents 2.8% respondents. Out of the respondents there are 39 customer service officers and takes 54.9% of all the

respondents. Junior customer service officer and branch controller has equal frequency, 4 in number, and each represents 5.6% of respondents. In addition to that 11 respondents are customer service managers and holds 15.5% of the respondents. It is clear that from the table 4.4 the customer service officer takes the largest number of respondents/work staff.

#### 4.1.5 Education qualification distribution of the respondents

Table 4.5 Educational qualification of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Master and above	5	7.0	7.0	7.0
BA degree	62	87.3	87.3	94.4
Diploma	4	5.6	5.6	100.0
Total	71	100.0	100.0	

Source: own survey data, 2016

From the respondents 5 respondents have masters and above which is 7% of the respondents. 62 respondents have BA degree and represents 87.3% of the total respondents. Only 4 employees are diploma holder and represents 5.6% of the respondents. There is no any certificate holder from the respondents. From the table 4.5 we can easily understand that the bank employees educated individuals to cope up with the new emerged technologies.

#### 4.1.6 Overall satisfaction of the respondents

Table 4.6 Overall satisfaction of respondents of working for CBE

	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely dissatisfied	9	12.7	12.7	12.7
Somewhat dissatisfied	9	12.7	12.7	25.4
Neutral	7	9.9	9.9	35.3
Somewhat satisfied	42	59.2	59.2	94.4
Extremely satisfied	4	5.6	5.6	100.0
Total	71	100.0	100.0	

Source: own survey data, 2016

There are five categories in the table 4.6 which describe overall satisfaction level of employees in CBE North Addis District Grade Three City Branches. In the first and second category (extremely dissatisfied and somewhat dissatisfied respectively) there are 9 respondents in each and represents 12.7% of the respondents. In the third category (somewhat satisfied) there are 42 respondents and represents 59.2% of the respondents. In the fourth category (Neutral) we found 7 respondents and holds 9.9% of respondents. Lastly in the fifth category the researcher found 4 (5.6%) respondents are extremely satisfied. From the table 4.6 the largest numbers of respondents were, 59.2%, of respondents were satisfied by the overall aspects of the job.

## 4.2 ORGANIZATIONAL FACTORS OF JOBSATISFACTION

Beside demographic characteristics, the respondents were asked about the factors that influence the level of job satisfaction of employees. In this section we discuss the factors that can influence job satisfaction. This aspect was divided in to four main topic areas: compensation and benefits; career development; work environment and relationship with management. The survey explored 24 aspects of employee job satisfaction factors.

## 4.2.1 Compensation and benefits

Table 4.7 Benefits and compensation

How you are satisfied? by	Level	Frequency	Percentage	Mean	Std. deviation
Your base pay	Very dissatisfied	5	7	3.1268	1.13301
	Somewhat dissatisfied	22	31		
	Neutral	7	9.9		
	Somewhat satisfied	33	46.5		
	Very satisfied	4	5.6		
Your bonus	Very dissatisfied	8	11.3	2.9296	1.17871
	Somewhat dissatisfied	23	32.4		
	Neutral	11	15.5		
	Somewhat satisfied	24	33.8		
	Very satisfied	5	7		
Connection between pay and performance work load	Very dissatisfied	17	23.9	2.5493	1.21642
	Somewhat dissatisfied	20	28.2		
	Neutral	16	22.5		
	Somewhat satisfied	14	19.7		
	Very satisfied	4	5.6		
Your medical, insurance and other benefits offered by CBE	Very dissatisfied	9	12.7	3.4789	1.29680
	Somewhat dissatisfied	8	11.3		
	Neutral	9	12.7		
	Somewhat satisfied	30	42.3		
	Very satisfied	15	21.1		
Various allowances	Very dissatisfied	15	21.1	2.9437	1.32974
	Somewhat dissatisfied	12	16.9		
	Neutral	13	18.3		
	Somewhat satisfied	24	33.8		
	Very satisfied	7	9.9		

Source: own survey data, 2016

#### 4.2.1.1 Base pay

In this category we simply identify, from table 4.7, 45.6% (33 respondents) of the respondents are somewhat satisfied by their basic salary. Next to somewhat satisfied the majority of respondents are somewhat dissatisfied, 31 % of respondents. Also the table shows that 7 employees are neutral, neither satisfied nor dissatisfied by their basic salary which employees represents 9.9% of all respondents. Out of all respondents five (7% of respondents) employees are very dissatisfied. Also there are only 5.6% of employees are very satisfied by their base pay which are four employees. In general we can see from the above table 4.7 the majority of respondents, 53% were satisfied by their basic salary.

#### 4.2.1.2 Bonus

In the second category of table 4.7 it shows the respondents rate by their bonus. From the table we can understand that 24 employees are somewhat satisfied by their bonus paid which shares 33.8% of respondents and 23 employees are somewhat dissatisfied by their bonus paid which shares 32.4% of respondents. Out of respondents 11 employees, 15.5%, are neutral by the bonus paid. 11.3% of the respondents are very dissatisfied and 7% of the respondents are also very satisfied by their bonus paid, 8 employees and 5 employees respectively. From table 4.7 we can easily understand that 41% of the branches employees were satisfied by their bonus paid for motivating employees to be efficient than before.

#### 4.2.1.3 Connection between pay and performance work load

Table 4.7 shows the relationship between payment and work load in the third category. 28.2% (20 employees) of respondents are somewhat dissatisfied and 23.9% (17 employees) of

respondents are very dissatisfied by the connection between pay and workload. Out of respondents 16 employees (22.5% of respondents) were neutral. 19.7% of employees are somewhat satisfied and 5.6% of employees are very satisfied. The above table 4.7 shows that 52.1 % of respondents were dissatisfied by the connection between pay and performance work load.

#### 4.2.1.4 Benefits by CBE

In the fourth category of table 4.7 shows medical, insurance and other benefits offered by the CBE to its employees. From the table we can understand that 42.3% of the respondents are somewhat satisfied and 21.1% of employees are very satisfied by their benefits rendered by the bank, 30 and 15 employees respectively. From all respondents 25.4% respondents are very dissatisfied and neutral, each have 9 respondents. Only 8 employees (11.3% of respondents) were somewhat satisfied. In general we can understand that the majority of respondents, 63% were satisfied by their medical, insurance and other benefits offered by the CBE.

#### 4.2.1.5 Allowances

The last and the fifth category of table 4.7 shows all about the employee satisfaction level of various allowances. From all respondents 33.8% were somewhat satisfied by their allowances and 18.3% were neither satisfied nor dissatisfied. 12 employees are somewhat dissatisfied and shares 16.9% of all respondents. 15 and 7 employees are very dissatisfied and very satisfied and shares 21.1% and 9.9% of respondents in connection to the various allowances the CBE offer respectively. Therefore from the above analysis the majority of the respondents 44% were satisfied by the various allowances of the CBE offer.

## 4.2.2 CARRIER DEVELOPMENT

Table 4.8 respondents' response on carrier development

How you are satisfied? By	Level	Frequency	Percentage	Mean	Std. deviation
Banks commitment to professional development	Very dissatisfied	6	8.5	3.0845	1.09213
	Somewhat dissatisfied	16	22.5		
	Neutral	20	28.2		
	Somewhat satisfied	24	33.8		
	Very satisfied	5	7		
Opportunity to use new technologies	Very dissatisfied	5	7	3.4930	1.10677
	Somewhat dissatisfied	9	12.7		
	Neutral	13	18.3		
	Somewhat satisfied	34	47.9		
	Very satisfied	10	14.1		
Promotion and transfer opportunities	Very dissatisfied	17	23.9	2.7324	1.29789
	Somewhat dissatisfied	15	21.1		
	Neutral	14	19.7		
	Somewhat satisfied	20	28.2		
	Very satisfied	5	7		
Access to bank's sponsored training & seminars	Very dissatisfied	18	25.4	2.7606	1.29789
	Somewhat dissatisfied	12	16.9		
	Neutral	13	18.3		
	Somewhat satisfied	25	35.2		
	Very satisfied	3	4.2		
Opportunities to network with others (within or outside)	Very dissatisfied	13	18.3	2.9437	1.19388
	Somewhat dissatisfied	10	14.1		
	Neutral	19	26.8		
	Somewhat satisfied	26	36.6		
	Very satisfied	3	4.2		
The process used to determine promotion	Very dissatisfied	19	26.8	2.5493	1.20462
	Somewhat dissatisfied	15	21.1		
	Neutral	18	25.4		
	Somewhat satisfied	17	23.9		
	Very satisfied	2	2.8		
Opportunities to use skills and abilities	Very dissatisfied	14	19.7	2.9718	1.26459
	Somewhat dissatisfied	11	15.5		
	Neutral	13	18.3		
	Somewhat satisfied	29	40.8		
	Very satisfied	4	5.6		

Source: own survey data, 2016

#### 4.2.2.1 Banks commitment to professional development

In this category from the above table we found that 33.8% of respondents are somewhat satisfied by the bank's commitment to professional development. 20 employees are neither satisfied nor dissatisfied which shares 28.2% of total respondents. 16 employees or 22.5% of respondents are somewhat dissatisfied by the bank's commitment of professional development. Six employees (8.5%) and five employees (7%) were very dissatisfied and very satisfied respectively. In general we can say that the majority of respondents 41% were satisfied by the commitment of professional development of the bank. This will help the bank to react for technological changes.

#### 4.3.2 Opportunities to use new technologies

The above table also shows the respondents rate in connection to opportunity to use new technologies. From all respondents 34 (48%) employees are somewhat satisfied by the technology that the bank use. 18.3%, 13 employees, of respondents are neither satisfied nor dissatisfied by the technology that the bank use for banking operation. 9 employees, 12.7%, and 10 employees, 14.1% of employees are somewhat dissatisfied and very satisfied respectively. From respondents only 5 respondents are very dissatisfied by the technology that the bank use for banking operation which represents 7% of respondents. From the table we can say that the majority of respondents 62% were satisfied by the opportunity to use new technologies in the banking operation.

### 4.3.3 Promotion and transfer opportunities

In this category 20 respondents are somewhat satisfied by the promotion and transfer opportunities of the bank, it is 28.2% of the respondents. The above table 4.8 shows that from the respondents 17 employees (23.9) are very dissatisfied and 15 employees (21.1) are somewhat dissatisfied. Fourteen employees (19.7% of the respondents) are neither satisfied nor dissatisfied. Also the findings show that only 5 individuals are very satisfied by their promotion and transfer opportunities of the CBE. We found that the majority of respondents 45% are dissatisfied by the transfer and promotion opportunities of the CBE.

### 4.3.4 Access of sponsored training and seminars

From the table we can see that 18 employees are very dissatisfied by the opportunities of trainings and seminars which sponsored by the bank. And it shares 25.4% of the respondents. 12 individuals and 13 individuals are somewhat satisfied and neutral, respectively, by the sponsored opportunities of training and seminars which constitutes 35.2% of the respondents. Only 3 respondents are very satisfied by the training and seminar opportunities that the CBE provide by sponsorship. The majority of respondents 42.3% are dissatisfied by the opportunity/access of bank's sponsored trainings and seminars.

### 4.3.5 Opportunities to network with others

In this category the researcher found that 26 employees, 36.6%, of respondents are somewhat satisfied by the opportunity given by the CBE to network with others inside or outside the CBE. And also 26.8%, 19 employees, of respondents are indifferent for satisfaction or dissatisfaction to network opportunities. Out of respondents 13 individuals (18.3%) and 10 (14.1%) employees

are very dissatisfied and somewhat dissatisfied, respectively, by the opportunity of the CBE to network with other. There are only 3 employees are very satisfied by the network opportunity with others that consists of 4.2% of respondents. In general we can understand that the majority of respondents, 41% are satisfied by the opportunities to network with others, with in or out side, of CBE.

#### 4.3.6 The process used to determine promotion

In this category the researcher found that more of respondents are very dissatisfied by the process used to determine promotion of the CBE, they constitutes 26.8% of respondents. Eighteen employees or 25.4% of respondents are neutral to say I am satisfied or dissatisfied. Also seventeen employees (23.9%) are somewhat satisfied and 15 (21.1%) employees are somewhat satisfied. Surprisingly only two individuals are very satisfied by the process used to determine promotion. In general the majority of the employees (48% respondents) are dissatisfied by the CBE's process used to determine promotion.

#### 4.3.7 Opportunities to use skills and abilities

The last but not the least sub-category of this carrier development topic is opportunities to use skills and abilities in the bank. The researcher found that 29 employees, 40.8% of respondents, are somewhat satisfied by the opportunity to apply skills and abilities. And also 14 employees, 19.7% of respondents, are very dissatisfied. From all respondents 13 employees and 11 employees are indifferent and somewhat dissatisfied respectively. Only four, 5.6% of respondents, are very satisfied by the opportunity to use skills and abilities. Generally from table 4.8 we can understand that 46% of employees are satisfied by the opportunities to use skills and abilities in the CBE.

#### 4.4 RELATIONSHIPS WITH MANAGEMENT OF CBE

Table 4.9 Relationship with management of the CBE

How you are satisfied? By	Level	Frequency	Percentage	Mean	Std. deviation
Relationship with your immediate supervisor	Very dissatisfied	5	7	3.6056	1.20094
	Somewhat dissatisfied	10	14.1		
	Neutral	10	14.1		
	Somewhat satisfied	29	40.8		
	Very satisfied	17	23.9		
Independence of your position to make decision	Very dissatisfied	8	11.3	3.2958	1.25805
	Somewhat dissatisfied	14	19.7		
	Neutral	8	11.3		
	Somewhat satisfied	31	43.7		
	Very satisfied	10	14.1		
Recognition for tasks well done	Very dissatisfied	6	8.5	3.3944	1.17691
	Somewhat dissatisfied	11	15.5		
	Neutral	14	19.7		
	Somewhat satisfied	29	40.8		
	Very satisfied	11	15.5		
Your supervisor enable you to perform of your best	Very dissatisfied	4	5.6	3.5070	1.16953
	Somewhat dissatisfied	13	18.3		
	Neutral	11	15.5		
	Somewhat satisfied	29	40.8		
	Very satisfied	14	19.7		
Your supervisor promotes on atmosphere of team work	Very dissatisfied	6	8.5	3.4225	1.26109
	Somewhat dissatisfied	13	18.3		
	Neutral	13	18.3		
	Somewhat satisfied	23	32.4		
	Very satisfied	16	22.5		
It is clear to you that what your supervisor expects from you regarding job performance	Very dissatisfied	4	5.6	3.6761	1.14361
	Somewhat dissatisfied	9	12.7		
	Neutral	10	14.1		
	Somewhat satisfied	31	43.7		
	Very satisfied	17	23.9		

Source: own survey data, 2016

#### 4.4.1 Relationship with your immediate supervisor

This is the first category of relationship with management of CBE. In this category the researcher found that more of the respondents, 40.8% of respondents, are somewhat satisfied by the relationship with their immediate supervisor. Next to this rate 17 employees are very satisfied which constitutes 23.9% of respondents. Respondents who respond somewhat dissatisfied and neutrals each share of equal percentage of respondents, 14.1% each and hold 20 respondents. There are only 5 employees does not have a good relationship with their immediate supervisor and they are very dissatisfied. In general we can say that the majority of the respondents 65% are satisfied by the relationship that they have with their immediate supervisor.

#### 4.4.2 Independence of your position to make decision

In this category the researcher's findings show that how employees are independent to make a decision on behalf of their power and authority. Hence the researcher found that 31(43.7% of respondents) employees are somewhat satisfied on their authority to make a decision by relying on their powers. From the respondents 19.7% of respondents and 14.1% of respondents are somewhat dissatisfied and very satisfied respectively. Out of respondents both very dissatisfied and neutral responses have equal percentage share, 11.3% each. Most of the employees, 58% of respondents, are independent in their decision by relying on their power.

#### 4.4.3 Recognition for tasks well done

In this category the majority of the respondents, 29 employees or 40.8%, are somewhat satisfied by the recognition they get from their supervisor for the tasks well-done. Fourteen employees, 19.7% respondents, are indifferent to say I am satisfied of dissatisfied. The respondents who respond somewhat dissatisfied and very satisfied have equal percentage of respondents. Each

represents 15.5% of respondents. There are only 6, 8.5% of respondents, employees are very dissatisfied by their recognition for task well done. The CBE managements if satisfies the most respondents, 56%, by the giving recognition on the tasks well done.

#### 4.4.4 Supervisors inability to perform your best

In this category the researcher wants to analyze how managers strive to motivate employees to perform their best. Therefore, as finding shows that, 29 employees are somewhat satisfied and 14 employees are very satisfied by their manager ability of motivating to perform their best, this constitutes 40.8% of respondents and 19.7% of respondents respectively. Out of respondents 13, 18.3% of respondents, employees are somewhat dissatisfied. Eleven or 15.5% respondents are neither satisfied nor dissatisfied by their manager's ability of motivation to perform their best. The researcher also found that there are only 6 (5.6%) employees are very dissatisfied. In general we can say that the majority of the respondents 61% are satisfied by the management's ability of motivating employees to perform their best.

#### 4.4.5 How managers promotes good atmosphere of team work

This is the fifth category of factors that affect job satisfaction in relation to relationship of management and immediate supervisor. From the table 4.9 we can see that 6, 8.5% of respondents, employees are very dissatisfied by atmosphere of teamwork. Somewhat dissatisfied and neutral respondents have share equal percent of response rate, 18.3% each. Many respondents are, 32.4% of respondents, somewhat satisfied. The majorities of the respondents, 55% of respondents, are satisfied by the manager's ability of promoting good atmosphere of teamwork.

#### 4.4.6 Manager's expectation of employees regarding to job performance

This is the last criteria of measuring the job satisfaction in regards to clarity of expectation that managers expect from employees in connection with job performance. From table 4.9 we can understand that for 31 employees, 43.7% of respondents, it is clear that what their managers expects from them regarding to job performance. From all respondents 17 (23.9%) respondents are very satisfied and 10 (14.1%) individuals are neutral to say I am satisfied or I am not satisfied. Nine and four employees are somewhat dissatisfied and very dissatisfied, respectively, by the clarity of job performance measurement. It is not clear to them that what the managers expect from them in job performance evaluation. We can generalize it like manager's expectation of employees regarding to job performance is clear for the most, 68%, of respondents.

#### 4.5 Work environment of the CBE

Table 10 work environment of the CEB

How you are satisfied? By	Level	Frequency	Percentage	Mean	Std. deviation
Working hours	Very dissatisfied	5	7	3.1549	1.07767
	Somewhat dissatisfied	18	25.4		
	Neutral	12	16.9		
	Somewhat satisfied	33	46.5		
	Very satisfied	3	4.2		
Relationship with coworkers	Very dissatisfied	1	1.4	3.9577	1.00622
	Somewhat dissatisfied	9	12.7		
	Neutral	4	5.6		
	Somewhat satisfied	35	49.3		
	Very satisfied	22	31		
Job security of the bank	Very dissatisfied	5	7	3.5915	1.14115
	Somewhat dissatisfied	9	12.7		
	Neutral	9	12.7		
	Somewhat satisfied	35	49.3		
	Very satisfied	13	18.3		
The present working condition and environment	Very dissatisfied	7	9.9	3.2254	1.19758
	Somewhat dissatisfied	14	19.7		
	Neutral	15	21.1		
	Somewhat satisfied	26	36.6		
	Very satisfied	9	12.7		
Communication from employees to managers in the bank	Very dissatisfied	11	15.5	3.0704	1.32367
	Somewhat dissatisfied	16	22.5		
	Neutral	11	15.5		
	Somewhat satisfied	23	32.4		
	Very satisfied	10	14.1		
Work itself, is it interesting and challenging?)	Very dissatisfied	14	19.7	3.0704	1.31284
	Somewhat dissatisfied	9	12.7		
	Neutral	13	18.3		
	Somewhat satisfied	28	39.4		
	Very satisfied	7	9.9		

Source: own survey data, 2016

#### 4.5.1 Working hours

This is the first aspect of assessment of job satisfaction on environmental factors. In this category the researcher found that, as depicted in the above table 4.11, 33 (46.5% of respondents) employees are somewhat satisfied by the working hour of the CBE. Out of the respondents 25.4%, 18 employees, are somewhat dissatisfied by the working hours of the CBE. Twelve, 16.9% of respondents, employees are indifferent of their satisfaction and dissatisfaction. From total respondents 7% of respondents and 4.2% of respondents are very dissatisfied and very satisfied by the working hour of the CBE, respectively. To sum up this category it is clear that we can say the majority of the respondents 51% are satisfied by the working hour of the CBE.

#### 4.5.2 Relationship with coworkers

The second category of environmental analysis is relationship with coworkers. As per the findings only one individual is very dissatisfied by his/her relationship with staff members. While 31% of respondents are very satisfied, 12.7% of respondents are somewhat dissatisfied by the relationship with staff. Most of the respondents, 49.3% (35), are somewhat satisfied. The remaining 9 individuals are indifferent on the happiness of their relationship with members of working area. It is interesting that the majority of respondents 80% are satisfied by the relationship with coworkers and it must be appreciated by the bank management.

#### 4.5.3 Job security

In this aspect 35 employees are somewhat satisfied and 13 employees are very satisfied on the job security of the bank. And also in this aspect somewhat dissatisfied and neutral responses have equal number of respondents and each share 12.7% of respondents. There are only five

employees, 7% of respondents, are very dissatisfied on the job security of the bank. The table 4.10 shows that 68% of the respondents are satisfied by the job security of the bank.

#### 4.5.4 Working condition and environment

This is the fourth category of environmental analysis of job satisfaction. The above table 4.10 shows that 36.6%, 26 employees, of respondents are somewhat satisfied and 12.7% of respondents are very satisfied on the present working environment of the CBE, branches. The response shows that 15 employees are indifferent for their present working condition and environment. Out of the total respondents 19.7% of respondents and 9.9% of respondents are somewhat dissatisfied and very dissatisfied respectively. In general we can say that the majority of respondents 49% are satisfied by the current working condition and environment of the branches.

#### 4.5.6 Communication from employees to managers

The fifth category in environmental analysis is communication from employees to managers, up work communication. The researcher found that 32.4% of respondents are somewhat satisfied and 22.5% of respondents are somewhat dissatisfied. Neutral and very dissatisfied responses have equal percentage share of respondents, each have 15.5% of respondents. Also 10 employees are very satisfied by the upward communication of the branches. From this we easily understand that 47% of respondents are satisfied by the communication from employees to managers.

#### 4.5.7 Work nature

In this aspect the researcher tries to assess how the work nature is interesting and challenging to employees and how it affects the job satisfaction level of employees. The researcher found that

out of 71 respondents 28 employees (39.4% of respondents) are somewhat satisfied and 12.7% of respondents are somewhat dissatisfied. Thirteen employees, 18.3% of respondents, are neither satisfied nor dissatisfied. Seven employees, 9.9% of respondents, and 14 employees, 19.7% of respondents, are very satisfied and very dissatisfied respectively. We can generalize it as most employees, 49% of respondents, are agree and satisfy on the interesting and challenging of the work itself.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS, AND RECOMMENDATION**

In this chapter we found information derived from this study in three sections. The first section discuss summary of findings. The second section presents conclusions based on those findings and relevant literature. The final section presents recommendations for practice.

#### **5.1 Summary of the Findings**

- The majority of the respondents, employees, who work in CBE, are satisfied by their basic salary. This implies that professional employees are happy and it reduces the employee turnover due to basic pay.
- The bank's work load and connection between pay was very poor and many employees are dissatisfied by the work load and the base pay scale. It means the payment rate is not equitable to performance work load.
- There is very good and appreciated benefits in the CBE by comparing other banks benefits and the CBE's, 63% of respondents are satisfied by the CBE's benefits.
- There is a very poor opportunity for transfer and promotion in the CBE. This makes the dissatisfaction of employees.
- The CBE has a low poor access for sponsored training and seminar opportunities.
- 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.

- The bank updates and changes the new technologies for banking operation. Many respondents are satisfied by the CBE's commitment to the new technologies.
- Many employees have a good relationship with their immediate supervisor.
- The managers in the CBE are give appreciation for tasks well done. Most of respondents, 56%, are satisfied by the relationship between managers and employees.
- There is a harmonues relationship among employees. Most of the respondents, 80%, are satisfied by the relationship they build with their co-workers.

## **5.2. Conclusion**

Based the summary of the findings the following conclusions are drawn:-

- Job satisfaction with the CBE should be targeted as a key priority when trying to improve productivity and to decrease the dissatisfaction of professional employees. The CBE management should ensure employees are satisfied and comforted, ensuring adequate use of individual skills and give training to their current job.
- The major causes of dissatisfaction of CBE's employee are because of poor opportunities for promotion and transfer opportunities. Also low or poor access of sponsored trainings & seminars are the major cause.
- The increase in the cost of living, the less pay when compared to the work load, made majority of the respondents not to be satisfied by the salary & benefits they are getting from the bank.

→ As the more employees are being multi task oriented and also get promoted or transferred for their job performance the more they will be motivated and satisfied about their job and provide a quality service to the customers. But based on the analysis it can easily be come to the conclusion that there is little opportunities of job rotation, promotion and transfer of the branches. This shows haw the satisfaction & performance of the employees is being affected because of lack of the opportunities to develop their career.

### **5.3. Recommendations**

Based on the data collected, analysis and interpretation the researcher made the following important and vital recommendations.

→ Building a harmonues relationship with in the bank /CBE is very important for making/build a fantastic team. It will help the branches to perform more than current performance and expectation. The findings result shows that there is very good communication from employees to managers and between co-works. I recommend that the bank should take care of this wellbeing by providing sponsored Gate together, vacation, entertainment, etc--- opportunities to employees. This can easily make the family or brotherhood relationship among the staff. The result will show a high performance on the task accomplishment.

→ Promotions and transfer opportunities provide employees with the opportunity to develop their skills & talents, which can contribute to career growth and advancement within the bank. As the result shows many employees are dissatisfied by the bank's opportunity of promotion & transfer. It is recommended to promote those employees who exemplify the

quality & performance expectations of the bank and also to give an opportunity of transfer to employees so that they will gain experience on different responsibilities and develop new skills. If the bank aims to have a multi tasked employees it is advised not to let the employees to work on the same position for long period. There is a high complain on the transfer & promotion opportunities in the bank. The CBE managers must give attention for these complaints in order to maintain the current team spirit of the staff.

- The requirements and the process of promotion also create dissatisfaction of many employees in the bank. I recommend that the bank must revise the process to determine promotion of employees to the next position.
- The bank needs to revise and upgrade the salary scale and allowances which is being paid for employees. The result on a connection between pay and work load shows that there is dissatisfaction of many employees in the CBE. 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.
- One of the most important factors to sustaining in any business is providing training & seminars opportunities. Currently many employees are not satisfied with regards to sponsored training & seminary programs. Therefore I recommend that the bank must assess employee training needs and provide feedback on the employee's skills & interests. Also the bank must revise the selection criteria to sponsor for training & seminars in the bank/CBE.

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## Research Questionnaire

My name is Tamirat Ayele, first of all, I would like you to thank you in advance for your cooperation and honest and immediate response. The objective of this questionnaire is to gather information on employee satisfaction level of the commercial bank of Ethiopia North Addis Ababa District Grade Three City Branches. Dear respondents I confirm you that all the data you provide is strictly confidential. It is only for to fulfil the required for award of the degree of Master of Business administration.

Instruction: **No need to write your name and telephone number**

**Put thick mark (√) on the table**

### Part one

1. Your Gender      Male            Female
2. Your Age      18-29            30-39            40-49            50+
3. How many years you serve the bank?  
     Less than a year            1-4 years            5-7 years            >7
4. What is your job title  
     Branch Manager            Customer service manager        
     Customer relationship officer (CRO)            Branch controller        
     Customer service Officer            SCSO- Accountant        
     Junior customer service Officer            SCSO- Cash        
     Other, specify-----
5. What is your educational qualification?  
     Master and Above            Diploma        
     BA degree            Certificate
6. Over all, how satisfied are you working for CBE?  
     Extremely dissatisfied            somewhat satisfied        
     Very dissatisfied            Natural        
     Somewhat dissatisfied            extremely satisfied

**Part two**

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

**Your opinion on compensation and benefits of the CBE**

<b>How you are satisfied with</b>	<b>Very dissatisfied</b>	<b>Somewhat dissatisfied</b>	<b>Neutral</b>	<b>Somewhat satisfied</b>	<b>Very satisfied</b>
Your base pay?					
Your bonus?					
Connection between pay and performance workload?					
Your medical, insurance and Other benefits offered by CBE?					
Various Allowances?					

**Your opinion on career development of the CBE**

<b>How you are satisfied with</b>	<b>Very dissatisfied</b>	<b>Somewhat dissatisfied</b>	<b>Neutral</b>	<b>Somewhat satisfied</b>	<b>Very satisfied</b>
Bank's commitment to professional development?					
Opportunity to use new technologies?					
Promotion and transfer opportunity?					
Access to bank's sponsored training & seminars?					
Opportunities to network with others (within or outside the Bank)?					
The process used to determine promotion?					
Opportunities to use skills & abilities?					

**Your opinion on Work Environment of the CBE**

	<b>How you are satisfied with</b>	Strongly dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Strongly satisfied
	Working hours					
	Relationship with co-worker					
	Job security of the Bank					
	The present working condition and environment					
	There is good communication from employees to managers in the bank					
	Work itself, is it interesting and challenging					

**Your opinion about Relationship with management of the CBE**

	<b>How you are satisfied with</b>	Strongly dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Strongly satisfied
B.	The relationship with your immediate supervisor					
C.	Your independence of your position to make decisions					
D.	Recognition for tasks well done					
F.	Your supervisor enable you to perform of my best					
G.	Your supervisor promotes on atmosphere of team work					
H.	It is clear to me that what my supervisor expects of me regarding my job performance					

**Thank You!!**

## DECLARATION

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

---

Name

St. Mary's University, Addis Ababa

---

Signature

April, 2016

## ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University advisor.

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Advisor

St. Mary's University, Addis Ababa

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Signature

April, 2016