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

**DETERMINANTS OF EMPLOYEES' JOB SATISFACTION IN
THE CASE OF BERHAN BANK S.C WEST ADDIS DISTRICT**

BY

HABTAMNESH ABEBAW

December 2024

Addis Ababa, Ethiopia

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CASE OF BERHAN BANK S.C WEST ADDIS DISTRICT**

BY: - HABTAMNESH ABEBAW

ADVISOR

MESFIN TESFAYE (PHD)

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,
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SCHOOL OF GRADUATE STUDIES
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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Mesfin Tesfaye (PhD)
Advisor



Signature

Berihun Muche (PhD)
External Examiner



Signature

Tewodros Mekonnen (PhD)
Internal Examiner

Signature

DECLARATION

I hereby declare that this thesis entitled “*Determinants of Employees’ Job Satisfaction In the Case of Berhan Bank S.C West Addis District*”, has been carried out by me under the guidance and supervision of Mesfin Tesfaye(PHD)

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Researcher’s Name

Date

Signature

Habtamnesh Abebaw

December/ 2024

CERTIFICATE

This is to certify that the thesis entitles “*Determinants of Employees’ Job Satisfaction In the Case of Berhan Bank S.C West Addis District*”, submitted to St. Mary's University for the award of the Degree of Master of Business Administration (MBA)” and is a record of bonafide research work carried out by Habtamnesh Abebaw, under my guidance and supervision.

Therefore, I hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

Main Adviser’s Name

Date

Signature

Mesfin Tesfaye, Ph. D

December/ 2024



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LIST OF ACRONYMS

JS = Job Satisfaction

PRO = Promotion

OP = Operating Procedures

NW = Nature of work

BB = Berhan Bank

DW = Durbin Watson

SPSS = Statistical Package for Social Science

VIF = Variance Inflation Factor

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Abstract

This study aims to examine the determinants of employees' job satisfaction. The researcher used an explanatory and descriptive research design with a quantitative research approach in order to meet the objective of the study. The target population for this study was employees' of Berhan Bank S.C., located in Addis Ababa, in the West district. Out of 672 permanent employees, 251 respondents were selected using the simple random sampling technique. The four factors of an employee's job satisfaction (pay, promotion, operating procedures, and nature of work) were visualized. The data collected were summarized, classified, tabulated, and analyzed using the statistical Package for Social Scientists (SPSS) version 26. The data were analyzed using descriptive and inferential statistics. The study revealed that there is a statistically significant positive relationship between four factors (i.e., pay, promotion, operating procedures, and nature of work) and employees' job satisfaction. But the magnitude of the relationship varies from one factor to the other factor where Pay, promotion, operating procedures, and nature of work: employee job satisfaction ranked from most correlated to least correlated. The result of linear regression shows that 76.7% of the variance of employees' job performance can be predicted by the independent variable (i.e., pay, promotion, operating procedures, and nature of work). In addition, all four factors (i.e., pay, promotion, operating procedures, and nature of work) had significant and positive contributions to employees' job performance at a 95% confidence level. So, Berhan Bank should give a strong concern for all these determinates of employee job satisfaction (i.e., pay, promotion, operating procedures, and nature of work).

Key words: Pay, Promotion, operating procedures and nature of work, job satisfaction

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Among the priority factors of any organization employees take the lions share. The success of an organization not only depends on the availability of updated machinery, good plant layout, dynamic organization, technical efficiency and the like; but also depends on its human resources (Shallu, 2012). Qualified and diligent employees are the most significant and precious assets of any organization essentially play much of the vital roles for healthy operation of all other resources (Weerasinghe, I.M.S., Senawirathna, C.J. and Dedunu, H.H., 2017)

The view of Amin et al. (2017) employee satisfaction is a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, experience and the understanding of all elements of work and the workplace. employee satisfaction is the perception of satisfaction with the job itself and variables including; duties, working conditions, salaries, leadership, relationships, autonomy, reward and promotion, professional development, job security, communications, work-life balance, etc (Joseph k. , 2017). This reminds us to consider the various factors that affect employees' satisfaction and think of it as a multi factor determined state of employees' intention towards their job.

According to Singh et al. (2017), employee satisfaction describes whether employees are happy, contented and fulfilling their desires at work and is a relevant element that managers should support in their organizations. Rozkwitalska, (2017) states employees' satisfaction is one of the elements that have an effect on staff performance. Therefore, effective organizations should have a means that encourages the employee satisfaction so as to improve attitude and behavior of the workforce and their performance. Thomas et al. (2017) established that a positive correlation between employee satisfaction and employee turnover rate proving that higher satisfaction contributes to a stronger commitment to the organization.

According to Alfes et al. (2013) satisfied employees can contribute to the organization's effectiveness as far as the managers can create the environment. Job satisfaction is very important because most of the employees spend a major portion of their life in their work place. Moreover, it

has impact on the general life of the employees because a satisfied employee is a contented human being (Chahal, et.al.2013). Job satisfaction is the important measures of employees' experiences, orientation and commitment (Anleu & Mack, 2014).

Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives. Dissatisfied people are likely to contribute very little for any purpose. Dissatisfaction amongst higher-level employees will most likely reflect on lower-level employees thus resulting in economic, financial and morale problems which indicate that a positive relationship between job satisfaction and job level conveys certain economic advantages to business organizations (Vijayashreea and Jagdishchandrab, 2011).

In addition to the above views of researchers worldwide, Mehari and Peteti, (2017) in their study of employees' satisfaction in Ethiopia, described employees' satisfaction as a function of motivators which contribute to employee satisfaction and the absence of hygiene which on the other hand, lead to job dissatisfaction. According to their definition, employee satisfaction is referred to job satisfaction and it represents the level of the difference in worker's needs from their organization and what they already obtained from the organization.

It is documented that satisfied employees can satisfy the customers (Hong, Choi, & Chae, 2020); can work more hours with better competence (Sohail & Delin, 2013); feel comfortable and contribute optimistically to organizational performance (Ali et al., 2018).

The factors related to job satisfaction of the bank employees is the key in formulating and implementing future policies and strategies in the organizations (Bader, Hashim, & Zaharim, 2013). High satisfaction will lead to higher productivity, higher participation, and less possibility of turnover (Sowmya & Panchanatham, 2011); job worthy (Jaiswal, 2019) and employees' loyalty (De Gieter & Hofmans, 2015). Banks are the most pivotal industry for economic development of a country (Akram, Hashim, & Akram, 2015).

In general, employees' job satisfaction should be highly considered since it affects the whole business activity. Therefore, this study tries to assess those determinants job satisfaction of Berhan Bank Employees under West Addis district city branches.

1.2 Statement of the Problem

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and other variety task, freedom on how they are doing. A person with a high level of job satisfaction holds attitude towards the job and a person who is dissatisfied with her or his job holds negative attitude about the job.

No one can deny the role of employees for the success of any organization. As Weerasinghe et al. (2017) said employees are the back bones of any organization. However, the success of the organization cannot be guaranteed by the presence of qualified workers, alone as well the success of an organization is not merely depends on the available modern facilities or technologies.

A number of different factors can influence employee satisfaction with their work environment. It is generally understood that unfavorable conditions of office environment can have negative influences on employees 'satisfaction, Banks in Ethiopia are now bringing in more profits by being customer focused.

In order to attain this they have increased their opening hours, introduced more products, opened up more branches and have adopted the latest IT Infrastructure. This has led to their Employees working longer hours, having a greater and more complex workload, being moved from one branch to another, therefore, experiencing a lot of work pressure and creating a culture of poor work life balance resulting to their employees becoming highly dissatisfied with their jobs. This may have led to poor satisfaction of staff in the banking industry (Mukururi and Ngari, 2014).

Several issues affect job satisfaction such as salaries, benefits, allowance, pension fund, working hours, and how they respect their jobs. Lack of job satisfaction brings negative consequences like job stress, poor overall morals, lack of productivity, high employee turnover, tardiness, and high absenteeism (Singh and Pandey, 2013).

Nowadays the banking sector in Ethiopia is found in stiff competition. Hence, there is always a need on the part of the management to raise the level of satisfaction of employees. Hence, organizations should keep on monitoring employee satisfaction levels in order to stay profitable. Employee satisfaction surveys, therefore, provide management with the knowledge and tools to build positive

relations and a work environment. It is important to evaluate the employee's job satisfaction level in order to provide solutions for various factors causing drawbacks. There is some evidence that similar studies were done in the banking sector in Ethiopia, and Berhan Bank is one of these banks.

This research focuses on assessing the effects of factors such as there being limited research on how different components of pay (bonuses, benefits, salary) specifically impact job satisfaction in the banking sector; furthermore, insufficient understanding exists regarding employees perceptions of fairness and transparency in the promotion process, and also the influence of specific operating procedures on employee satisfaction has not been thoroughly explored; in addition, there is a lack of study examining how various aspects of the nature of work correlate with job satisfaction and relationships on employee job satisfaction in the banking sector at Berhan Bank.

1.3 Research Questions

1. To what extent Pay structure affect employee satisfaction at Berhan Bank?
2. To what extent promotion significantly affect employee's job satisfaction in Berhan Bank?
3. To what extent do the operating procedures affect an employee's job satisfaction in Berhan Bank?
4. To what extent does the nature of the work affect an employee's job satisfaction in Berhan Bank?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study is to assess the determinants of job satisfaction of Berhan Bank employees.

1.4.2 Specific Objectives

This study has the following specific objectives:

1. To investigate if pay has a significant effect on employees' job satisfaction in Berhan Bank.
2. To assess the effects of promotion opportunities on employees job satisfaction in Berhan Bank.
3. To investigate the level of employee satisfaction in a relationship with operating procedures in Berhan Bank.
4. To examine whether employees are satisfied with the nature of their work in Berhan Bank.

1.5 Scope of the Study

The study covered area, target population, methodological, and theoretical concept scope in order to conduct the study at an optimum performance of the researcher considering time and economic feasibility. Keeping this in mind, the research was restricted to the area of the Berhan Bank western district office in Addis Ababa concerning the populations who have been working at branches for at least one year only. In the case of methodological scope, the study deployed random sampling techniques as mentioned in the methodology. Concerning literature or theoretical concepts, the study was only based on the variables that affect employee job satisfaction stated in the statement of the problem and objective of the study. The research must be finished and submitted in less than a year. In addition to this, demographic factors and other personal attributes of the respondents were not recognized in the study.

1.6 Significance of the Study

Currently in business environment employees are the backbone of any organization, the working environment shall be comforting and satisfying in order to achieve the aimed goals at organization level. The study is expected to provide the managers of Berhan Bank insights of the factors that affect employee's satisfaction, the factors affecting employee's job satisfaction, techniques to form policies to increase job satisfaction. Many problems are caused because most business sectors give least concern to job satisfaction. Job satisfaction ensures organizational sustainability as it is the emotional orientation of employees towards their role in the workplace and is an important component of motivating employees for better performance. Therefore, the study will be critical as it reveals the factors affecting employee's satisfaction. In addition, for the management of other banks in Ethiopia, the study will help to understand those factors to improve the morale of their employees and to increase the performance of their employees with high job satisfaction.

1.7 Limitations of the study

The result of the survey is determined only by the selected respondent. Inability to obtain accurate secondary data in the bank severely limits the results of the study. Moreover, the lack of relevant and up-to-date literature was the main limitation during the study.

1.8 Definition of Terms

- **Pay:** refers to the monetary compensation that employees receive for their work, including base salary, bonuses, overtime pay, and any additional financial benefits such as commissions or profit-sharing. It is typically expressed as an annual amount or hourly wage and is influenced by factors such as job role, experience, and market conditions.
- **Promotion:** is the advancement of an employee to a higher position within the organization, which typically involves increased responsibilities, a higher salary, and enhanced benefits. Promotions may occur as a result of performance evaluations, tenure, or organizational restructuring and are often accompanied by formal recognition of the employee's contributions and abilities.
- **Operation Procedures:** are the standardized methods and practices that guide how tasks and activities are performed within an organization. These procedures outline specific steps, responsibilities, and protocols to ensure consistency, efficiency, and quality in operations. They serve as a framework for employees to follow in their daily work, helping to maintain organizational standards and compliance with regulations.
- **Nature of the Work:** refers to the specific characteristics and requirements of a job role, including the tasks performed, the skills and qualifications needed, the working environment, and the degree of autonomy or supervision involved. It encompasses both the physical and psychological aspects of the job, influencing employee satisfaction, performance, and overall engagement with their work.

1.9 Organization of the Paper

The paper is organized as follows: the first part includes; Introduction (background of the study, statement of the problem, research questions, objectives of the study, scope of the study, significance of the study and limitations of the study). The second part is theoretical review of literatures extracted from different books, articles and journals. The third part includes Research methodology, the fourth part is Data Discussions and Analyses, and finally Finding Summary, Conclusions and Recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

This literature review aimed to provide more inclusive theoretical concepts on the assessment of determinants of job satisfaction. The literature review section will discuss job satisfaction. Under this subsection issues like definitions job satisfaction, importance of job satisfaction, consequence of job satisfaction, determinants of job satisfaction, theoretical review, empirical review and conceptual framework of the study will be discussed.

2.1 Job Satisfaction

Job satisfaction refers to an individual's general attitude toward his or her job. A person with high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job (Robbins, 2009). Job satisfaction is about one's thoughts or state-of-mind regarding the nature of their work. It can be influenced by a variety of factors, for example pay practice, quality of one's relationship with their supervisor, quality of the physical environment in which they work (Ethica, 2013) Recently, employee satisfaction is defined as the fulfillment or satisfying emotional state that results from the positive appraisal of job experiences on part of employees (Al-Refaie, A., 2015).

From the above definitions the concept of job satisfaction can be summed up as the emotional, feeling, belief and behavioral segment of one's attitude towards job and various aspects of job Job satisfaction has defined in numerous ways by different researchers and scholars under the management perspective, however, the simplest form of definitions are as follows: a collection of feelings that an individual holds toward his or her job (Robbins & Judge, 2019); a pleasurable or positive emotional state resulting from the appraisal of one's job (Locke, 1976); cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives (Weiss, 2002). Job satisfaction is the combination of positive or negative feelings of employees about their work (Brikend, 2011) and the extent to which people like their jobs (Ellickson & Logsdon, 2002). Job satisfaction is psychological feelings about the jobs (Paposa & Kumar, 2019).

Job satisfaction is regarding one's feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, for example, pay practice, quality of one's relationship with their supervisor, and quality of the physical environment in which one works (Tanjeen, 2011).

Sowmyal & Panchanatham (2011) defined job satisfaction as how much employee's like or dislikes their work and the extent to which their expectations concerning work have been fulfilled.

Understanding job satisfaction is critical to the success of an organization and continues to be a major topic of research interest. Job satisfaction refers to a collection of feelings that an individual holds towards his or her job. A person with a high level of job satisfaction holds a positive feeling about the job, while a person who is dissatisfied with his/her job holds a negative feeling about the job (Langton & Robbins, 2006). Job Satisfaction is simply how people feel about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, it can also be a reflection of good treatment and an indicator of emotional well-being. The importance of enhancing job satisfaction has been studied by many researchers and it is also discussed in different kinds of literature. The effect of job satisfaction is linked with vital organizational elements. The most important effect of job satisfaction includes its effect on absenteeism, turnover, organizational citizenship behavior, organizational commitment, and productivity. Job satisfaction describes a collection of factors that creates a feeling of satisfaction. It can be simply stated as a combination of how an individual feel, thinks, and perceive his or her Job and it is affected by many internal and external factors. A set of positive and negative feelings that an employee has about his job is known as job satisfaction (Rizwan, 2010).

An attitude of great interest to managers and team leaders is job satisfaction. Job satisfaction reflects the extent to which individuals find fulfillment in their work. Job satisfaction is an affective or emotional response towards various facets of one's job. In other words, job satisfaction involves a person's positive or negative feelings about his or her job (Lisa & Timothy, 2004). The most used definition of job satisfaction in organizational research is that of Locke (1980), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Locke developed three important dimensions of job satisfaction. They are as follows: Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred. Job satisfaction is often determined by how well outcomes meet or exceed expectations.

2.2 Importance of Job Satisfaction

Satisfied employees exhibit higher commitment, leading to reduced absenteeism and turnover, further boosting organizational productivity (Savery & Fay, 2019). A meta-analysis by Judge et al. (2017) revealed a significant positive correlation between job satisfaction and individual performance across various occupations. Happy employees translate into happy customers. Satisfied employees deliver better service, fostering positive customer interactions and enhancing brand reputation. A study by Heskett et al. (2003) found a direct link between employee satisfaction and customer loyalty, highlighting the ripple effect of job satisfaction within an organization.

According to a study by SHRM (2020), the cost of replacing an employee can be as high as 200% of their annual salary, emphasizing the financial benefits of job satisfaction. Satisfied employees contribute meaningfully to the community. They're more likely to engage in volunteer work, donate to charities, and be responsible citizens. Studies by Clark et al. (2018) link job satisfaction to increased civic engagement and overall social well-being.

Embracing diversity and inclusion initiatives, while ensuring equal access to growth and development, strengthens employee engagement and satisfaction (Thomas & Ely, 2011). This translates to a more innovative and productive workforce, as diverse perspectives and experiences are brought together. The increasing role of technology in the workplace requires a nuanced approach to job satisfaction. While automation may replace some tasks, it can also create new opportunities for meaningful work. Organizations must focus on upskilling and reskilling employees to ensure they feel equipped and valued in the evolving landscape, contributing to long-term job satisfaction (World Economic Forum, 2020).

Regularly evaluating job satisfaction through surveys, feedback sessions, and open communication is crucial for understanding employee needs and concerns. By actively listening and responding to feedback, organizations can address issues that contribute to dissatisfaction and implement initiatives to enhance employee well-being and motivation (Griffeth et al., 2017).

2.3 The consequence of Job Satisfaction

The concern of the management is the outcome of job satisfaction. If an employee is satisfied or dissatisfied, what is the effect? There is enough evidence that job satisfaction or dissatisfaction has a positive or negative effect on employees. (Locke,1980). The following evidence stated by Arnold and Feldman (1996) cited in Rmaniram (2007) will briefly discuss the outcomes of job satisfaction/dissatisfaction.

2.3.1 Productivity

The saying "a happy worker is a productive worker" is not true. It's the reverse that productivity is more likely to lead to satisfaction (Arnold and Feldman, (1996) in Rmaniram (2007)).

Four decades of the research argue that a satisfied worker is not a productive worker due to two reasons. Firstly, there exists a relationship between job satisfaction and job performance. Second, there is sufficient evidence to indicate that job performance leads to job satisfaction.

2.3.2 Turnover

According to Mcshane and Glinow, as cited in Rmaniram (2007), the main cause of turnover is job dissatisfaction. Job dissatisfaction that drives employees to leave their existing job has a greater effect on turnover than incentives.

2.3.3 Absenteeism

According to Robbins (2005), there is a negative relationship between satisfaction and absenteeism. Workers who experience low satisfaction tend to be absent more. A high rate of absenteeism will result in huge financial crises for management.

2.4 Determinants of Job Satisfaction

2.4.1 Pay

Pay refers to the financial remuneration (wages, salary, etc.) an employee receives for their services. "Fairness in Wage Setting: A Cross-Cultural Analysis" by David Autor (2019). It is what an employee gets against his/her work after fulfilling his/her duty including all types of financial and non-financial rewards. A major determinant of employee productivity and satisfaction arises from the degree of fairness or unfairness. Dissatisfaction can influence employees' feeling about their job (Bezuidenhout, 2001).

Pay directly influences employees' ability to meet basic needs like food, shelter, and healthcare. Inadequate pay can lead to financial stress and insecurity, which negatively impacts morale, motivation, and overall satisfaction (Spector, 2019). Studies like that by Ng et al. (2012) demonstrate a strong correlation between low wages and job dissatisfaction, particularly among lower-income earners. Fair and competitive pay signifies to employees that their contribution is valued by the organization, leading to increased feelings of self-worth and job satisfaction (Judge et al., 2010). Conversely, underpayment can be perceived as disrespectful and unfair, leading to frustration, resentment, and a decline in job satisfaction (Cohen-Charash & Spector, 2001).

Adequate pay acts as a motivator, encouraging employees to put in extra effort and take on additional responsibilities. This engagement further enhances their sense of accomplishment and satisfaction (IRS, 2020). It suggests that fair pay systems lead to increased commitment, effort, and ultimately, higher job satisfaction (Meyer et al., 2010). Individuals tend to compare their pay with colleagues, peers in similar industries, and the overall market. Receiving below-market wages can contribute to feelings of inequity and envy, lowering job satisfaction (Ferrer, 2014). Studies like that by Clark (2019) show that employees who perceive their peers to be overpaid or who feel their own salary is not at market rate experience decreased job satisfaction.

Financial security gained through adequate pay contributes to better work-life balance and overall well-being. This, in turn, can positively impact job satisfaction (Beehr & Bowling, 2012). Research by Hatton et al. (2020) found that financial stress due to low wages contributed to decreased work-life balance and ultimately, lower job satisfaction.

2.4.2 Promotion

Promotions signify accomplishment and value within the organization, leading to a boost in confidence and self-esteem (Liu et al., 2017). This recognition enhances individuals' feelings of belonging and worth, contributing to their satisfaction (Brown & Greenlees, 2013). According to Arnolds and Boshoff (2011) Satisfaction in the workplace, by providing promotional opportunities, has been shown to impact positively on employee's job performance. Getting high status in the workplace by doing effective work generally increases the status, position, and remuneration of an employee in the organization Promotion and interesting work are the most important factors that motivate employees. According to Steyn (2002), most educators indicated that promotion to a higher post level was one of their goals.

Promotions often come with more complex tasks and increased autonomy, providing employees with opportunities for growth and learning (Kuva-Nyarko et al., 2017). This intellectual stimulation and skill development fosters engagement and a sense of purpose, enhancing job satisfaction (Bakker & Demerouti, 2007). Promotions typically involve higher salaries and improved benefits, leading to greater financial security and a sense of improved social standing (Ng et al., 2010). This improved economic well-being and recognition also contribute to higher levels of job satisfaction.

2.4.3 Nature of the work

When tasks align with an individual's values, passions, and skillset, it fosters a sense of meaning and purpose, leading to greater satisfaction. Research by Saks & Gruman (2000) found that a strong fit between an employee's personal values and the organization's values led to increased job satisfaction and commitment. The work content refers to the doing of the work and the type of work. The job can be repetitive or changing, creative or monotonous, easy or difficult." Osthuizen (2001) concurs that the type of work individuals do influences their satisfaction. He states that managers must make the work content as interesting as possible to build strong levels of motivation. Lam et al. (2000) found that the job itself is an influential factor in predicting overall job satisfaction. They concur that a job itself should be seen as challenging and interesting. Therefore, variety and flexibility in managers' work are important.

2.4.4 Operating Procedure

Clear and accessible operating procedures ensure fair and consistent treatment of all employees. This transparency fosters trust in the organization's leadership and promotes a sense of respect within the workplace. When employees feel they are treated fairly and their concerns are addressed effectively, their job satisfaction increases significantly (Tyler & Blader, 2004).

Vague or inconsistent operating procedures create a storm of confusion, leading to errors, rework, and ultimately, frustration. By establishing clear, concise, and consistent procedures, organizations provide employees with a roadmap for navigating their tasks. This reduces uncertainty, minimizes errors, and allows employees to focus on accomplishing their work effectively, contributing to a sense of accomplishment and satisfaction (Podsakoff et al., 2010).

The best operating procedures are not static documents but living guides that evolve alongside the organization and its practices. By actively encouraging feedback from employees and regularly reviewing and updating procedures, organizations create a sense of collaboration and ownership. This fosters a positive work environment where employees feel valued and their contributions are acknowledged, leading to higher satisfaction (Van De Voorde & Bouckaert, 2017).

Clear operating procedures, while providing structure, can't predict every storm. When unexpected challenges arise, well-defined procedures act as a safety net, providing a starting point for adaptation and problem-solving. This flexibility empowers employees to handle challenging situations effectively, reducing stress and solidifying their job satisfaction (Day & Taylor, 2016).

2.5 Theoretical Review

I. Herzberg and Job Satisfaction

Armstrong (1991) showed that in terms of Herzberg's two-factor theory of motivation, employees' needs can be divided into two groups: namely, satisfiers, or motivators because they are seen to be effective in motivating the individual to superior performance and effort. The other consists of dissatisfiers, which mainly describe the environment and serve primarily to prevent job dissatisfaction while having little effect on positive job attitudes. These are called hygiene

factors, implying that they are preventive and environmental. Robbins (1993) itemized that during his experiments, Herzberg found that certain characteristics tend to be consistently related to job satisfaction. Intrinsic factors: such as achievement, recognition, the work itself, responsibility, advancement, and growth-related to job satisfaction.

When respondents questioned felt good about their work; they tended to attribute those factors to themselves. On the other hand, when they were dissatisfied, they tended to cite extrinsic factors such as company policy, administration, and supervision. Herzberg deduced from the experiments that the opposite of satisfaction is not dissatisfaction, as was believed. He found that removing dissatisfying characteristics from a job does not necessarily make the job satisfying. He thus proposed a dual continuum, where the opposite of satisfaction would be no satisfaction and the opposite of dissatisfaction would be no dissatisfaction.

La Motta (1995) designated Herzberg's two-factor theory of motivation; organizations cannot begin to motivate employees until that which dissatisfies them has been removed. Hygiene factors such as salary, working conditions, and supervision are not motivators even when they are being met. Other types of hygiene factors include company policy, poor personal relations, and job security. The meeting of lower-level needs of employees is not motivating but can have a demoting impact if not met. True motivation only kicks in when an employee's higher-level needs are met. Schultz (1982) found that Herzberg's motivators are the factors that motivate employees to the highest level of performance. These motivators are an integral part of the work itself and include factors such as the nature of the work, the person's sense of achievement, level of responsibility, personal development and growth, recognition for a job well done, and feedback. Nel et al (2001) emphasized that the relevance of Herzberg's theory to the discussion of reward and recognition is that a dissatisfied employee cannot be motivated. It is thus important that an organization first give attention to hygiene factors before introducing motivators into the workplace. Barling et al (1987) found that intrinsic to Herzberg's theory is the fact that only motivators cause true motivation since the hygiene factors are of short-term duration, they could never be truly associated with work motivation. Rather they would be involved in reducing negative factors in the work environment.

II. Locke's Theory on Job Satisfaction

According to Tietjen & Myers (1998), Locke's composite theory of job satisfaction is founded on the many other concepts which Locke has developed through study and research on related topics such as goal setting and employee performance. Initially, Locke's job satisfaction theory is developed by criticizing Herzberg's' theory of job satisfaction. After criticizing Herzberg's work, Locke continued with his theory on values, agent/event factors, and finally an adjusted view of job satisfaction. The two basic points in which Locke criticize Herzberg's two-factor theory are summarized in brief as follows; the first is that Job satisfaction and dissatisfaction result from different causes.

The second point is that the two-factor theory is parallel to the dual theory of man's needs, which states that physical needs (like those of animals) work in conjunction with hygiene factors, and psychological needs or growth needs (unique to humans) work alongside motivators. (Tietjen & Myers, 1998). The point of Locke's criticisms is the concept of mind-body dichotomy, unidirectional operation of needs, lack of parallel between man's needs and the motivation and hygiene factors, incident classification system, defensiveness, the use of frequency data, and denial of individual differences.

Tietjen & Myers (1998) added that, by distinguishing values from needs, he also argues that they have more in common with goals. Both values and goals have content and intensity characteristics. The content attribute answers the question of what is valued, and the intensity attribute, how much is valued. About finding satisfaction in one's job, the employee who performs adequately on the job is the individual who decides to pursue his or her values.

As values are a point at which Locke's theory of job satisfaction begins to separate from the theory of Herzberg, so too are agent and event factors a source of divergence between the two theorists. The comparison of needs and values by Locke is described as follows. Primarily Locke refers to needs as innate, a priori, and the same for all humans. Locke mentioned that needs are objective: they exist apart from knowledge of the Needs confront the man and require action. Locke refers to values to be acquired and posterior. Locke added that values are unique to the

individual, and Values are subjective: they are acquired through conscious and sub-conscious means; Values ultimately determine the choice and emotional reaction (Tietjen & Myers, 1998).

2.6 Empirical Literature Review

Employee satisfaction is one of the most researchable issues in human resource management practice. Many scholars invest their time and energy to identify the main factors for employee satisfaction, but their results may not always be the same. Sehgal (2012) for example conducted a study on the job satisfaction of bank employees in Shimla (the town in northern India). It is a comparative study of private and public banks. When comparing public and private banks, there is not much difference in the level of job satisfaction, but concerning some factors like job security, salary, benefits, and experience, the satisfaction level differs between the private and public banks. Public bank employees were found highly satisfied with the level of job security compared to the employees of private banks. When it comes to a salary package with experience, employees of public banks were more satisfied than employees of private Banks.

Another study by Usman et al (2013) made on the determinants of Job Satisfaction among Employees of the Banking Industry in Bahawalpur, Pakistan aimed at identifying the determinants of job satisfaction and examining its impact on employees of the banking industry in the city. The results concluded that all the variables including organizational policy and strategy, nature of work, communication, job stress, employee personality, and recruitment and selection procedures were found to have a significant association with employees' job satisfaction.

Kithuku (2012) studied employee satisfaction of Kenya commercial bank and concluded that the level of absenteeism does not necessarily reflect the level of job satisfaction. This is because the level of absenteeism is due to personal factors like sickness and other family commitments, and not due to the level of job satisfaction of employees. The study also concluded that other factors reflect the level of job satisfaction, including staff turnover, job rotation, career development, time management, job performance, and teamwork.

Iwu (2012) also carried out a study on job satisfaction of Nigerian banks' employees and the results of the study show that job satisfaction is a function of the efficacy of incentive systems in an organization. All subjects sampled were of the view that they could only be satisfied if the job satisfaction facets were present. However, the one-way analysis performed indicated that staff of the banking industry identified more with interpersonal relationships than every other facet of job satisfaction. This means that the job facets have their ranking in terms of like or dislike. But the obvious fact is that job satisfaction and incentives are related, bearing in mind that a job condition in any organization cannot be created in isolation from other conditions.

Srivastava and Bhatia (2013) conducted a study on the contribution of motivation to employee performance in public sector banks in India. The result showed that 64% of bank employees were satisfied with their job and the top factors that motivated employees were job satisfaction, promotion/expectations, recognition, good pay, and styles of organizations or management.

2.7 Hypothesis of the Study

The following alternative hypotheses are proposed to address the objectives of this study:

H1: Pay has statistically significant effect on employees' job satisfaction in Berhan Bank.

H2: Promotion has statistically significant effect on employees' job satisfaction in Berhan Bank.

H3: Operating procedures have statistically significant effect on employees' job satisfaction in Berhan Bank.

H4: Nature of the work has statistically significant effect on employees' job satisfaction in Berhan Bank.

2.8 Research Gap

To summarize as a research gap, most of the available research focused only on the assessment of employee motivation and the determinants of employees' job satisfaction in production rather than in the service sector. Though there are few kinds of research undertaken in the service sector, especially in banks, they are mainly done in Asian, European, and some African countries banks, which have different unique characteristics than the Ethiopian banks. Therefore, the researcher identifies this gap and intends to contribute to future researchers who want to undertake their research on the research title in the Ethiopian banking industry.

2.9 Conceptual Framework

The framework for this study was developed based on approaches and concepts identified in the literature review. The frame work shows that the independent variables and the dependent variable. The independent variables are Pay, Promotion, Operating Procedures and Nature of Work. And the dependent variable is Job Satisfaction.

Independent Variables

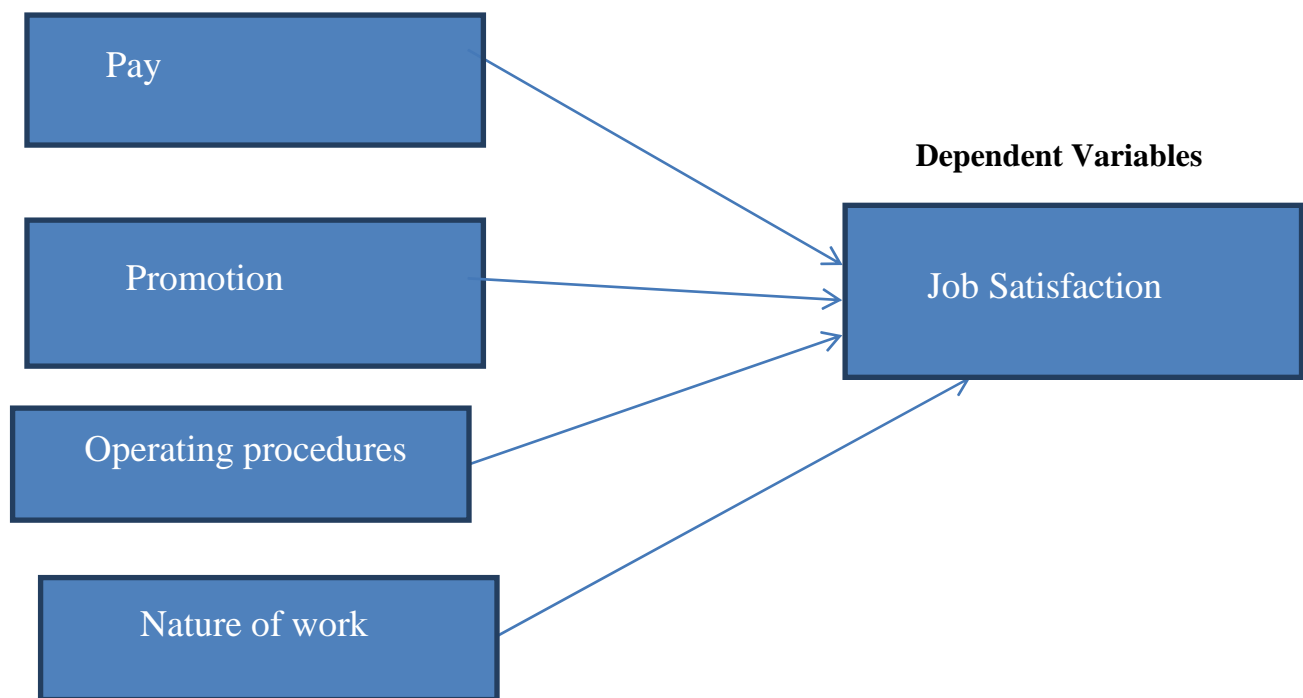


Figure 1: **Conceptual framework of the study**

Source: Adapted and modified from Mehmood, Irum, Ahmed & Sultana (2012)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Research Approach

Based on the purpose and the research question set out to be addressed, the researcher adopts quantitative approach. Using quantitative approach helps the researcher to collect large amount of data and analysis it statistically. In addition since the researcher has clearly defined research questions to which objective answers are sought using quantitative approach is necessary. To gain a precise, reliable and consistent data and to take less time in data analysis by using statistical software the researcher select quantitative research approach, and the whole result is summarized using a deductive approach of reasoning.

3.2 Research Design

A research design is the ‘procedures for collecting, analyzing, interpreting and reporting data in research studies’ (Creswell and Clark 2007). According to Singh (2006), research design is essentially a statement of the object of the inquiry and the strategies for collecting the evidence, analyzing the evidences and reporting the findings.

The researcher used a descriptive and explanatory research design. Descriptive research design was used to obtain information concerning the current status of the phenomena to describe what exists with respect to variables. Explanatory research design was used to test cause and effect relationship between dependent and independent variables. This research design is chosen because of its resource economy nature and its proven validity and reliability.

3.3 Target Population

The population for this particular study is professional employees of Berhan Bank Sc western Addis Ababa District that includes all levels of managers, accountants, branch auditors, senior customer service officers (SCSO), Customer service officers (CSO), and junior bankers (JB).

3.4 Sampling Technique

Sampling is the process that involves selecting a sufficient number of individual research units from a research population so that examination of the entire individual unit (sample) helps to understand the characteristics and characteristics of the population members as a whole. According to Bryman (2008), sampling is the process of selecting multiple objects or people for investigation so that the selected objects or people can be used to represent the entire population.

For this study the researcher used simple random sampling techniques. Sampling is a process used in statistical analysis in which a predetermined number of observations are taken from a larger population. A sampling technique is the process of selecting a particular sample from a population for a particular study (Yin, 2003).

3.5 Sampling Size

Determining the sample size is the act of choosing the number of observations or replicates to include in a statistical sample (Abraham: 2015). Sample size is an important characteristic of empirical studies that aim to draw inferences about a population from a sample (Roberta, 2012). Since the population is sufficiently large, the following simplified formula for determining sample size applies. Determine the appropriate sample size for the study; therefore, using the Yamne (1967) formula to determine the sample size, the sample size for the study is determined as follows:

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

Where: N = Population Size n = Sample Size e = Precision (Sampling Error): %

A confidence level of 95.0% implying that the margin of error entertained will be 0.05.

Using Yamne Formula, the sample size will thus be:

$$n = 672 / (1+672(0.05)^2) = 251$$

As seen the above, by using Yamane's formula of calculating sample size with an error 5% and with a confidence coefficient of 95% (Yamane, 1967). The total target Population of 672 the sample size was 251 samples. Based on the above calculation; a total of 251 numbers of respondents was taken as a sample size.

3.6 Data Source and Method of Data Collection

3.6.1 Data Source

The primary data was used to conduct this study. The data was collected using a structured questionnaire from the primary data source. Based on the research questions and objectives, this study used primary data (Smith, 2020).

3.6.2 Method of Data Collection

Primary data was collected directly from the respondents through the use of self-administered questionnaire on determinants of employee job satisfaction. The researcher used closed ended questionnaire and survey questionnaire administered to collect data. The researcher selected this tool because it is a common method of primary data collection. The primary data collection instruments design for this study was a five-item Likert scale, Strongly Disagree (1), Disagree (2), Neither Agree nor Disagree (3), Agree (4), and Strongly Agree (5). The closed ended questionnaire was designed to collect quantitative data pertaining to factors affecting job satisfaction as related to the specific Bank.

The secondary data obtained from secondary sources through reviewing published books, articles and journals.

3.7 Data Analysis and Presentation Method

In this study Inferential and Descriptive statistics used to analyze the collected data. The data analyzed using quantitative data analysis methods and descriptive statistics including frequencies, mean percentages and cross tabulation. Multiple linear regression analysis was used to draw inferences between dependent variable and independent variables. Correlation analysis more specifically Pearson correlation, analysis of variance, and a significance test of the variables was used to measure the degree of association between determinants of job satisfaction and employees' job satisfaction.

Inferential statistics employed to examine the effect of the independent variable (determinants of job satisfaction i.e. Pay, Promotion, Operating Procedures and Nature of Work.) on employees' job satisfaction using logistic regression. The collected data were analyzed by using Statistical Software Package for Social Sciences (SPSS) version 26.

3.8 Model Specification

The dependent variable is Job Satisfaction while Pay, Promotion, Operating Procedures and Nature of Work are independent variables.

$$JS = \beta_0 + \beta_1 (PAY) + \beta_2 (PRO) + \beta_3 (OP) + \beta_4 (NW) + E$$

JS= Job Satisfaction

PAY =Pay

PRO = Promotion

OP = Operating Procedures

NW = Nature of Work

E= error term

β = coefficients associated with each independent variable which measures the change in value of dependent, per unit change in their respective independent variables

3.9 Validity and Reliability

Validity and reliability of the measures need to be assessed before using the instrument of data collection (Hair 2003). Validity concerns whether an instrument can accurately measure, while reliability pertains to the consistency in measurement. Due to the nature of the questionnaire construct, as varying ways were applied for measuring the different variables considered. As stated by Mugenda, O., & Mugenda, A. (2003), the accuracy of data to be collected largely depend on the data collection instruments in terms of validity and reliability.

The validity and reliability of the questionnaires used for this study were tested in relation to the particular subject. The degree to which the items or measurements consistently measure the

underlying construct is measured by Cronbach's Alpha (α), an internal consistency test that the researcher used to assess the reliability. This is the outcome of the Cronbach's coefficient of reliability test. Each item on the questionnaire as well as the total questionnaire had its Cronbach's alpha calculated. In general, the dependent and independent variables' total Cronbach's Alpha values meet the criteria for the Cronbach alpha level. (Cronbach's alpha level >0.70 , for example). This showed that all of the above mentioned variables' Cronbach's alpha coefficients fell inside the specified range, indicating that they are acceptable.

Table 1: Reliability analysis of variables

Variables	No. of Items	Cronbach's Alpha
Pay	7	.744
Promotion	7	.707
Operating Procedures	5	.761
Nature of work	5	.716
Job Satisfaction	7	.842
Total	31	.941

Source: Survey Result, 2024

The above table illustrates the reliability coefficient of all items in the instrument which yielded Cronbach's alpha value of 0.941 which is greater than the acceptable value of 0.7. This classes our 31 item instrument as internally reliable for having the required degree of consistency.

3.10 Ethical Considerations

The objective of ethics was to ensure that no one is harmed or suffers adverse consequences from the research activities. The respondents did not include their names in the questionnaire, and they were not forced to fill out the survey against their determination or without being informed about the real purpose of the study. The introduction of the questionnaire contained information about the objectives of the study. Furthermore, efforts have been made to avoid any false or misleading statements in the survey.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

This chapter presents the research results and discussion of the collected data using survey questionnaire. Both descriptive and inferential statistics are used in the quantitative data analysis for this study. Regression analysis, correlation, and descriptive statistics are all included in the data analysis. The study variable is summarized by descriptive statistics using the mean, frequency, and standard deviation. Using Pearson correlation, correlation analysis shows the strength and direction of the relationship between the research variable. Regression analysis contains linearity, normality, multi-collinearity test and homoscedasticity test. The statistical package for the social science (SPSS) version 26 is used to facilitate the analysis.

Response Rate

Questionnaire was distributed to a total of 251 respondents from which 220 was responded. The remaining 31 respondents were not able to properly fill and returned the questionnaire on time. So the respondent's rate is 87.6%.

Table 2: Response Rate

Summary of Respondents		
Category	N	%
Response	220	87.6
Not returned	31	12.4
Total	251	100.0

Source: Own Survey data (2024)

4.1 Demographic Characteristics of Respondents

Demographic characteristics were considered important in providing relevant background of the respondents from whom data was generated. They were also important because they had a bearing on the respondents' understanding of the relationship between the study variables.

Table 3: Demographic Characteristics of Respondents

		Frequency	Percent
Gender			
Valid	Male	125	56.8
	Female	95	43.2
	Total	220	100.0
Age			
Valid	19-24	29	13.2
	25-29	77	35.0
	30-45	92	41.8
	46 and above	22	10.0
	Total	220	100.0
Educational Background			
Valid	Diploma	9	4.1
	Degree	139	63.2
	Masters And above	72	32.7
	Total	220	100.0
Position in the Bank			
Valid	Managerial	44	20.0
	None Managerial	176	80.0
	Total	220	100.0
Years of experience			
Valid	Below 2years	28	12.7
	3–5years	117	53.2
	6-10years	60	27.3
	Above10years	15	6.8

	Total	220	100.0
Monthly Salary Level (in Birr)			
Valid	Less than 14,000	28	12.7
	14,001-20,000	103	46.8
	20,001-25,000	30	13.6
	25,001-30,000	24	10.9
	30,001-35,000	24	10.9
	> 35,001	11	5.0
	Total	220	100.0

Source: Own Survey data (2024)

As shown in the above table 3, 125 (56.8%) of the respondent were males and 95 (43.2%) of the respondent were females. These findings imply that there were more male respondent compared to female respondent in the study.

As shown in the above table 3, the study sought to determine the age group of the respondents. The findings revealed that 29 (13.2%) of respondents were aged between 19 - 24 years, 77 (35.0%) of respondents were indicated that they were aged between 25-29 years, 92(41.8%) of respondents were indicated that they were aged between 30-45 years and the remaining 22(10.0%) of them were aged at the age of above 46. The findings imply that most of the respondents of the study were between 30 and 45 years and hence this could also have indicated that they had experience and knowledge on factor affecting job satisfaction.

The educational background of respondents majority of participants, 139 (63.2%) were having educational status of first degree. The second larger portions 72 (32.7%) of the participants were having educational level of second degree and above. The remaining 9 (4.1%) were having educational level of college diploma. So, majority of the respondents were first degree holder. This implies that majority of the respondents would have the ability to easily understand the factor affecting job satisfaction of the bank.

As shown in the above table 3, 176 (80%) of respondents were in Non-managerial position and the remaining 44 (20%) of employees' participated in the survey were fall under managerial position. The findings imply that the Non- managerial staffs were adequate in providing insight on the perceived factor affecting job satisfaction in Berhan Bank.

Table 3 describes about year of experience, of the respondents indicated that 28 (12.7%) of the respondents have worked in the Bank for below two years length of service experience while, 117 (53.2%) of respondents have worked for 3 to 5 years length of service, 60 (27.3%) of respondents have worked for 6 to 10 years length of service and Finally, 15 (6.8%) of the respondents have above 10 years length of service. This showed that majority of the respondents have working in the Berhan Bank S.C experience between 3 to 5 years length of service. From this we can conclude that most of the company employees' are experienced.

Lastly, as indicated in Table 3 from all of respondents 28(12.7%) were less than 14,000 birr payable group, While 103(46.8%) were 14,001-20,000 birr payable group, 30(13.6%) were 20,001-25,000 birr payable group, 24(10.9%) were 25,001-30,000 birr payable group, 24(10.9%) were 30,001-35,000 birr payable group and 11(5.0%) were above 35,001 birr payable group. This shows that the majority of the respondents were 14,001-20,000 birr payable group.

4.2 Descriptive Analysis

In this section, the collected data was entered and reported using SPSS. The mean value and standard deviation of each factor is analyzed and presented. Descriptive statistics, in the form of mean and standard deviation, were presented to illustrate the level of agreement of the respondent's.

The mean value in a dataset represents the average response. It indicates the central tendency of the responses collected from the participants. The standard deviation measures the amount of variation or dispersion of the responses. A lower standard deviation indicates that the responses are close to the mean, while a higher standard deviation suggests a wider range of responses.

According to Crewel (2012), mean value of ≥ 4.5 = Very High, 3.51 to 4.51 = High, 2.51 to 3.5 = Moderate, 1.51 to 2.5 = Low; and < 1.5 = Very Low. Thus, the detail of the analysis is presented as follows:

Table 4: Mean Standard Deviation of Pay

No.	Statement	Mean	Std. Deviation
1	The payment that I receive is not fair.	3.84	1.330
2	Salary increments are numerous and frequent.	3.71	1.470
3	I feel good about the organization when I think about what I get paid.	3.73	1.423
4	I feel dissatisfied with my chances of salary growth.	3.77	1.360
5	There are equal distributions of benefits in terms of extra salary payment.	3.73	1.387
6	Payments provided here are fair enough when compared to other banks.	3.18	1.512
7	Benefits are provided in the way we deserve.	3.09	1.455
	Grand Mean	3.58	1.419

Source: Survey Result, 2024

Table 4 showed the summary of the **Pay** with means ranging from 3.09 to 3.84.

The highest mean recorded in this questionnaire was that pay contributed to the use of BB, and the mean score was 3.84. This indicates that pay has a higher impact on employees' job satisfaction. The responses show somewhat less variability, indicating a relatively consistent effect on attitudes.

The lowest mean score was recorded for the question of whether you chose BB employees' because of pay, with a mean score of 3.09. This suggests that employees' job satisfaction moderately influences job satisfaction.

The standard deviations are ranging from 1.330 to 1.512. employees' pay salaried to the BB has a standard deviation of 1.330, which is the lowest value, suggesting that employees' job satisfaction, pay, has paid importantly in Berhan Bank's employees' having a standard deviation of 1.512, which is the highest value, indicating a greater variability in employees' job satisfaction, perceiving pay influence on Berhan Bank's employees'.

Generally, the average means value of 3.58 shows that the bank's employees' job satisfaction is generally positive for the target employees'. This indicates that the majority of employees' rate pay efforts are above average in positions of request and effectiveness, with moderate to high satisfaction. However, a standard deviation of 1.419 indicates significant variation in employees' ratings, indicating that while many employees rated, there was a significant portion of the employees' job satisfaction.

Table 5: Mean Standard Deviation of Promotion

No.	Statement	Mean	Std. Deviation
1	Promotions are accessible in my sector.	3.76	1.279
2	People who do well in their jobs are more likely to get promoted.	3.66	1.241
3	The working environment here is more easily adaptable for employees than other banks.	3.70	1.280
4	I can't complain about my chances of being promoted.	3.50	1.346
5	My good work is rewarded properly.	3.70	1.402
6	Hard workers are appreciated.	3.68	1.264
7	Every worker is rewarded according to his/her commitment.	3.85	1.252
	Grand Mean	3.69	1.295

Source: Survey Result, 2024

Table 5 showed the summary of the **Promotion** with means ranging from 3.50 to 3.85.

The highest mean recorded in this questionnaire was that promotion contributed to the use of BB, and the mean score was 3.85. This indicates that promotion has a higher impact on employees' job satisfaction. The responses show somewhat less variability, indicating a relatively consistent effect on attitudes.

The lowest mean score was recorded for the question of whether you chose BB employees' because of promotion, with a mean score of 3.50. This suggests that employees' job satisfaction moderately influences job satisfaction.

The standard deviations are ranging from 1.241 to 1.402. employees' promotion to the BB has a standard deviation of 1.241, which is the lowest value, suggesting that employees' job satisfaction, promotion, has importantly in Berhan Bank's employees' having a standard deviation of 1.402, which is the highest value, indicating a greater variability in employees' job satisfaction, perceiving promotion influence on Berhan Bank's employees'.

Generally, the average means value of 3.69 shows that the bank's employees' job satisfaction is generally positive for the target employees'. This indicates that the majority of employees' rate promotion efforts above average in positions of request and effectiveness, with moderate to high satisfaction. However, a standard deviation of 1.295 indicates significant variation in employees' ratings, indicating that while many employees rated, there was a significant portion of the employees' job satisfaction.

Table 6: Mean Standard Deviation of Operating Procedures

No.	Statement	Mean	Std. Deviation
1	Our operating policies are applicable.	3.58	1.423
2	Qualifications needed are appropriate for the various levels of employees.	3.50	1.454
3	There are no obstacles that block my efforts to do a good job.	3.24	1.481
4	The task given to me is an overload for my position.	3.18	1.368
5	Most of our systems need to be digitalized.	3.34	1.416
	Grand Mean	3.37	1.428

Source: Survey Result, 2024

Table 6 showed a summary of **Operating Procedures** with means ranging from 3.18 to 3.58.

The question with the highest mean recorded in this questionnaire is whether BB operating procedures are in line with your needs and preferences, with an average score of 3.58. The results indicate that the respondents' operating procedures are based on their needs and preferences, the lowest average score recorded is that they believe that the information presented in the job satisfaction of BB is reliable, and the average score obtained is 3.18; Although the average of the questions is low, it is reliable and can be improved.

The standard deviations are from 1.368 to 1.481. BB question about whether operating procedures are employees' job satisfaction according to needs and preferences has a variance of 1.368, which is the lowest, indicating the least variability, indicating that respondents perceive customization of operating procedures as good and more consistent. It has a standard deviation of 1.481, which is the highest value that shows the employees' job satisfaction of the responses, which shows a wide range of job satisfaction on the impact of BB employees.

Generally, the dynamic analysis of operating procedures of Berhan Bank shows an average mean score of 3.37. This score indicates that overall, employees have a low observation of the banks. The average standard deviation of 1.435 suggests a relatively wide spread in employee feedback, indicating varying levels of satisfaction among employees.

Table 7: Mean Standard Deviation of Nature of work

No.	Statement	Mean	Std. Deviation
1	There are well-defined procedures for my work.	3.73	1.333
2	My work here meets my ability.	3.56	1.379
3	My job matches my personality very well.	3.05	1.507
4	My job is effortless.	3.15	1.503
5	My job is a practice version of my theoretical knowledge.	3.09	1.455
	Grand Mean	3.32	1.435

Source: Survey Result, 2024

Table 7 showed the summary of the **Nature of work** with means ranging from 3.05 to 3.73.

The question with the highest mean recorded in this questionnaire is whether BB nature of work are in line with your needs and preferences, with an average score of 3.73. The results indicate that the respondents' nature of work are based on their needs and preferences, the lowest average score recorded is that they believe that the information presented in the job satisfaction of BB is reliable, and the average score obtained is 3.05; Although the average of the questions is low, it is reliable and can be improved.

The standard deviations are from 1.333 to 1.507. BB question about whether nature of work are employees' job satisfaction according to needs and preferences has a variance of 1.333, which is the lowest, indicating the least variability, indicating that respondents perceive customization of nature of work as good and more consistent. It has a standard deviation of 1.507, which is the highest value that shows the employees' job satisfaction of the responses, which shows a wide range of job satisfaction on the impact of BB employees.

Generally, the dynamic analysis of nature of work of Berhan Bank shows an average mean score of 3.32. This score indicates that overall, employees have a low observation of the banks. The average standard deviation of 1.435 suggests a relatively wide spread in employee feedback, indicating varying levels of satisfaction among employees.

Table 8: Mean Standard Deviation of Job Satisfaction

No.	Statement	Mean	Std. Deviation
1	I'm fairly satisfied with working here.	3.31	1.309
2	I don't want to keep working here.	3.36	1.315
3	Most of the workers here are satisfied.	3.35	1.408
4	I believe that there is much more to be done.	3.21	1.376
5	I am working here just for survival purposes.	3.13	1.402
6	I wish I could change my job.	3.31	1.390
7	I am proud to be part of this company's crew.	3.33	1.366
	Grand Mean	3.29	1.367

Source: Survey Result, 2024

Table 8 showed the summary of the **Job Satisfaction** with means ranging from 3.13 to 3.36.

The question with the highest mean recorded in this questionnaire is whether BB job satisfaction are in line with your needs and preferences, with an average score of 3.36. The results indicate that the respondents' job satisfaction are based on their needs and preferences, the lowest average score recorded is that they believe that the information presented in the job satisfaction of BB is reliable, and the average score obtained is 3.13; Although the average of the questions is low, it is reliable and can be improved.

The standard deviations are from 1.309 to 1.408. BB question about whether job satisfaction are employees' job satisfaction according to needs and preferences has a variance of 1.309, which is the lowest, indicating the least variability, indicating that respondents perceive customization of job satisfaction as good and more consistent. It has a standard deviation of 1.408., which is the highest value that shows the employees' job satisfaction of the responses, which shows a wide range of job satisfaction on the impact of BB employees.

Generally, the dynamic analysis of job satisfaction of Berhan Bank shows an average mean score of 3.29. This score indicates that overall, employees have a positive attitude toward the bank. The average standard deviation of 1.367 suggests a relatively wide spread in employee feedback, indicating varying levels of satisfaction among employees or in job satisfaction.

4.3 Inferential Statistics

This Section contains four analytic areas. These areas are consisted, correlation among study variables, linear regression assumption test (Linearity test, normality, multicollinearity, autocorrelation, and homoscedasticity) of the data for their suitability to the intended regression analysis model and finally the multiple linear regression analysis.

4.3.1 Correlation Analysis

A measure of relationship between two variables is correlation. Positive values of "r" indicate positive correlation between the two variables (i.e., changes in both variables occur in the same direction), whilst negative values indicate negative correlation (i.e., changes in both variables occur in opposing directions), according to Kothari (2004). An "r" value of zero implies that the two variables have no relationship. When $r = (+)$ one, perfect positive correlation is indicated, and when $r = (-)$ one, perfect negative correlation is indicated.

Pearson correlation co-efficient established the relationships that exist between the independent and dependent variables. It is a simple bi-variant relationship analysis between the dependent and independent variables. The Pearson correlation coefficient values can vary from -1.00 to +1.00. A correlation value of +1.00 indicates a perfect positive correlation, while a value of -1.00 represents a perfect negative correlation, and a value of 0.00 indicates no linear relationship between the X and Y variables or between two variables (Tabachnick&Fidell, 2007; Pallant, 2007). The Pearson 's correlation coefficient (r) was used to conduct the correlation analysis to find the level and direction of the relationships between Job Satisfaction as dependent variable and Pay, Promotion, Operating Procedures and Nature of work as independent variable

Table 9: Correlation Analysis

		Pay	Promotion	Operating Procedures	Nature of work	Job Satisfaction
Pay	Pearson Correlation	1	.734**	.767**	.825**	.794**
	Sig. (2-tailed)		.000	.000	.000	.000
	N		220	220	220	220
Promotion	Pearson Correlation		1	.760**	.714**	.737**
	Sig. (2-tailed)			.000	.000	.000
	N			220	220	220
Operating Procedures	Pearson Correlation			1	.716**	.781**
	Sig. (2-tailed)				.000	.000
	N				220	220
Nature of work	Pearson Correlation				1	.825**
	Sig. (2-tailed)					.000
	N					220
Job Satisfaction	Pearson Correlation					1
	Sig. (2-tailed)					
	N					

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

Source: Survey Result, 2024

Pearson's correlation is the most widely used method of measuring the degree of relationship between variables. The interdependency was measured according to the scale recommended by Hair et al (2002).

Table 10: Relation measurement scale between variables

Pearson Correlation	Degree of Relation
0.00-0.20	No Relation
0.20-0.40	Weak Relation
0.40-0.60	Moderate Relation
0.60-0.80	Strong Relation
0.80-01.00	Very Strong Relation

Source: Hair et al (2002)

The above table showed the correlation between independent variables and the dependent variable reveals significant relationships. Pay shows a strong positive correlation with the dependent variable ($r = .794^{**}$), indicating a high degree of association. Similarly, Promotion is strongly correlated with the dependent variable ($r = .737^{**}$), suggesting that the content of the promotion plays a crucial role in influencing outcomes. Operating Procedures shows a strong positive correlation ($r = .781^{**}$), highlighting its importance in the overall impact on the dependent variable. Lastly, Nature of work exhibits a very strong positive correlation ($r = .825^{**}$), underscoring the importance of selecting the appropriate job satisfaction.

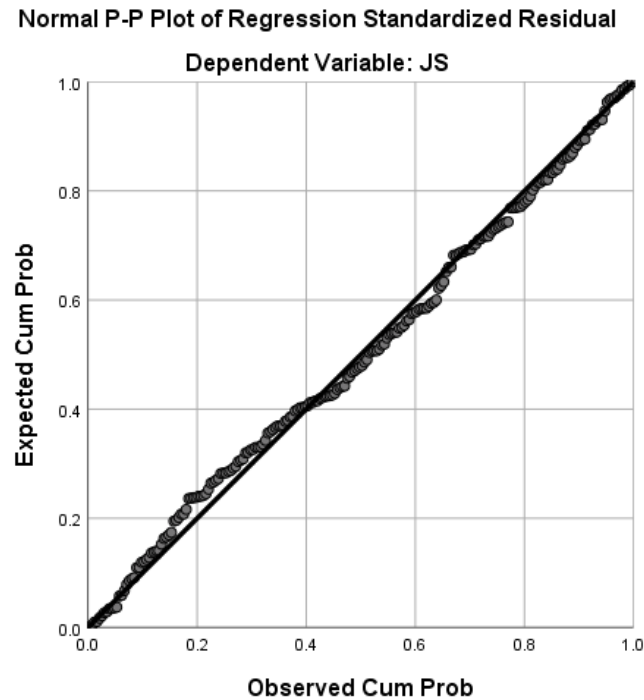
4.3.2 Assumption Test for Multiple Regression Model

Linear regression is an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions tested in this study are, Linearity test, Normality, Multicollinearity, Homoscedasticity and Autocorrelation.

4.3.2.1 Linearity Test

Linearity defines the dependent variable as a linear function of the predictor (independent) variable (Balance, 2004). If the data are normally distributed, then the data points should be close to the diagonal line. Linearity assumption was tested by producing scatterplots of the relationship between the independent variable and the dependent variable.

Figure 2: Linearity assumption test



Not: JS is abbreviation of (Job Satisfaction)

Source: Survey Result, 2024

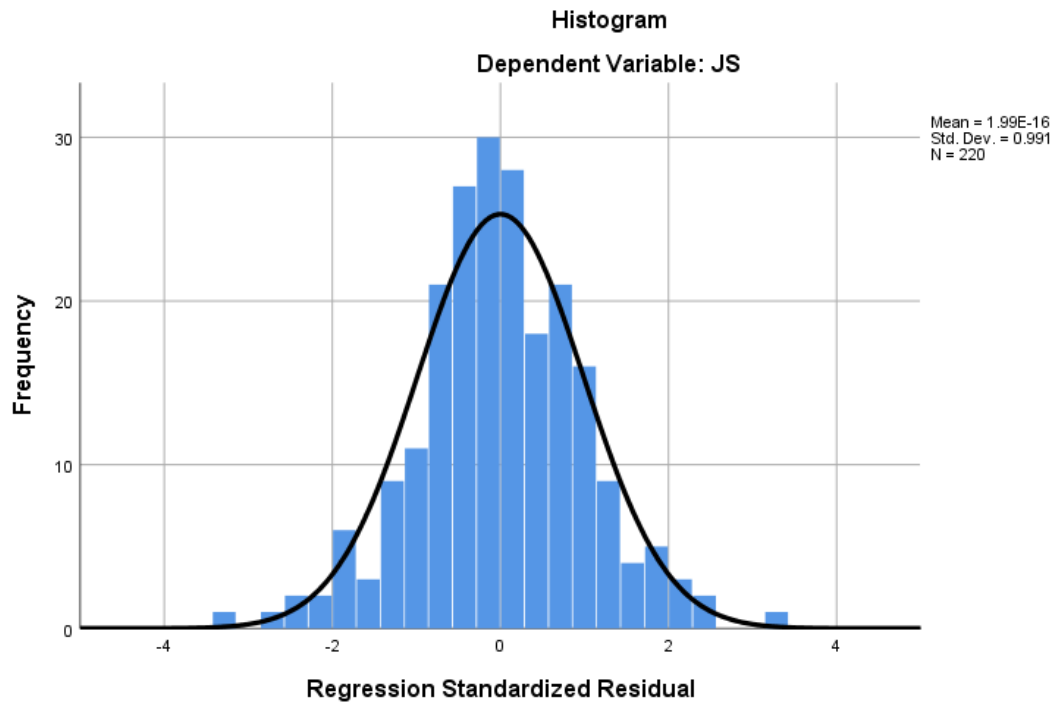
By visually looking at the scatterplot produced by SPSS in fig 2, the result of a linear relationship between the independent variables and the dependent variable evidenced by the uniform distribution of data points along the main line. This indicates that changes in the independent variables are consistently associated with predictable changes in the dependent variable, affirming the model's validity.

4.3.2.2 Normality Test

The purpose of this test was to determine whether the distribution of the error term was normal. A normal distribution matched the distribution frequency of the standardized residuals. As seen in (fig. 4.2), many of the residuals are fairly close to the curve, even though a small number of them point relatively far from it.

Also, the bell-shaped histograms and the small circles that follow the normality line support the conclusion that the residuals for the model have a normal distribution. As a result, we can assume that the "normally distributed error term" assumption is confirmed.

Figure 3: Histogram of Regression Standardized Residual



Source: Survey Result, 2024

4.3.2.3 Multicollinearity

Once the normality of the distribution is verified, multicollinearity was checked. Multicollinearity is a situation when a high correlation is detected between two or more predictor variables. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables. If this value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern (Pallant J., 2011).

The variables (Pay, Promotion, Operating Procedures and Nature of work) have shown significant relationship with each other which was not too high. As it can observe in Table 11, the tolerance value for each independent variable was not less than 0.10; therefore, this also suggests that the assumption of multicollinearity was not violated. In the present study the VIF value was less than 10 for all independent variables. This also indict that the assumption of multicollinearity was not violated.

Table 11: MultiCollinearity Test

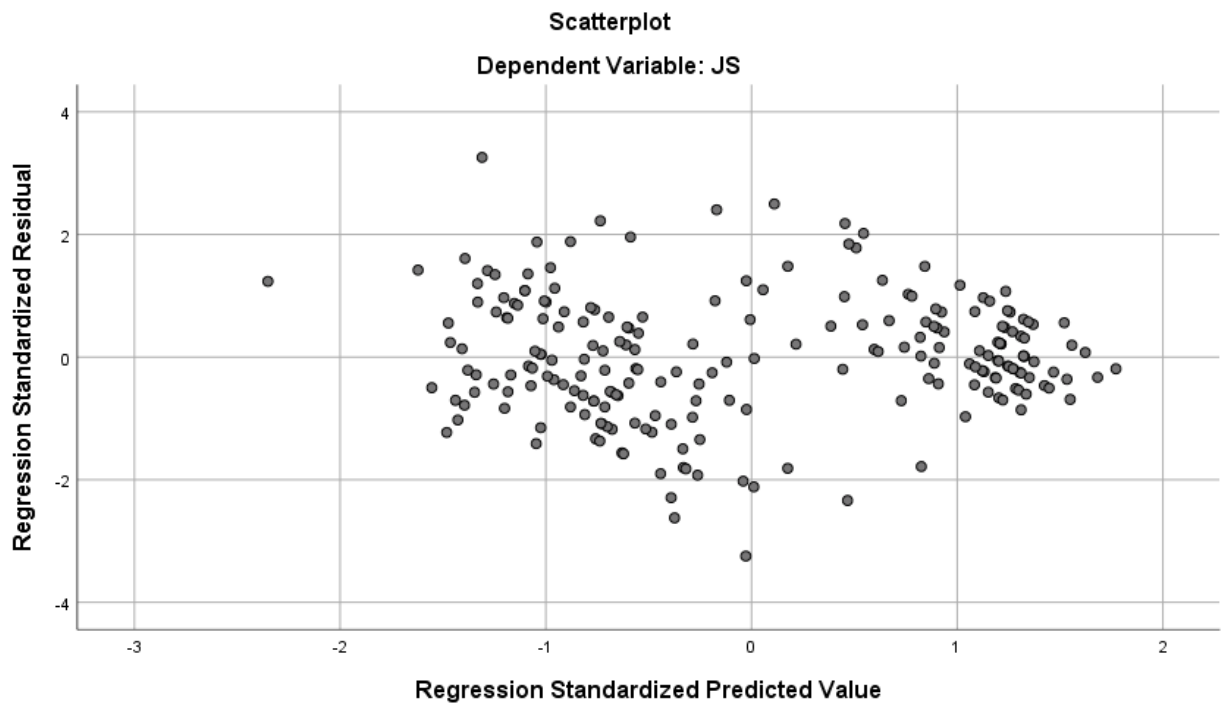
Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
Pay	.247	4.049
Promotion	.351	2.848
Operating Procedures	.323	3.101
Nature of work	.289	3.458

Source: Survey Result, 2024

4.3.2.4 Homoscedasticity (Equal Variance)

"Homogeneity of variance" assumption or homoscedasticity states that the variances of the same variable, selected from independent samples, will be equal. In regression analysis, this assumption states that the variances of the Y s, for each X , will be equal. The standard suggestion for examining the assumption of homoscedasticity in regression analysis is to plot the predicted Y values against the residual values. If points are concentrated around 0 in the scatterplot, it indicates that the assumption of homoscedasticity is satisfied (Pallat, 2007). The scatterplot shows that the points are concentrated around 0 which shows that no violation of homoscedasticity (see figure 3).

Figure 4: Homoscedasticity Graph



4.3.2.5 Autocorrelation Test

Autocorrelation is a mathematical representation of the degree of similarity between a given time series and a lagged version of itself over successive time intervals. It is the same as calculating the correlation between two different time series, except autocorrelation uses the same time series twice: once in its original form and once lagged one or more time periods (Kothari, 2004). Autocorrelation or independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently (Stevens, 2009). Durbin-Watson statistic can be used to test the assumption that our residuals are independent (or uncorrelated). This statistic can vary from 0 to 4. For this assumption to be met, the DW value needs to be close to 2. Values below 1 and above 3 are problematic and causes for concern.

Table 12: Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.876 ^a	.767	.763	3.33703	1.562
a. Predictors: (Constant), NW, OP, Pro, Pay					
b. Dependent Variable: JS					

Source: Survey Result, 2024

4.3.3 Regression Analysis Results

Regression analysis is a set of statistical processes for estimating the relationships between a dependent variable (often called the 'outcome variable') and one or more independent variables often called 'predictors', 'covariates', or 'features'. The most common form of regression analysis is linear regression, in which a researcher finds the line (or a more complex linear combination) that most closely fits the data according to a specific mathematical criterion. In this section the researcher used multiple regression analysis to absorb the relationship between the dependent variable and independent variables.

Table 13: shows that there is a high degree of correlation, as indicated by the R value of 0.876, which stands for the simple correlation. $R^2 = 0.767$, which means that the independent variables, explains 76.7% of the variability of the dependent variable (Job Satisfaction).

Table 13: Model Summary of the Regression Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.767	.763	3.33703
a. Predictors: (Constant), NW, OP, Pro, Pay				
b. Dependent Variable: JS				

Source: Survey Result, 2024

4.3.4 ANOVA Model Fit

ANOVA analysis is normally used to compare the mean scores of more than two variables. It is also called analysis of variance because it compares the variance between variables and tests whether the overall regression model is a good fit for the data (Pallant, 2005).

Table 14: Results of the Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7899.808	4	1974.952	177.352	.000 ^b
	Residual	2394.192	215	11.136		
	Total	10294.000	219			
a. Dependent Variable: JS b. Predictors: (Constant), NW, OP, Pro, Pay						

Source: Researcher Survey, 2024

ANOVA tells us whether the model, overall, is acceptable from a statistical perspective i.e. whether the independent variables are in a significantly good degree of prediction of the outcome variable (SPSS, version 26). As can be seen from the table above, the variables of independent variables significantly predict the dependent variable with $F=177.352$, $p<0.05$, the model is significant. This indicates that the variation explained by the model is not due to chance.

4.3.5 Analysis of the Regression Model Coefficients

Table 15: Analysis of the Regression Model Coefficients

Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.851	1.133		-.751	.454
	Pay	.163	.073	.148	2.237	.026
	Pro	.146	.070	.116	2.089	.038
	OP	.373	.078	.278	4.802	.000
	NW	.587	.085	.421	6.881	.000

a. Dependent Variable: JS

Source: Researcher Survey, 2024

The regression coefficients in Table 15 above were considered significant at the 95% level, yielding an alpha value of 5%. As a consequence, the unstandardized beta coefficients for Pay, Promotion, Operating Procedures and Nature of work were and 0.163, 0.146, 0.373 and 0.587 accordingly from the regression result.

According to Table 15 above, the predicted model looked like this: -

$$Y (JS) = -8.51 + 0.163Pay + 0.146Pro + 0.373OP + 0.587NW + e$$

The unstandardized beta coefficients of the regression model in Table 15 above indicated that Nature of work have the largest positive and significant effect on Job Satisfaction ($\beta_4 = 0.587$, $t = 6.881$, $p < 0.05$). This means that when Nature of work amplified by one point, employees' job satisfaction will increase by 0.587. Secondly, followed by the unstandardized beta coefficients of Operating Procedures with ($\beta_3 = 0.373$, $t = 4.802$, $p < 0.05$), It means that 1% improvements on operational procedure will be accompanied by 37.3% on employees job satisfaction. In the third place was Pay with ($\beta_1 = 0.163$, $t = 2.237$, $p < 0.05$) was the third highest positive and significant value to have an effect on Job Satisfaction. It means that one unit rise in Pay was followed by 0.163 unit growths in employees job satisfaction.

Finally, Promotion had scored the highest positive and significant value to have an effect on Job Satisfaction with ($\beta_2 = 0.146$, $t = 2.089$, $p < 0.05$). This indicated that one unit rise in Promotion is followed by a 0.146 unit increase in employees job satisfaction.

4.3.6 Hypothesis Test Results & Discussion

The Pearson correlation model and multiple linear regression models tested the four hypotheses of this research paper concerning the determinants of employees' job satisfaction; the case of Berhan Bank S.C., according to the regression tables above, the p-value was used to determine if the hypothesis is true or false and was based on the beta and correlation coefficient with a 95% confidence level.

H1: Pay has statistically significant effect on employees' job satisfaction in Berhan Bank.

The unstandardized beta coefficient ($\beta_1 = 0.163$) indicates that for every one-unit increase in Pay, there is a corresponding 0.163 unit increase in Job Satisfaction. With a t-value of 2.237 and a p-value of less than 0.05 ($p < 0.05$), the hypothesis is accepted, demonstrating that effective Pay can lead to an increase in Job Satisfaction.

These findings are consistent with Meyer et al (2010), it suggests that fair pay systems lead to increased commitment, effort, and ultimately, higher job satisfaction.

H2: Promotion has statistically significant effect on employees' job satisfaction in Berhan Bank.

The unstandardized beta coefficient ($\beta_2 = 0.146$) indicates that for every one-unit increase in Promotion, there is a corresponding 0.146 unit increase in Job Satisfaction. With a t-value of 2.089 and a p-value less than 0.05 ($p < 0.05$), the hypothesis is accepted, demonstrating that effective Promotion can lead to an increase in Job Satisfaction.

These findings are consistent with Arnolds and Boshoff (2011), Satisfaction in the workplace, by providing promotional opportunities, has been shown to impact positively on employee's job performance. Getting high status in the workplace by doing effective work generally increases the status, position, and remuneration of an employee in the organization Promotion and interesting work are the most important factors that motivate employees.

H3: Operating procedures have statistically significant effect on employees' job satisfaction in Berhan Bank.

The unstandardized beta coefficient ($\beta_3 = 0.373$) indicates that for every one unit increase in Operating procedures, there is a corresponding 0.373 unit increase in Job Satisfaction. With a t-value of 4.802 and p-value less than 0.05 ($p < 0.05$), the hypothesis is accepted, demonstrating that effective operating procedures can lead to an increase in Job Satisfaction.

These findings are consistent with Van De Voorde & Bouckaert (2017), The best operating procedures are not static documents but living guides that evolve alongside the organization and its practices. By actively encouraging feedback from employees and regularly reviewing and updating procedures, organizations create a sense of collaboration and ownership. This fosters a positive work environment where employees feel valued and their contributions are acknowledged, leading to higher satisfaction.

H4: Nature of the work has statistically significant effect on employees' job satisfaction in Berhan Bank.

The unstandardized beta coefficient ($\beta_4 = 0.587$) indicates that for every one unit increase in Nature of the work, there is a corresponding 0.587 unit increase in consumer brand choice. With a t-value of 6.881 and a p-value less than 0.05 ($p < 0.05$), the hypothesis is accepted, demonstrating that effective nature of the work can lead to an increase in Job Satisfaction.

These findings are consistent with Saks & Gruman (2000), found that a strong fit between an employee's personal values and the organization's values led to increased job satisfaction and commitment.

Table 16: Summary of Hypothesis Testing

Hypothesis	P-value	Expected Effect	Result	Decision Accepted/Rejected
H1: Pay has an influence on job satisfaction in Berhan Bank.	.026	Positive	Positive	Accepted
H2: Promotion has statistically significant effect on employees' job satisfaction in Berhan Bank.	.038	Positive	Positive	Accepted
H3: Operating procedures positively affect employees' job satisfaction in Berhan Bank.	.000	Positive	Positive	Accepted
H4: Nature of the work has positive effects on employees' job satisfaction in Berhan bank.	.000	Positive	Positive	Accepted

Source: Researcher Survey, 2024

4.4 Discussion

This study focused on the Berhan Bank S.C and examined the determinants of employee's job satisfactions. To achieve the purpose of the study, 220 employees of the bank in west Addis district were selected through a random sampling method. The developed questionnaires were used to determinants of employee's job satisfaction. The findings are compared with the existing literature and explained as follows:-

Socio-demographic analysis: Socio-demographic analysis shows gender imbalance in the study sample, 56.8% were male and 43.2% were female respondents. The age distribution indicated that most of the participants (13.2%) were 19-24 years old, followed by 25-29 (35%), 30-45 (41.8%) and (10%) 46 and above years and older, which were young to middle-aged. It highlights the superiority of individuals. Regarding educational background, most participants (63.2%) had a bachelor's degree, with a smaller percentage having a master's degree and above (32.7%) or a diploma (4.1%). This high level of qualification may influence their understanding and response to employees. Regarding position in the bank, high proportions (80%) were non managerial, suggesting a possible relationship between banking preferences. Monthly salary level also values, with most respondents (46.8%) earning 14,001-20,000 Birr per month, indicating that the majority of users were relatively well-off.

Correlation and Regression Analyses: The correlation and regression analyses indicate that Pay, Promotion, Operating Procedures and Nature of work. The model assumptions were adequately met, ensuring the validity of the regression analysis. The high R-squared value and significant ANOVA results underscore the robustness of the model, providing a reliable basis for predicting job satisfaction based on the studied variables. These findings highlight the critical role of these factors in influencing employees' behavior and can inform strategic decisions in job satisfaction efforts.

This research aligns with previous findings. For instance, studies of Berhan Bank's job satisfaction, has a positive effect on employees' job satisfaction. Employees' attitudes towards Berhan Bank job satisfaction were generally positive, but indicate the need for improvement on pay and promotion consistency.

Overall, the results are consistent with existing research literature, which emphasizes the importance of pay, promotion, operating procedures, and the nature of work in shaping job satisfaction in the banking sector. By focusing on these issues, Berhan Bank can significantly enhance among employees'.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In this chapter of the study, summary of findings, conclusion drawn, recommendations and limitation of the study are stated. The purpose of the study was to examine the determinants of employee's job satisfaction.

5.1 Summary of Findings

This study aims to fill the gap in research regarding the determinants of employee's job satisfaction, with a specific focus on Berhan Bank. It investigates how Berhan Bank's determinants of employee's job satisfaction' improving pay, promotion, operating procedures and nature of work. By examining these factors, the study analyzes the effect of Berhan Bank's determinants of employee's job satisfaction. A total of 251 questionnaires were distributed, and 220 were collected from Berhan Bank employees. The research conducted a socio-demographic analysis of the study participants, revealing a diverse sample characterized by gender, age, education back ground, position in the bank, year of experience and monthly salary level. The majority of participants were male (56.8%), with a significant portion aged between 30-45 years (41.8%), educationally most had a bachelor's degree (63.2%), position in the bank most had a none managerial (80%) and Years of experience between 3-5 years (53.2%) while monthly salary level between 14,001-20,000 birr (46.8%). Overall, this analysis shows the different backgrounds and economic conditions of the study participants, providing important insights for future research.

- The mean of pay 3.58 and standard deviation 1.419. Has generated moderate to high satisfaction, yet significant variability exists among consumer opinions, emphasizing the necessity for tailored strategies to address diverse perspectives and improve overall effectiveness.
- The mean of promotion 3.69 and a standard deviation of 1.295, with different attitudes among employees' respondents. Recommendations Improve promotion, improve overall satisfaction, and reduce perception differences using integrated and employees' communication methods.

- The mean of operating procedures is 3.37 with standard deviation of 1.428, indicating low satisfaction for the sample segment. Feedback ranges from highly positive to neutral or negative experiences, indicating varying employees' perceptions. The study emphasizes the importance of targeted efforts to address this disparity, highlighting the significance of micro-strategies designed to meet different employees' needs and ultimately improve overall satisfaction.
- The mean of nature of work 3.32 and a standard deviation of 1.435. Strategies show moderate effectiveness; significant differences are observed in the responses. Therefore, in order to achieve sustained positive effects and better resonate with employees' preferences, the bank needs to re-evaluate and improve its job satisfaction.
- The mean of job satisfaction 3.29 and standard deviation of 1.367 reflects a positive brand preference and satisfaction among Berhan Bank employees'. A moderate indicates moderate variability in job satisfaction. Overall, while Berhan Bank has successfully cultivated a positive job satisfaction, there are still diverse attitudes among individual employees'.
- The study found strong correlations between various factors and the dependent variable, particularly with pay, operating procedures and nature of work. There is also a strong correlation with promotion, highlighting the importance of tailored strategies in job satisfaction campaigns.
- The result of liner regression is findings underscore the reliability of the regression analysis and affirm the suitability of the model for predicting outcomes within the studied context.
- The result of regression analysis demonstrates a significant correlation ($R = 0.876$) between independent variables and job satisfaction, emphasizing their close relationship. The high R^2 value of 0.767 indicates that 76.7% of the variability in job satisfaction can be explained by the identified predictors, showcasing their substantial effect on employees' decision-making.
- The study found that pay, promotion, operating procedures and Nature of work all significantly and positively influence job satisfaction at Berhan Bank S.C. Specifically, each factor demonstrated substantial beta coefficients and statistically significant p-values, affirming their roles in shaping employees' perception.

These findings align with previous research, emphasizing the critical effect of employees' job satisfaction and perception management on job satisfaction and organizational performance.

5.2 Conclusions

The research aimed to explore the determinants of employee's job satisfaction, focusing on Berhan Bank S.C. in west Addis district. The study utilized a quantitative approach, gathering data from 220 respondents out of 251 distributed questionnaires, to derive meaningful insights into the socio-demographic characteristics of the bank's employee's and their perceptions of job satisfaction.

The study at Berhan Bank S.C. concludes that pay, promotion, operating procedures and nature of work significantly and positively influence job satisfaction. Each factor's substantial beta coefficients and significant p-values underscore their importance in shaping employees' preferences. These results align with previous research, highlighting the critical effect of employees' job satisfaction and perception management on job satisfaction and organizational performance.

The objective of this study was to assess the determinants of job satisfaction (Pay, Promotion, Operating Procedures and Nature of work) of employee in Berhan Bank S.C. based on the above findings, all the four factors had a positive statistically significant correlation with employees' job satisfaction. But the magnitude of the relationship varies from one factor to the other factor.

Therefore, according to the findings of this study, it can be concluded that the four factors (independent variables) mentioned above have significant contribution in improving the level of employee's job satisfaction.

Overall Insights: The results of this study provide valuable insights of Berhan Bank S.C. and how different aspects of employees' job satisfaction. By focusing on improving pay, promotion, operating procedures and nature of work, the bank can significantly boost its job satisfaction, among employees'. These findings align with existing literature, reinforcing the importance of these factors in job satisfaction. The positive and significant effects of Pay, Promotion, Operating Procedures and Nature of work suggest that a comprehensive and well-evaluated job satisfaction can lead to better employees' job satisfaction.

In conclusion, the research underscores the importance of determinants of employee's job satisfaction, particularly in the banking sector. Conveying persuasive pay, promotion, operating procedures and nature of work can increase the effectiveness of employees' job satisfaction. These findings can inform job satisfaction strategies aimed at attracting and retaining employees' for Berhan Bank and similar institutions.

The study concluded that in order to gain a competitive advantage and adapt to the changing environment, it is important for the organizations to achieve management efficiency by increasing employee satisfaction. Job satisfaction is not merely a personal perquisite; it's the catalyst for individual and organizational growth, ultimately benefiting society as a whole. By prioritizing employee well-being and fostering a fulfilling work environment, we unlock the true potential of our workforce, paving the way for a more productive, innovative, and socially responsible future. Nowadays the relationship with Pay is the most critical factor in keeping an employee satisfied in today's business world.

5.3 Recommendation

The study examined the determinants of employee's job satisfaction using data from 220 Berhan Bank employees in west Addis district. The socio-demographic analysis revealed a diverse sample, highlighting the need for tailored job satisfaction.

Based on the research findings and conclusions made, the researcher came up with some important recommendations that would help Berhan Bank S.C. Here are some recommendations regarding the determinants of an employee's job satisfaction.

Based on the findings and conclusions of the study, the researcher forwards the following recommendations.

The researcher suggests that top management of the bank should revise and improve the current compensation and benefit package of the bank. The focus of revision should also include the benefit packages, not only the base pay. Furthermore, differential and negotiable pay for professions based on market demand. The benefit package should also include insurance coverage, particularly health insurance, for the staff and their families to keep their employees for long periods of time.

The bank's management should also initiate mechanisms to improve communication among workers in different units by developing a better communication system. Fair promotion should be regularly considered to reward good performance to increase employees' motivation and their job satisfaction. However, alternative forms of reinforcement should also be introduced and used frequently, including verbal reinforcement, letters of recognition for tasks performed well, and creating an environment where good service generates self-motivation for the workers.

The bank management should conduct regular surveys on its employees to understand the current determinants of employees overall job satisfaction and needs of the employee. Because employees will be only satisfied if and only if they can get what they need to get, and also training should be provided to all employees to improve the ability of operating procedures to perform their service, and managers' capacity should be built on coaching and monitoring the talent of their subordinate to address the overall job satisfaction of employees.

5.4 Suggestions for Future Study

Future studies exploring the determinants of employee's job satisfaction, specifically focusing on Berhan Bank S.C., could build upon the findings of this study. Researchers and students interested in this area are encouraged to conduct further investigations to deepen our understanding and enrich the existing findings.

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APPENDICES

Appendix A: Questionnaire

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

Name of student: Habtammnesh Abebaw Temesgen

Telephone: +251926770500

Email address:habtamabebaw62@gmail.com

Dear Respondents:

This questionnaire is designed to collect data about the Employee Job Satisfaction in Berhan Bank s.c. The information collected will be used to prepare a thesis paper for the partial fulfillment of MBA degree at ST. Marry under the school of business. I would like to assure you that your name will not be needed. So, your genuine and timely response is vital in conducting this research. The information you provided will be used as main input for this study and will be kept confidential. Thank you in advance for your kind cooperation by devoting your valuable time in filling the questionnaire.

Part I: Demographic Information

Please put a tick (✓) mark in the box for your answer and for the number of your choice for the alternatives given.

1. Gender:

Male ☐

Female ☐

2. Age:

Years 19-24 ☐

Years 30-45 ☐

Years 25-29 ☐

Years 46 and above ☐

3. Educational Background:

Diploma ☐

Degree ☐

Masters And above ☐

4. Position in the Bank:

Managerial ☐

None Managerial ☐

5. Years of experience:

Below 2years ☐

6-10years ☐

3-5years ☐

Above10years ☐

6. Monthly Salary Level (in Birr):

Less than 14,000 ☐

25,001-30,000 ☐

14,001-20,000 ☐

30,001-35,000 ☐

20,001-25,000 ☐

> 35,001 ☐

Part II: Question related to Determinants of job satisfaction

The following question mainly focuses on Determinants of employee job satisfaction to indicate your perception using the following Five point Liker scale.

Please indicate how much you agree or disagree with each of the following statements by putting a tick mark (✓) that best-represents your opinion. 1 indicates strongly disagree (SDA), 2 indicates disagree (DA), 3 indicates neutral (N), 4 indicates agree (A) and 5 indicates strongly agree (SA).

A. Pay

No.	Questions	Ranking				
	Statement	1	2	3	4	5
1	The payment that I receive is not fair.					
2	Salary increments are numerous and frequent.					
3	I feel good about the organization when I think about what I get paid.					
4	I feel dissatisfied with my chances of salary growth.					
5	There are equal distributions of benefits in terms of extra salary payment.					
6	Bonus payments provided here are fair enough when compared to other banks.					
7	Benefits are provided in the way we deserve.					

B. Promotion

No.	Statement	1	2	3	4	5
1	Promotions are accessible in my sector.					
2	People who do well in their jobs are more likely to get promoted.					
3	The working environment here is more easily adaptable for employees than other banks.					
4	I can't complain about my chances of being promoted.					
5	My good work is rewarded properly.					
6	Hard workers are appreciated.					
7	Every worker is rewarded according to his/her commitment.					

C. Operating procedures

No	Statement	1	2	3	4	5
1	Our operating policies are applicable.					
2	Qualifications needed are appropriate for the various levels of employees.					
3	There are no obstacles that block my efforts to do a good job.					
4	The task given to me is an overload for my position.					
5	Most of our systems need to be digitalized.					

D. Nature of work

No	Statement	1	2	3	4	5
1	There are well-defined procedures for my work.					
2	My work here meets my ability.					
3	My job matches my personality very well.					
4	My job is effortless.					
5	My job is a practice version of my theoretical knowledge.					

Part III. Job Satisfaction

Below are statements that are designed to collect data on job satisfaction. Please indicate the level of your agreement or disagreement on the statements by putting tick (✓) mark on the space below the options provided.

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

No	Statement	1	2	3	4	5
1	I'm fairly satisfied with working here.					
2	I don't want to keep working here.					
3	Most of the workers here are satisfied.					
4	I believe that there is much more to be done.					
5	I am working here just for survival purposes.					
6	I wish I could change my job.					
7	I am proud to be part of this company's crew.					

Thank you very much for your cooperation!