

Employee Satisfaction of Commercial Banks: The Case of North Cyprus

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ABSTRACT

The aim of current study is to examine employee's satisfaction regarding their positions at different structured banks, including private, public, foreign, and domestic banks in Northern Cyprus and how different factors affect the level of employee's satisfaction. This survey characterizes the factors which create the job satisfaction. The factors are related with managers, rewarding, reorganization, salary, promotion, job security and relation in working environment. Frequency of the results which created by SPSS shows that there is a positive relationship between the level of job satisfaction and reward, salary, security of job, promotional opportunities and good relationship between the co-workers. The results of the research also indicate that most of the bank's employees in banking sector are satisfied with their job. Five point likert scale questionnaires framed and distributed among bank's employees of North Cyprus personally, however only 154 out of 190 questionnaires which received back.

Keywords: Employee satisfaction, Job satisfaction, Job security, salary, Promotional opportunities.

ÖZ

Bu çalışmanın amacı, Kuzey Kıbrıs'ta ki kamu, yerel ve yabancı bankalarda farklı pozisyonlarda çalışan banka memurlarının memnuniyetini ve farklı faktörlerin personel memnuniyet seviyesini nasıl etkilediğini incelemektir. Bu anket çalışmasında, iş memnuniyetini oluşturan faktörler tanımlanmaya çalışılmıştır. Bu faktörler, yöneticiler, ödüller, reorganizasyon, maaş, terfi, iş güvenliği ve iş ortamındaki ilişkiler ile ilgilidir. SPSS programıyla yaratılmış olan sonuç sıklık dağılımları, iş memnuniyet seviyesi ile ödül, maaş, iş güvenliği, terfi ve iş ortamındaki iyi ilişkiler arasında pozitif ilişki olduğunu ortaya çıkarmıştır. Bu çalışmanın sonuçları ayrıca, bankacılık sektöründe çalışanların çoğunun işlerinden memnun olduğunu göstermektedir. Beş noktalı Likert ölçek modeliyle hazırlanmış anket, Kuzey Kıbrıs'ta ki 190 banka personeline elden dağıtılmış ancak 154 tane geri dönüş olmuştur.

Anahtar Kelimeler: Personel memnuniyeti, iş memnuniyeti, ticari bankalar, iş güvenliği, maaş, terfi fırsatları, çalışanlar arasındaki ilişkiler

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Chapter 1

INTRODUCTION

1.1 Background of Study

The focus of this dissertation is on employee satisfaction and how it may be enhanced. In any organization employees can be thought of as internal customers and there is a need to satisfy them if external customers are to be retained and satisfied. In other words, successful organizations can maintain their advantage only by satisfying the employees and then motivating towards continuous improvement.

The workplace is a second home for employees because they survive more than 40 hours a week in the working environment. In this study, I have reviewed the definitions of job satisfaction and productivity in order to address the factors that influence, the relation between the two in terms of achieving organizational objectives.

In the last fourteen years, multiple and sometimes conflicting views about the definition of 'job satisfaction' have been formed and developed. Herzberg believes that it has two dimensions. According to Herzberg (1964), the first dimension includes elements of job satisfaction which include, the attitudes and perceptions of employees, the method of administration policies, the organization, the nature and extent of supervision, job security, working conditions, status, salary level, and the establishment of mutual reciprocity, supervisor's homogeneous and subordinate staff

and personal life. These factors may affect employees' dissatisfaction was not enough to leave the organization and the availability of risk to make it. So for Herzberg providing and maintaining the health of these factors needs to be considered.

The second dimension includes a set of factors that have caused them to motivate people, but lack the motivation and satisfaction of producing weak dissatisfaction them only. The absence of the latter group is regarded as synonymous with a lack of organizational vision. For Herzberg motivating factors are business success; recognition and appreciation of the people they work with; career development, personal growth, and the nature of work and duties. Some of these factors one-dimensional and answers to these two questions have been considered: a) How much you are satisfied with your job? And b) How much satisfaction you want from your job? Many scholars consider that there is a difference between what a people is already looking for and what exactly he has. Porter, Löfkvist , Davis and Halen are in these categories. Kaplan (2002), on the other hand, also believe that such counseling psychology researchers tend to define "job satisfaction" as the difference between what a person has and what he wants to have. The third category believes that many concepts and definitions of job satisfaction involve an evaluation process.

Factors influencing job satisfaction of creating "job satisfaction" in a person is dependent on several factors together which lead to the achievement of the desired result. Lack of some of these factors may lead person to become dissatisfied with the job. Factors such as the amount of earnings; the soul and the nature of work and its social status; prestige and reputation; enhance job safety; lack of role ambiguity; physical conditions; structure and organizational culture and communication with

colleagues, according to the characteristics, performance evaluation, fit, flexible, innovative approach.

The scope of this part is to overview of some of these factors are: income or salary, self-employment, safety and career.

Regarding with income and salary are almost all occupational groups consider this to be the most influential factor. Considering individual differences in attitudes toward money, a variety of modes can be considered. Nevertheless, people tend to change their jobs because of low salary, even jobs below the dignity act.

- Self-employment is known as an influential factor and includes many different elements such as diversity, freedom of expression which enrich job.
- Safety is the concept of job security is interpreted as being free from hazards, and any factor that minimizes or eliminates risk at work (whether physical, emotional or mental) this increases the level of job satisfaction. Hence elements like discipline, fairness and safety are emotional security guarantees. On the other hand, discrimination and favoritism and so on. Distorting the conditions of the organization, create sense of insecurity and, ultimately, job dissatisfaction.
- Finally, career as this one of the most persistent findings is that a higher job level will bring higher job satisfaction. Similarly, because people are often motivated by promotion and career advancement organizations should provide promotion opportunities.

There are some background factors that can be considered as influencing the level of employee satisfaction. These factors are gender, sex, educational background, and experience. Gender is a factor that comprehending the differences of gender in any organizations may lead to, motivating employees and increasing productivity and also it may raise the level of employee satisfaction. While some studies show gender has no effect on job satisfaction, other investigations showed the essential effect of gender on the level of job satisfaction.

Regarding the age, it can be said that different age groups have different levels of satisfaction. Although some researchers found nonlinear relations with job satisfaction in terms of employee's age, some argued that the older employees are more satisfy with their job. Although several studies have found a negative correlation between levels of education and job satisfaction, on the contrary some scholars found that there is a positive relationship between educational level and job satisfaction. Moreover, some research indicates that there is no statistical relation between level of education and job satisfaction.

Many studies found that occupation has a positive effect on job satisfaction. Yet, there are a few surveys which found no significant effect of level of job on employee satisfaction. Some research shows that employees get various levels of job satisfaction at different stages during their employment. These relationships may be related to years of experience. Some believe a growth in satisfaction occurs from early to mid-career, and afterwards it will fall sharply, and others argue that job experience does not have any effect on job satisfaction.

1.2 Brief Introduction to the Banking Industry in North Cyprus

Central Bank of Northern Cyprus control all 23 different kinds of banks including public, private, foreign, and domestic and international units. North Cyprus Central Bank reported that these banks are include fourteen private equity banks, one investment and developed bank, seven foreign branches banks, four under liquidation banks, one public banks and seven banks are under saving deposit insurance fund. The total number of branches in North Cyprus is 204 and 2653 employees are working for them.

In the last 40 years, activities of banks in North Cyprus have expanded a lot. Banks are providing traditional services such as loan, investment, insurance, rent, leasing, mutual fund management and also factoring, detention and asset management services. Beside previews services, they developed new products and services including electronic access such as online banking, internet banking and call centers and so on. The other service that uses for exchange money is Credit Card, which can be used in most of the North Cyprus banks. Moreover, the other kind of card including Master card, Visa Card and also shopping card can be used in all restaurant and stores of North Cyprus for withdrawing money and buying goods. Additionally, many services like transferring funds, account balances, fixed deposit inquiries, bills payments, account statements and online shopping transfers can be done by online banking services. TRNC banks offer brokerage, safety box, tax transaction and also foreign exchange transactions.

1.3 Aim of the Study

The two main objectives of this survey are to (1) measure the level of employee satisfaction in the banking industry of North Cyprus in terms of gender, age,

experience and educational background; and (2) to identify the factors which affect employee satisfaction regarding their job in the bank industry in North Cyprus.

1.4 Structure of Study

This study is divided into six chapters. This chapter (chapter one) is an introduction which consists of the background of the study, brief information about banking industry in North Cyprus, the aim of the study and the structure of the study. Chapter two is a literature review that briefly explains other studies on employee satisfaction. Chapter three analyses different aspects of job satisfaction: its definition and impact of job satisfaction, factors that affect job satisfaction, the effect of employee satisfaction on customer satisfaction and finally the effect of technology on employee satisfaction. Chapter four present the theories of job satisfaction. Methodology and detailed analysis of results will be discussed in Chapter five and the last chapter presents the conclusion which summarizes the study.

Chapter 2

LITERATURE REVIEW

2.1 Factors Affecting Job Satisfaction

Over the last 40 years, many studies have attempted to classify and find out the factors that affect job satisfaction. Abdullah et al (2011) considered some factors such as promotion, employee loyalty and acknowledgment of work which have an effect on employee satisfaction, but he found wages as the main factor for job satisfaction .additionally, Calisir (2010) maintained that encouragement and salaries are the most important determinant of job satisfaction.

Ahmed and Ali (2009) emphasized that due to the fact that identification or reward has been changed a lot, therefore, work motivation and satisfaction will be change parallely, so the greater focus on incentives and acknowledgment, the greater positive impact on the job satisfaction level. In addition, Hunjra (2010) found positive and meaningful relationship between employee satisfaction and management behavior such as group work, leadership and independence positions. Moreover, Kamal and Hanif (2009), concluded that special strategies and rules which are related to salaries, work environment, policy evolvment and the staff input, may lead to employee commitment, satisfaction. Employee who is more satisfied is more likely to be welcoming and observant. This manner attracts customers in compare to the employee not satisfied with his job.

Smith (2008) considers job satisfaction as a pleasant and positive emotional state resulting from the appraisal of career or employee's experience. Smith (2009) thinks job satisfaction is connected to how the working environment, meets the individual employee's demands. Robbins (2007) says "job satisfaction" is the differences between the number of rewards that an individual will receive and a reward value that thinks he should get.

Abdulla et al., (2011) found the relationship between demographic (such as age, sex, educational level, and also elements which are related to experience, like years of experience and level of the job) and environmental factors (such as pay promotion and management) and job satisfaction. They maintain that environmental factors as compared to demographic factors are better predictors of job satisfaction. Ramman (2011) argues that there is statistically association between nature of work and job satisfaction. He also found that there is no statistically correlation between demographic factors and working environment.

Saba et al., (2013) noted that although intrinsic factors of motivation, including, career opportunities, recognition, work, responsibility, professional growth, good feeling about the organization have substantial relationship with job satisfaction, but the hygiene as an external factor has no substantial correlation with employee satisfaction.

There should be obvious strategies and policies in the organization which make the clear point of view for employees understand their obligation and objectives and responsibilities; otherwise it may lead toward dissatisfaction (Locke, 1976).

According to Abu Elanain (2009) because of high degree of uncertainty avoidance of employees, they prefer clear objectives and aims, independence, well defined lines of authority.

Abdulla et al., (2011) identified job stress and communications as an important determinant of job satisfaction but found no significant impact on job satisfaction while he found a significant correlation between job satisfaction and factors such as salary and incentives, organizational policy and strategy and nature of the work. Additionally, Ahmed et al (2010) argued that there is a significant difference between the impact of factors including, gender, educational level, work experience, job characteristics on job satisfaction. However, more important factors, which employees are more emphasis on, are salary and promotion of job level (Butt et al., 2007). According to Akbar et al., (2011) empowered employees who have more power and authority leads towards higher levels of employee satisfaction. Moreover, Calisir et al. (2010) identified a very strong impact of job satisfaction on organizational obligation while job stress and lack of clarity of role can affect the readiness of employees to leave their career, indirectly.

All in all, some of the factors causing dissatisfaction regarding job, some are causing neither dissatisfaction nor contributing much towards job satisfaction. Factors like working environment of the employees, performance appraisal techniques, and relationship with other employees and grievance handling and safety provisions are contributing towards job satisfaction (Seema et al., 2013). A lot of factors such as an organizational strategy and policy, personality of employee, nature of work, communication, job stress and recruitment have an associated with employees' job satisfaction significantly (Saba et al., 2013). Hind (2013) conclude that factors like

marital status, city, education level and the duration of work have positive effects on the level of job satisfaction while factors such as gender, age and work itself have no substantial effects on the level of job satisfaction. Alina (2010) shows the lack of correlation between elements such as educational level of the defendant and the demographic characteristics such as age, gender, years of experience.

Shallu (2012) found that association of socio-personal factors with job satisfaction is concerned with age and income and job satisfaction of the employee were significant and positively correlated.

There is a positive correlation between job satisfaction and job security, good supervision, promotional opportunities, pay and relationship with co-worker (Rai, 2012). Job satisfaction depends on a lot of job facets, and that satisfaction with one facet might lead to the satisfaction with another (Alf, 2003). Some elements such as job security, operation of the organization, working condition, rewards and incentives brought a high concern to employees regarding their satisfaction (Zark, 2011).

More Focus on Important Elements of Job Satisfaction:

Okpara (2004) emphasized that although gender differences in job satisfaction have been widely studied, there were no convincing proof found about the difference between job satisfaction's level of male and female employees. According to Zou (2007) male employees are less satisfied with their job compared to females. Hunjra et al (2010), found similar correlation among gender and job satisfaction which are reported that women have a higher level of job satisfaction than men. Gender does not have a substantial effect on the level of job satisfaction (Saner, 2009), (Jegan et

al., 2011). Hind (2013) concludes that there was no significant difference between males or females in the level of job satisfaction. Study by Alf (2003) indicated that females were more satisfied with their salary and supervisions, whereas male were more satisfied than female with their work itself, colleagues and promotion in banking industry. Men are more satisfied than women regarding their jobs (Shallu. 2012)

Clark et al (1997) indicated that younger employees who are less than 31 years old are less satisfied with their job compared to other employees who are more than 31 years old. According to Mora and Ferrer (2009), young men regarding the promotion and salary and security of their jobs had higher level of satisfaction than women. on the other hand, survey by Kifle and kler (2007) showed the opposite result which indicated that females were more satisfied than male regarding their jobs. Moreover, the older bank employees, the higher level of job satisfaction and the younger employees have the lower level of satisfaction (Jegan and Ganadhas, 2011)and (Slona and Wardi, 2001). Another researches by Rice (1990), Clark (1996), Senar (2009), found no significant differences among the degrees of job satisfaction of different groups of age. Warr (1992), showed the U shaped relationship between age and job satisfaction

According to Hind (2013), there was no statistical difference in the effects of age group on job satisfaction. Alf (2003) found unexceptional relation between age and job satisfaction. Survey by Kashif (2011) noted that 20-29 years old employees believed that their job is really challenging and interesting; whereas staff less than 20 years old were totally disagree. Moreover, Shallu (2012) argued that employees

whose are in age group of 21-34 are less satisfied with their job than employees who are in age group of 35-48 in banking industry.

Studies regarding the employee's marital status present that married employees are more satisfied than single ones (Wea, 2001), (Kler, 2007). Clark et al (1996) worked on widowed or married, divorced or single employee and found that the remarkable differences between widowed and married which were more satisfied with their job than divorced and single employees. Senar (2009) and Zoa (2007) argued that there were no statistically substantial differences between married and single workers related to their job satisfaction. Additionally, Hind (2013) maintained that marital status has a substantial effect on job satisfaction among the bank employees. He argued that married employees are less satisfied than divorcees or widowers.

The education level is one of the factors and related literature is given below:

Job satisfaction is highly dependent on education (Kashif et al., 2011). Abuzaki (2003), Soasa-posa (2007), Saner (2009), Jegan (2011), found no remarkable effect which educational background on job satisfaction. Employees who had lower levels of education had high levels of job satisfaction regarding to probability of promotion, salary, and job security compared to high educational employees.(Clerk et al., 1996), (Zou, 2007), (Mora, 2009). Warr (1992), showed negative relation with the level of education and employee satisfaction, especially women with high educational level. Bilgiç (1998), Kler (2007) had vice versa findings which showed the more educated employees are more satisfied employees with their job.

As Hind (2013) concluded, educational level has a significant impact on job satisfaction. He found that employees who possessed high level of qualification are

more satisfied than an employee who has secondary level of qualification. According to Alf (2003) employees with college certificate had a higher level of satisfaction than an employee with school certificate. Because of fewer benefits, which firm provided for less educational level employees, they were less satisfied with their job, in contrary due to better position, which educational employee were more satisfied along their jobs. The low level of education leads to high level of job satisfaction (Alf, 2003).

Level of job (type of occupation): Although, Phil (2009) argued that there were no substantial relationships between level of job satisfaction and the level of occupation of the employee. Contrary, Frink (2000) found that managers, who have promotion possibilities in the bank, experienced the higher level of job satisfaction than other employees who did not have this opportunity. Hind (2013) showed that there were no remarkable differences on job satisfaction and type of employee's job.

Duration of employment (experience's years): Clark et al (1996) showed that new employees are moderately satisfied with their job. This feeling will be reducing after 2-3 years and surprisingly it will regularly increase until their requirement time. Some scholars believed, that changes of job satisfaction is like a cosine curve that means, at the early step of work it experienced the smooth decline over time, however it increases for a period and again after that it will be reduced, and dips to a point which is even lower than first and according to Phil (2009) it is not an exception.

Years of experience and job satisfaction have nonlinear relationship together (Clark, 1996). In contrary, Kamal and Smith (2008), Jegan and Gnanadhas (2011) showed that

employees with a short duration of working experience, experienced a lower level of job satisfaction than employees with high experience. According to Abouzaki (2003), Saner (2009), Phil (2009) there were no statistically significant differences between the duration of employment and job satisfaction.

Hind (2013) indicated that there was noteworthy difference among the age of experience. Employees with more years' experience had a higher level of job satisfaction than employees with fewer years' experience. Workers with 11 to 20 years' experience, have the lowest level of job satisfaction. Less experience employees are less satisfied in compared to an employee who are more experienced and have highly satisfied level in banking industry (Shallu, 2012).

Chapter 3

JOB SATISFACTION AND ITS IMPACTS

3.1 Definition of Job Satisfaction:

The social reality and social expectation for most individuals is to spend the major part of their life in work. Knowing why individuals work and how much they are satisfied with their work has been a subject of interest, for many years.

A positive emotional reaction of individuals regarding their job can be a suitable definition of job satisfaction. Some have argued that job satisfaction is a sentimental reaction from the comparison of person of exact outcomes with those that are deserved or anticipated, to a job.

Job satisfaction is affected by internal and external factors and it is a favorableness or un-favorableness with the job from employees' points of view.

Job satisfaction refers the degree of the positive or negative feeling of employees about their jobs. It is a posture or sentimental response to job obligation as well as to the social conditions of the work place (Ramman, 2011).

Another definition of job satisfaction is the positive feeling about one's job resulting from an evaluation of its characteristics. A highly satisfied employee is more

satisfied with the job and vice versa, a dissatisfied person has negative feeling about the job.

According to Robert Dictionary, job satisfaction is the inner or external demonstration that gives the employees a sense of fulfillment or enjoyment in terms of their work.

As Phil (2009) said, when an employee says that he is satisfied with his job, it means that he feels good about his job and he values it and consequently he is like his job.

3.2 Impact of Job Satisfaction

There is a belief that when the employee is happy he will be productive. Happy employees are more likely to attract more customers by a welcoming and kind manner and unhappy employees can lead customers to leave (Hanif, 2008). Much research has been undertaken by job satisfaction and its consequences but unfortunately a few numbers of them are about banking industry. It showed that job satisfaction correlates with raised output, being loyal with bank, organization's efficiency and decrease in absenteeism. Davis (2007) indicated that job satisfaction positively influences the effort, capability and ability of employees. He also emphasizes that dissatisfied employees may cause difficulties such as increasing cost and decreasing profits and consequently dissatisfy customer.

The success of business can be determined by the level of employee job satisfaction (Jegan, 2011). Moreover, this finding is consistent with other research that done by Panchanatham (2011), which has showed the positive relation between satisfaction of bank employees and productivity. He indicated that if bank employees feel satisfied that there is less likelihood of resignation compares to dissatisfied employees.

Negative behaviors like lack of discipline in job performance and frequent absence are the consequences of job dissatisfaction.

The quality of services which employees offer will be affected by job satisfaction.

Various surveys have shown different elements which depended on the degree of job satisfaction. They divided the effects in two main categories.

First, direct effects: which relate to the employee's motivation directly such as growth in productivity and increase in customer's service quality. Second, those factors that will increase the employee's loyalty like reducing delay, absenteeism and redundancy.

According to Meena et al (2012) unfavorable conditions in the working environment have negative effect on the level of employee satisfaction with their job. The lack of environment facilities may cause health problems and lead to short- term sick leave. They also estimated that because of employee's discomfort, 32% of them were turnover.

All in all, the direction of effect and cause is not clear, it has not been proved that high performers are satisfied or satisfaction is the reason of good performance.

On one hand, a lot of theorists and researchers agree on the positive relationship between the quality of services rendered to customers and the level of employee job satisfaction. The willingness of the employees to stay or quit their job, can be determined by the level of satisfaction (Hanif et al, 2009).

In the other hand many surveys such as that of Hon (2004) indicated the negative relationship between these factors.

3.2 Factors that Affect Job Satisfaction

Although there is a vast number of researches have been done about the factors that affect job satisfaction, there is no clear standard that shows which aspects of a job should be considered as a measurement of job satisfaction. For the practitioner, it is vital to determine the effective factors of job satisfaction and its consequences. According to Rose (2005), job satisfaction is a bi- dimensional concept. The first dimension is intrinsic factors that depend on characteristic of individual including job itself, the initiative and relationship with supervisors. The second dimension is extrinsic factors that depend on motivation, encouragement, salary or earning and promotion. The former are symbolic facets of work and the latter are situational facets. Both sets of factors should be considered as job measurements. Factors in the first dimension such as working conditions, economic aspect, interpersonal relations and personal fulfillment, can determine the level of job satisfaction.

Personal fulfillment includes eight different elements (Alina 2010):

- a) Payment is a critical and crucial factor that has significant effect on job satisfaction is the amount and fairness of salary. An employee can be persuaded to commit her time and work with salary. As Oshagbemi (2000) proposes one of the main sources of operating cost of organizations is salary. Some believe that there is no clear relationship between the amount of salary and job satisfaction. One of the hygiene factors that Herzberg (1964) considered is salary. On the contrary, some theorists like Locke and Porter

(1976) found that if the amount of salary that employee receives is more than his expectation, the level of his satisfaction will raise and vice versa.

- b) Working Hours: When the balance between individual expectations and demand is instable, employee will experience conflict. When an employee feels discomfort with his work, the conflict will accrue. The conflict of role also associated with factors such as frequent over time and inappropriate working hours. The reason for this relationship between working hours and employee satisfaction is the long time that each employee spends for his job. As Pors (2003) found working hours influence the life quality and relationship with family and friends and consequently the employee's satisfaction.

- c) Working conditions: The work place that employees are doing their job is working condition or environment. According to several studies there are different factors that affect the level of employee satisfaction with their workspaces such as quality of air and temperature, design of building, lightening and noise. Some researchers argue that working environment should achieve three aims meeting the employee's need, meeting the customer's need and aiming for excellence in organizational terms.

- d) Supervision: Management plays a crucial role in employee satisfaction. By giving employees the freedom to express their ideas, managers or supervisors can make them loyal. From the employee points of view the fairness of employee is so important. One of the most important factors that can affect the employee satisfaction and behavior is the relationship between worker

and colleague and supervisor, in particular relations showed be fair (Chen, 2001).

- e) The human resources department: The role of human resources department is directly related to the satisfaction of employees. This department should design the organizational, change management, control business transformation and employee behavior, connected with requirement, provide the training courses, rewards, analysis the human resource and etc.
- f) Job design: Many theorists found that job design can influence the level of job satisfaction. Variety, reward, motivation, encouragement, autonomy and recognizing employees are the characteristics of jobs that provide satisfaction. The lack of each factor can reduce the level of job satisfaction.
- g) Stress: Stress is a psychological and physical burnout that produce objective or subjective problem for employees. There are a lot of factors such as lack of liquidity and crowded branches that can cause stress for employees. The work done by Hamid (2007) showed the significant relation between stress and job satisfaction. The more employees' stress, the more reduction in job satisfaction.
- h) Demographic characteristics: Factors such as gender, age, educational background and experience are demographic characteristics. Many studies have been done about these factors and their relationship with job satisfaction, and the results indicated both positive and negative correlation between these factors and job satisfaction.

- i) Promotion: According to some surveys, there is a significant relationship between the possibility of promotion for employees and their satisfaction. They also showed the meaningful relation between the size of organization and employee's development and use of employee's talent.

3.3 The Effect of Technology on Employee Satisfaction

As technology has improved, people's needs and expectation of banking service have increased as well. Although some people still prefer traditional banking service, it cannot be ignored the recent technology had a positive impact on bank services. The way of people to do banking has changed a lot, they prefer to use ATMs and pose machines for shopping instead of standing in bank queues. Because some technology such as the internet, mobile and ATMs, bank branches become quiet and the pressure on employees has been decreased significantly. All in all technology has positive effect on the level of employee satisfaction (Ali et al, 2011). Here are some e-banking services which impact the banking services and consequently job satisfaction.

3.3.1 Payment Cards

Since beginning of the 20th century, payment cards became an option for customers' payment. In the 1920's large companies issued cards for their customers to charge it and purchase by it. For many years, use of payment cards had limitations. The Bank of America started to combine cards and credit. They offered a credit card called "general-purpose" and because of it, America became a most successful operator. Simultaneity other banks got together and associated different card, which we know as Master card. From 1990, ATM cardholder was large enough so debit cards started widely to use for purchases. Nowadays credit and debit card purchases are estimated at 5.8 trillion annually.

The previous payment cards had the special technology, this technology stored data on the card in machine-readable form. Although a huge number of transactions done by credit and debit cards, stripe technology have a crack, the information in cards are accessible and can easily be manipulated. Because of security problem, bank started to test smart cards with new technology. Because of the better technology that smart cards have, it can offer a more convenient and safer system for payment. These cards can also manage different applications while guaranteeing customer's security.

3.3.2 Mobile Communication Devices

The positive outlook of communication with mobile devices attracted the attention of different industries and financial services were not an exception. The degree of popularity of mobile payments increased more when financial sectors found this network was cheaper than traditional methods. This technology changed the way of payment from paper-based system to mobile system. Financial sectors especially banks offered the system that customers could purchase goods by their mobile. Later they provide new system concluding several choices for paying bill and trade transaction for client, just with their mobile phone. Consumers of mobile devices have more demand for mechanism payment such as their bank account, their monthly bills and their credit card account, so experts in this industry have been worked hard at introducing new technology.

Since 2003 Citibank started offering mobile banking services, which, offers variety of services such as bills payment, checkbook request, statement request, balance inquiry and list account.

3.3.3 Internet

Due to internet technology the banking industry has been improved significantly. In today's world physical branches are considered as a thing of past.

Bank started using internet banking for reducing their costs, that time the cost of branch transactions was \$3.00, for ATM \$0.75, and \$0.12 for an internet transaction, hence banks tried to provide a platform for their customers to use the internet banking. Nowadays, people not only manage their money online, but also they can shop and have the latest news. A Bank's customers will receive e-mail reminders for important events about their account such as new statement, credit limitations, payments and etc.

3.3.4 Software Agents

Intuit's Quicken which was one of the best known software products introduced. The latest version of it offered banking services like credit card and brokerage account transactions, download bank, bill payment and higher level of customization than banking sites.

Microsoft had a new function product called "Background Banking". It allowed users to connect to bank's statements, pay bills and also update their investment portfolio automatically.

3.3.5 ATM and Kiosk

The first prototype Automatic Teller Machine (ATM) was installed in New York in 1969. It took more than 30 years to be interoperable between different banks. Nowadays, people largely use ATMs for their transactions such as bill payments, pay credit cards, pay mortgage, add credit to their and other person's account and also make deposits. Some kind of ATMs not only offer transactions, but also provide the possibility to buy tickets from them instead of wasting a lot of time in cinema's lines.

Beside the traditional forms of ATMs, there are several kiosks in airports, shopping malls and other public places that offer bank services and some of them include internet access as well.

The other advantage of ATM is people do not need to carry money in their wallet. So the security of customer has been increased a lot.

3.4 Impact of Job Satisfaction on Customer Satisfaction

It is necessary for a successful organization to satisfy their customers, and the value of the employee's satisfaction in this respect should not be ignored. For example non-financial measures such as goodwill bring the long term benefits for firms. In industries, such as banking, in which customers directly interact with employees, the behavior of employees influences the customers to leave or stay. Therefore, organizations especially in the service sector should pay more attention to employee satisfaction. Much research indicates the positive relationship between employee satisfaction and customer satisfaction.

As both the customer and employee satisfaction have long term effect on the growth of business, firms should consider social welfare programs as a priority. As Goedegeburre (2005) proposed the ultimate result of employee satisfaction is the success of business, reflected in customer satisfaction.

Banking services are intangible because, customers mostly rely on the employee's behavior. Hence, understanding the impact of the employee's performance is critical. Measuring the customer satisfaction as a non-financial measurement, is the key factor for organization.

The satisfied and loyal employee works in a way that decreases the cost of company such as operating cost and production cost. This can lead towards profitability. Correspondingly the satisfied customer can encourage other people to refer to the same bank, called “word of mouth” which lead organization to profits. These processes are like a chain that will bring profitability for organization, especially banks.

Here is the suggested model by Adeel Daniel, Mohammad Ashar (2010):



Figure 1. Employee Satisfaction

When an employee is satisfied s/he will provide the suitable aura for customers by her/his good relationship, welcome, swift reply to email messages of customer and so on.



Figure 2. Impact of Employee Satisfaction on Customer Satisfaction

As can be seen, there is a positive correlation between the dimension of customer satisfaction and employee satisfaction.

Chapter 4

THEORIES OF JOB SATISFACTION

4.1 Major Theories

There are a lot of theories in term of job satisfaction which are interpret and explain about how and what can make people more satisfied. The variety of these theory indicate that how important is job. Career is not only for life earning, but because of the fact that each employee spend more than one third of his day at his job, so it is tied to individual's happiness. It is obvious that people tend to be more successful and try harder in the job which they have chosen if they have a high level of job satisfaction. Here is some common theories related to job satisfaction, include Affect theory, Herzberg theory, dispositional theory, discrepancy theory, and job characteristics model.

4.1.1 The Range of Affect Theory

The "Range of Affect" theory or Affect theory is the most widely-known among the theories which are related to the job satisfaction. This theory maintains that there are two factors which job satisfaction is depend on them. First one is the expectations which he has from his job; second one is the thing that he will get from the job. The smaller gap between each these two, the more satisfaction with job. According to this theory the aspect which can more affect the level of job satisfaction is person prioritizes. For instance an employee prioritizes salary, when his salary is high enough; he may be having a greater job satisfaction.

4.1.2 Dispositional Theory

Dispositional theory is also a noticeable theory in employee satisfaction sector, and in compare to the other theories regarding job satisfaction, it is probably the only one that focuses solely on the natural disposition of a person. This theory says that an important factor to determine the level of satisfaction which person has is one's personality. For example an employee who turned inward and cannot show his talent may have lower level of job satisfaction in compare to an employee who has self-confidence and more independent.

4.1.3 Need Fulfillment Theory

This theory is believed that if a person receives what he wants or more than he wants or the thing which is more important to him, he will be more satisfied; on the contrary when he does not get the thing which he wants he will be more dissatisfied. In the other words, job satisfaction has positive relationship with those needs of an individual which are be needed and expected. The fulfillment theory suffers from a major drawback. Satisfaction is a function of not only what a person receives but what he feels he should receive.

4.1.4 Social References Group Theory

This theory in some way is similar to need fulfillment theory but in this theory instead of considering individuals needs and interests of them, it considered the opinions and viewpoint of the group to whom the individual looks for guidance. The group which collected is called the "reference groups". According to this theory, it will be predicted, if interest, want and requirements of person's reference group is similar to the job which he has, he will like it and if not, he will not like it.

4.1.5 Herzberg's Two Factor Theory

The Herzberg theory is also a prominent theory in the subject. This theory believed that satisfaction and dissatisfaction exist on separate continuum and they are independent of each other. There are two separate sets of conditions which can cause the satisfaction and dissatisfaction of job. If one set of conditions which called motivators is present in the organization workers would feel motivated, but it does not mean that its absence make dissatisfy them. Correspondingly if another sets of conditions which called dissatisfies is absent in the organization, the workers would feel dissatisfy but it does not mean that its presence can make them motivate.

4.1.6 Factors of Herzberg Theory

Herzberg's theory identified a set of factors such as hygiene or preservatives that can lead to job dissatisfaction. It also set the motivation factors which are causing job satisfaction. Hygiene or maintenance factors are salary, statues, working condition, supervision, policy, Management and Interconnections.

Although these factors are not directly related to the individual's activities, but when the quality of them reduce the level of job satisfaction will decrease as well. The previews factors can act as dissatisfies too.

Intrinsic motivation factors are conditions that can lead to a job satisfaction such as; Success, Identification, the nature of the job, responsibility and growth and development.

A lot of studies has been done that are revealed two kinds of elements which can cause job satisfaction or dissatisfaction. Motivator factors mean both intrinsic conditions in work as well as positive factors which can lead employees to maximize

their job satisfaction. Hygiene Factors are these extrinsic conditions as well as negative factors that make employees to feel dissatisfied in their job (Dunnette, 1976)

In actuality, administrations in organizations in terms of this theory are more focused on addressing something like raise wages or by providing better working condition to reduce emotional status of employee. The importance of this theory permitted a wide role in obtaining its goals by focusing on the incentive factors.

4.1.7 Job Characteristics Models

One of the job satisfaction theories is the Job Characteristics Model. This theory is one of the most job-focused theories of job satisfaction used. This model lists five elements of a job which have more influence on a person.

- a) Skill variety
- b) Task identity
- c) Task significance
- d) Autonomy: The more independence employee, the more responsible employee.
- e) Feedback or evaluation

4.1.8 Discrepancy Theory

The principle behind this theory is that job satisfaction depends on what a person expects to receive from his job and what he actually receives. When the reward actually received are less than the expected rewards it causes dissatisfaction. The difference between what an employee expects to receive and what he received is satisfaction (Loke, 1976).

A: Expected outcomes received

B: Outcome which received

If $A > B \Rightarrow$ perceived dissatisfaction

If $A = B \Rightarrow$ perceived satisfaction

If $A < B \Rightarrow$ perceived over satisfaction

4.1.9 The Need Hierarchy Theory

According to this theory which Abraham Maslow (1943 – 1954) developed, there are 5 factors which has straight effect on individual's behavior, in the other words, the manner of people is the result of:

- f) Physiological
- g) Belongingness and love
- h) Safety and security
- i) Self-actualization and
- j) Self-confidence.

The Need Hierarchy theory can be considered as theory which identifies other needs of the employees that can lead to high level of job satisfaction. For instance, if a director found that employees are having higher concern with some needs such as

salary and incentive, he can provide these needs for them and by encouragement and bring a higher level of satisfaction for the organization.

4.1.10 Situational Theory

Situational theories assume that the different characteristic variables like organizational characteristics task characteristics and individual characteristics affect job satisfaction (Miskel and Hoy, 1996).

Before commencement of employment, an individual evaluates the situational characteristics while situational occurrences are evaluated later (Quarstein et al, 1992). The combination of situational occurrences and situational characteristics are a function which shows the overall satisfaction (Quarstein et al, 1992).

According to Smith et al (1969) key factors such as work itself, pay, administration, promotion and colleagues are situational characteristics which have a lot of impact on job satisfaction.

Chapter 5

METHODOLOGY AND ANALYSIS

5.1 Methodology

The research used a descriptive survey design. The main aim of this survey is to find itemized and real information that describes an employee satisfaction, identify the key factors that affect the job satisfaction on which employee's comprehension can be obtained and also it examined the impact of employee satisfaction on customer satisfaction.

5.1.2 The Target Population of the Study

The branches bank's personnel in North Cyprus specially Famagusta and Lefkosa are the main targets study.

5.1.3 Sampling Design

The sample consists of 154 employees which are working in foreign and domestic banks of North Cyprus. The questionnaires were completed in 3 weeks from all of the branches' staffs including managers, accountant, cashier and depositors.

Also I have used the additional selection criteria for the sample:

- A) The staffs of bank which are permanent.
- B) Do not absent from work on leave.

The survey was distributed during the period November 2013 – December 2014.

5.1.4 Questionnaire

The questionnaire has been used to collect data from samples to test the hypotheses of this study. The questions were formed to promote and recognize the various variables contributing in Job satisfaction of employees. I developed the questionnaire which has been built of the five Likert scale to found that how satisfied are the employee with their job and the factors which affect the level of their satisfactions.

The five points Likert scale were used in the employee's questionnaire are:

1) Highly satisfied, 2) Satisfied, 3) No satisfy nor dissatisfy, 4) Dissatisfied, and 5) Highly dissatisfied.

The first section of questionnaire focuses on information such as:

Sex: to recognize percentage of male and female and their satisfaction. Age: to find the age of employees and which group of age are most satisfied. Experience: to find that the years of employee's experience and the impact of work experience on job satisfaction. Education: to recognize the employee's educational background and the impact of education on job satisfaction.

The second section of questionnaire collected the factors which have the most impact on employee satisfaction, such as:

Working environment: It examines how satisfied are employees with their working environment by from question 5 to 7 including; How satisfied you are with the working Environment? How satisfied you are with the welfare facilities provided to the employees by the organization? How satisfied you are with the physical working condition in the Organization?

Skill and knowledge using: in this section using the skill of employees has been perused. It concludes question 8 and 9; my work is according to my qualification and skills. I experience personal growth such as updating skills and learning different jobs.

Management: Questions number 10 to 16 examined how satisfied are employees with the management. The top management involves employees in the management decisions. How satisfied are you with the information you receive from management on what is going on in your division? How satisfied are you with the information you receive from management on what's going on in the company? Employees are recognized as individuals. Management looks to me for suggestions and leadership. Our managers use our knowledge perfectly. How satisfied you are with the top Management.

Authority and freedom: This part indicated how satisfied employees with their authority and freedom with questions 17 and 18; When a customer is dissatisfied, I have authority to correct the problem to their satisfaction. I have necessary authority to perform your duties effectively.

Job security: questions 17 to 22 examine how satisfied are employees with the security of job. How satisfied you are with your involvement in decisions that affect you work? How satisfied are you with your opportunity to get a better job in this company? How satisfied you are with the insurance? Until I do my duties correctly, I do not have any stress to lose my job. My job security let me to have a long term program in my life. How satisfied you are with your job securities?

Encouragement: in this part the impact of encouragement on employee satisfaction has been determined. Including questions 23 to 30 respectively; I am rewarded for the quality of my efforts. My organization recognizes and acknowledges your work. Salary increase motivates me more. Promotion motivates me more. Leave motivates me more. Motivational talk motivates me more. Recognition motivates me more. Customer satisfaction motivates me more.

Training course: In this section employees are asked about the training courses that bank provide for them. Question 31 and 32 were asked. My organization organizes any counseling programs for the employees. My organization organizes any training courses for the employees.

Relationship in job environment: questions 33-35 respectively asked to find how satisfied are employees with their colleague? The employees share experience to help each other. Employees have a friendly relationship together. My manager has friendly manner with employee.

Salary: To determined employee's satisfaction among their salary 6 questions from 36 to 41 framed. Including The organization provide satisfactory Salary according to your Work. My salary is accordance with my work. My salary is accordance with my knowledge. My salary is accordance with my work's history. My salary is accordance with my working hours. How satisfied you are with your salary?

Working hours: Question number 42 asked to find how satisfied employees with their working hours are. How satisfied you are with working hours?

Stress: Questions 43-46 examine the factors which can cause stress for employees. The crowd branch makes me stressful. Lack of liquidity makes me stressful. Aged and hurried customers make me stressful. Foreign customers make me stressful.

Preferences: to recognizing the employee's preferences question 46 to 52 were asked. My colleagues are so important for me. Environment is so important for me. Customer satisfaction is so important for me. Facility is so important for me. The manner of managers is so important for me. Amount of salary is so important to me.

Conclusion: The last question is conclusion about total level of satisfaction. Considering everything, how satisfied are you with your job?

5.1.5 Statistical Tools Used for Interpretation and Analysis

Percentage analysis used for analyzing data which collected. To make comparison and describe the relations between two or more series of data percentages were used. In this study Cronbach's alpha was used to test the reliability of the test.

5.2 Data Analysis

SPSS-21 version was used for data analysis purpose and following technique used were Cronbach's alpha, Descriptive statistics such as mean and standard deviation.

Cronbach's alpha was checked the internal reliability of the instrument. The standard value of reliability is 0.7. As result in preview table indicates the value of 0.945 which is well above of the standard value (0.7), so it is reliable.

Table 1. Cronbach's Alpha

| Cronbach's Alpha | Number of items |
|------------------|-----------------|
| 0.945 | 55 |

5.3 Results

As can be seen in table 2, 66.2% of bank's employees who filled the questionnaire were female while 33.8% of them were male.

It has been observed from the data in table 2 that majority of the employees were in the group of 24-34 years (56.5%) and 35-44 years (27.9%) respectively whereas those who were in the age group 45-54 were 9.1% and just 6.5% of them were in the 18-24 age group.

Table 2 illustrated that employees who were in both diploma or below and postgraduate or above group were 18.2% and 63.6% of them were undergraduate.

As table 2 showed, 37.7% of employees who contributed in survey had 0-5 years' experience and 35.1% of them had 6-10 years' experience and employees with 11-15 years' work experience were just 11% and employee who have been worked more than 15 years were 16.2%.

From the table 3 it is obvious that, females ($M=1.94$) were more satisfied in compare to males ($M=2.12$).

As table 3 indicated, the most satisfied employees were in 24-34 years group ($M=1.85$). In the contrary, oldest group were least satisfied ($M=2.64$) with their job, the 35-44 years old employee (2.0465) were second satisfied group and young employees (18-24 years old) were sat in third group ($M=2.6429$).

Table 2. Frequency Table of Gender, Age, Education and Experience

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------|-------------------------|-----------|---------|---------------|--------------------|
| Gender | Female | 102 | 66.2 | 66.2 | 66.2 |
| | Male | 52 | 33.8 | 33.8 | 100.0 |
| | Total | 154 | 100.0 | 100.0 | |
| Age | 18-24 | 10 | 6.5 | 6.5 | 6.5 |
| | 24-34 | 87 | 56.5 | 56.5 | 63.0 |
| | 35-44 | 43 | 27.9 | 27.9 | 90.0 |
| | 45-54 | 14 | 9.1 | 9.1 | 100.0 |
| | Total | 154 | 100.0 | 100.0 | |
| Educational background | Diploma and below | 28 | 18.2 | 18.2 | 18.2 |
| | Undergraduate | 98 | 63.6 | 63.6 | 81.8 |
| | Post graduate and above | 28 | 18.2 | 18.2 | 100.0 |
| | Total | 154 | 100.0 | 100.0 | |
| Experience | 0-5 | 58 | 37.7 | 37.7 | 37.7 |
| | 6-10 | 54 | 35.1 | 35.1 | 72.8 |
| | 11-15 | 17 | 11.0 | 11.0 | 83.8 |
| | More than 15 | 25 | 16.2 | 16.2 | 100.0 |
| | Total | 154 | 100.0 | 100.0 | |

Less educated employees were more satisfied with their job ($M=1.82$) while, employees who had high level of educational background were in the last place ($M=2.1786$) and undergraduate group located in second place ($M=2$).

From the table 3 the initial impression is that, the new employees with less than 5 years' experience had the highest level of satisfaction ($M=1.8103$) in compare to others and employees with 6-10 years working experience set in the second level ($M=1.9815$) while 11-15 and more than 15 years working experience's employee had the lowest level of satisfaction ($M=2.2941$) and ($M=2.28$) respectively.

Table 3. Descriptive Statistics

| | | Mean | N | Std. Deviation | Variance |
|------------------------|-------------------------|--------|-----|----------------|----------|
| Gender | Female | 1.9412 | 102 | 0.87680 | 0.769 |
| | Male | 2.1154 | 52 | 0.98327 | 0.967 |
| | Total | 2.0000 | 154 | 0.91466 | 0.837 |
| Age | 18-24 | 2.2000 | 10 | 1.03280 | 1.067 |
| | 24-34 | 1.8506 | 87 | 0.80013 | 0.640 |
| | 35-44 | 2.0465 | 43 | 0.95002 | 0.903 |
| | 45-54 | 2.6429 | 14 | 1.15073 | 1.324 |
| | Total | 2.0000 | 154 | 0.91466 | 0.837 |
| Educational background | Diploma and below | 1.8214 | 28 | 0.90487 | 0.819 |
| | Undergraduate | 2.0000 | 98 | 0.87343 | 0.763 |
| | Post graduate and above | 2.1786 | 28 | 1.05597 | 1.115 |
| | Total | 2.0000 | 154 | 0.91466 | 0.837 |
| Experience | 0-5 | 1.8103 | 58 | 0.84722 | 0.718 |
| | 6-10 | 1.9815 | 54 | 0.92125 | 0.849 |
| | 11-15 | 2.2941 | 17 | 0.91956 | 0.846 |
| | More than 15 | 2.2800 | 25 | 0.97980 | 0.960 |
| | Total | 2.0000 | 154 | 0.91466 | 0.837 |

Table 4. Environment

| | N | Mean | Std. Deviation | Variance |
|--------------------------------------------------------------------------------------------------|-----|--------|----------------|----------|
| How satisfied you are with the working Environment? | 154 | 2.0260 | 1.00292 | 1.006 |
| How satisfied you are with the welfare facilities provided to the employees by the organization? | 154 | 1.9935 | 1.03214 | 1.065 |
| How satisfied you are with the physical working condition in the Organization? | 154 | 2.2208 | 1.03056 | 1.062 |
| Valid N (list wise) | 154 | | | |

As can be seen from the table 4 bank's employee were satisfied with their environment, facilities and physical working condition which their organization provided for them (M=2.026, 1.9935, 2.2208) respectively.

Table 5. Using the Skills and Knowledge

| | N | Mean | Std. Deviation | Variance |
|-----------------------------------------------------------------------------------|-----|--------|----------------|----------|
| My work is according to my qualification and skills. | 154 | 2.2273 | 1.01313 | 1.026 |
| I experience personal growth such as updating skills and learning different jobs. | 154 | 1.9870 | 1.10250 | 1.216 |
| Valid N (list wise) | 154 | | | |

Above table indicated that, employee's works are according to their qualification and skills (M=2.227) and they experienced growth through their jobs (M=1.9870), so the employees were satisfied with their organizations regarding using their skills and knowledge.

Table 6. Management

| | N | Mean | Std. Deviation | Variance |
|--------------------------------------------------------------------------------------------------------------|-----|--------|----------------|----------|
| How satisfied are you with the information you receive from management on what is going on in your division? | 154 | 2.3636 | 1.10742 | 1.226 |
| How satisfied are you with the information you receive from management on what's going on in the company? | 154 | 2.4156 | 1.05843 | 1.120 |
| Employees are recognized as individuals. | 154 | 2.1623 | 1.05081 | 1.104 |
| Management looks to me for suggestions and leadership | 154 | 2.5974 | 1.02593 | 1.053 |
| Our managers use our knowledge perfectly. | 154 | 2.4740 | .99145 | .983 |
| How satisfied you are with the top Management? | 154 | 2.1234 | 1.08663 | 1.181 |
| Valid N (list wise) | 154 | | | |

As can be seen in the table 6 the employees were satisfied with information that that they receive from their manager on what is going on in their division (M=2.3636) and the company (M=2.4156). It is obvious that the employees are recognized individually (M=2.1623), their manager look for suggestion and leadership (M=2.5974) and use their knowledge (M=2.4740) and finally they are satisfied with their top management (M=2.1234).

Table 7. Authority and Freedom

| | N | Mean | Std. Deviation | Variance |
|------------------------------------------------------------------------------------------------|-----|--------|----------------|----------|
| When a customer is dissatisfied, I have authority to correct the problem to their satisfaction | 154 | 2.3117 | 1.15764 | 1.340 |
| I have necessary authority to perform your duties effectively. | 154 | 2.0909 | .99254 | .985 |
| Valid N (list wise) | 154 | | | |

As it is obvious from the table 7 employees had enough authority to correct the customer's problems (M=2.3117) and also they had necessary authority and freedom to performance their duties effectively (M=2.0909).

It has been observed from the data in table 8 that the bank's employees were satisfied with their involvement in decisions (M= 2.4351). They have opportunity to get a better job in that company (M=2.3506).the table showed that they are satisfied with their insurance (M=9148). They mention that until they do their duties correctly, they do not have any stress to lose their job (M=2.1429). They can have a long term program in their life because of job security (M=2.3636). The employees were satisfied with their job security (M=2.2662).

Table 8. Job Security

| | N | Mean | Std. Deviation | Variance |
|----------------------------------------------------------------------------------|-----|--------|----------------|----------|
| How satisfied you are with your involvement in decisions that affect you work? | 154 | 2.4351 | 1.09021 | 1.189 |
| How satisfied are you with your opportunity to get a better job in this company? | 154 | 2.3506 | 1.16334 | 1.353 |
| How satisfied you are with the insurance? | 154 | 2.1948 | 1.16640 | 1.360 |
| Until I do my duties correctly, I do not have any stress to lose my job. | 154 | 2.1429 | 1.14577 | 1.313 |
| My job security let me to have a long term program in my life | 154 | 2.3636 | 1.05296 | 1.109 |
| How satisfied you are with your job securities? | 154 | 2.2662 | 1.10874 | 1.229 |
| Valid N (list wise) | 154 | | | |

Table 9. Encouragement

| | N | Mean | Std. Deviation | Variance |
|------------------------------------------------------|-----|--------|----------------|----------|
| I am rewarded for the quality of my efforts | 154 | 2.3247 | 1.04714 | 1.097 |
| My organization recognizes and acknowledges my work. | 154 | 2.2078 | 1.02693 | 1.055 |
| Salary increase ,motivates me more | 154 | 1.7338 | 1.02926 | 1.059 |
| Promotion motivates me more | 154 | 2.0130 | 1.16589 | 1.359 |
| Leave motivates me more | 154 | 3.7013 | 1.31423 | 1.727 |
| Motivational talk motivates me more | 154 | 1.9870 | 1.01612 | 1.033 |
| Recognition motivates me more | 154 | 1.7597 | .84060 | .707 |
| Customer satisfaction motivates me more | 154 | 1.8961 | .91586 | .839 |
| Valid N (list wise) | 154 | | | |

Table 9 has been showed that bank's employees are rewarded for the quality of their efforts (M=2.3247) and they were be acknowledged and recognized by their organization (M=2.2078). Above table also indicated the factors that motivated employees were salary (M= 1.7338), recognition (M=1.7597), customer satisfaction

(M=1.8961), motivational talk (M=1.9870), promotion (M=2.0130) and the last one leave (M= 3.7013) respectively.

Table 10. Training Course

| | N | Mean | Std. Deviation | Variance |
|----------------------------------------------------------------------|-----|--------|----------------|----------|
| My organization organizes any counseling programs for the employees. | 154 | 2.2532 | 1.03886 | 1.079 |
| My organization organizes any training courses for the employees. | 154 | 1.9935 | 1.05097 | 1.105 |
| Valid N (list wise) | 154 | | | |

From the table 10 it is clear that banks of North Cyprus organize counseling program (M=2.2532) and training courses (M=1.9935) for their employees, therefore employees are satisfied with training courses that they had.

Table 11. Relationship in Working Environment

| | N | Mean | Std. Deviation | Variance |
|----------------------------------------------------|-----|--------|----------------|----------|
| The employees share experience to help each other. | 154 | 1.9610 | .76597 | .587 |
| Employees have a friendly relationship together. | 154 | 2.0065 | .86694 | .752 |
| My manager has friendly manner with employee. | 154 | 2.0130 | 1.02891 | 1.059 |
| Valid N (list wise) | 154 | | | |

It has been observed from the table 11 that fortunately employees help each other by sharing their own experiences (M=1.9610) and they also have good relationship with their colleagues (M=2.0065) and their manager (M=2.0130), so they are satisfied with their relationship in working environment.

Table 12. Salary

| | N | Mean | Std. Deviation | Variance |
|-----------------------------------------------------------------------|-----|--------|----------------|----------|
| The organization provides satisfactory Salary according to your Work. | 154 | 3.002 | 1.02370 | 1.048 |
| My salary is accordance with my work. | 154 | 3.0124 | 1.18868 | 1.413 |
| My salary is accordance with my knowledge. | 154 | 3.1004 | 1.21285 | 1.471 |
| My salary is accordance with my work's history. | 154 | 3.1999 | 1.15442 | 1.333 |
| My salary is accordance with my working hours. | 154 | 3.3273 | 1.17864 | 1.389 |
| How satisfied you are with your salary? | 154 | 3.6169 | 1.13298 | 1.284 |
| Valid N (list wise) | 154 | | | |

The initial impression from table 12 is that, employees' salaries were not according to the employee's work (M=3.002). The employees believed that their salaries were not accordance with their work (M=3.0124), knowledge (M=3.1004), work's history (M=3.1999) and working hours (M=3.3273). From the last part of table it is clear that employees are not satisfied with their salaries (M=3.6169).

Table 13. Working Hours

| | N | Mean | Std. Deviation | Variance |
|-------------------------------------------|-----|--------|----------------|----------|
| How satisfied you are with working hours? | 154 | 3.7299 | 1.18791 | 1.411 |
| Valid N (list wise) | 154 | | | |

As can be seen in the table 13 the employees are not satisfied with their working hours (M=3.7299).

Table 14. Stress

| | N | Mean | Std. Deviation | Variance |
|----------------------------------------------|-----|--------|----------------|----------|
| The crowd branch make me stressful | 154 | 2.7273 | 1.35893 | 1.847 |
| Lack of liquidity make me stressful | 154 | 2.7987 | 1.24921 | 1.561 |
| Aged and hurried customers make me stressful | 154 | 2.7143 | 1.39895 | 1.957 |
| Foreign customers make me stressful | 154 | 2.7403 | 1.35186 | 1.828 |
| Valid N (list wise) | 154 | | | |

This table 14 examined the factors that make employee stressful. The factors that caused stress for them is lack of hurried customers (M=2.7143), crowd branch (M=2.7273), foreign customer (M=2.7403), and lack of liquidity (M=2.7987) respectively.

Table 15. Preference

| | N | Mean | Std. Deviation | Variance |
|------------------------------------------------|-----|--------|----------------|----------|
| My colleagues are so important for me. | 154 | 1.8312 | .96206 | .926 |
| Environment is so important for me. | 154 | 1.7792 | .97851 | .957 |
| Customer satisfaction I so important for me. | 154 | 1.7338 | .94310 | .889 |
| Facility is so important for me. | 154 | 1.9351 | .98136 | .963 |
| The manner of managers is so important for me. | 154 | 1.7662 | .99536 | .991 |
| Amount of salary is so important to me. | 154 | 1.9675 | 1.05669 | 1.117 |
| Valid N (list wise) | 154 | | | |

In the table 15 the employee's preference has been checked. Factors such as colleges (M=1.8312), environment (M=1.7792), customer satisfaction (M=1.7338), facilities (M=1.9351), manner of managers (M=1.7662) and amount of salary (M= 1.9675) were played the important role on employee satisfaction.

It was observed from the table 16 that bank's employee of North Cyprus are satisfied with their job (M=2).

Table 16. Satisfaction

| | N | Mean | Std. Deviation | Variance |
|--------------------------------------------------------------|-----|--------|----------------|----------|
| Considering everything, how satisfied are you with your job? | 154 | 2.0000 | .91466 | .837 |
| Valid N (list wise) | 154 | | | |

Table 17. How Satisfied with Your Job.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------------|-----------|---------|---------------|--------------------|
| Valid | Highly satisfy | 51 | 33.1 | 33.1 | 33.1 |
| | Satisfy | 64 | 41.6 | 41.6 | 74.7 |
| | No satisfy nor dissatisfy | 28 | 18.2 | 18.2 | 92.9 |
| | Dissatisfy | 10 | 6.5 | 6.5 | 99.4 |
| | Highly dissatisfy | 1 | .6 | .6 | 100.0 |
| | Total | 154 | 100.0 | 100.0 | |

The last table 16 indicated that 33.1 % of employees were highly satisfied whereas 41.6% of them were satisfied. The no satisfy nor dissatisfy employees were 18.2% while 10% of them were dissatisfied and only 1% of bank's employee were highly dissatisfied.

Chapter 6

CONCLUSION

Recently, organizations have been given huge amount of interest to examine elements and satiations that promote employee satisfaction. There is a belief that employees who are satisfied have a positive effect on organization performance and productivity. One of the key factors for successful organization is their employees.

In view of the finding of current research it is concluded that bank's employees of North Cyprus reported the acceptable level of satisfaction in all aspect of their jobs. In conclusion 66.2% of bank's employees who contributed in the survey were women while 33.8% of them were men. Majority of the employees were 24-34 years old (56.5%) and 35-44 years old (27.9%) respectively whereas those who were in the age group 45-54 were 9.1% and just 6.5% of them were in the 18-24 age group. 18.2% of employees were in diploma or below and postgraduate or above and 63.6% of them were undergraduate. 37.7% of employees who filled the questionnaires had 0-5 years' experience and 35.1% of them had 6-10 % experience and employees with 11-15 years' work experience were just 11% and employee who have been worked more than 15 years were 16.2%.

Female employees were more satisfied than male. The most satisfied employees were in 24-34 years group. In the contrary, oldest group were least satisfied with their job, the 35-44 years old employee were second satisfied group and young

employees (18-24 years old) were located in third place . Less educated employees were more satisfied with their job while, employees who had high level of educational background were in the last place and undergraduate group located in second place. Therefore, there was a negative relationship between the educational background and the level of job satisfaction. There was a positive relationship between the years of experience and level of employee satisfaction. New employees with less than 5 years' experience had the highest level of satisfaction in compare to others. The employees with 6-10 years working experience was in the second place while 11-15 and more than 15 years working experience's employee had the lowest level of satisfaction respectively.

Bank's employees were satisfied with their environment, facilities and physical working condition. The employees were satisfied with their organizations regarding the way that organization using their skills and knowledge. Employees were satisfied with bank's managing system especially their top managements. Employees had enough freedom and authority if the customers faced problem. Therefore, they were satisfied with their authority and freedom which organization gave to them. The survey concluded that bank's employees are satisfied with their insurance and until they do their duties they feel secure about their position in their work so they are satisfied with their job securities. Responders were satisfied with reward and encouragement. The first factor which motivates the employees is salary. The second and third factors are recognition and customer satisfaction respectively. The factor which located in the last place is leave. They are satisfied with programs and training courses which their company has been organized for them. Employees have good relationship with their manager and colleagues and they share their information to each other, hence they are satisfied with their relationships in working

environment. It is obvious that employee's salary was not accordance with their work, knowledge, experience and working hours, so they were not satisfied with their salary. They were also not satisfied with their working hours. The factors that cause stress for them is lack of hurried customers, crowd branch, foreign customer, and lack of liquidity respectively. Employee's preference has been checked and factors such as customer satisfaction, manner of managers, environment, colleges, facilities and amount of salary were affected te level of employee's satisfaction respectively.

33.1 % of employees were highly satisfied and 41.6% of them were satisfied. The no satisfy nor dissatisfy satisfied employees were 18.2% whereas 10% of employees were dissatisfied and only 1% of bank's employees were highly dissatisfied.

As a conclusion, majority of all employees of banks in North Cyprus are satisfied with their jobs.

6.1 Limitation of this Study

Due to the fact that few surveys have been done about employee satisfaction in North Cyprus, bank's employee did not cooperate to fill questionnaires, so I could collect just 154 questionnaires.

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APPENDICES

Appendix A: Turkish Questionnaire

Cinsiyet:

Kadın Erkek

Yaşınız: 18-24 25-35 35-44 45-54 55<

Eğitim Durumu:

Lise ve altı Lisans Yüksek Lisans ve üstü

1- bankası ile kaç yıldan bu yana çalışıyorsunuz?

0-5

6-10

11-15

15<

1: Çok memnunum

2: Memnunum

3: Kararsızım

4: Memnun değilim

5: Hiç memnun değilim

| | | | | | |
|-------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| ORTAM: | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Size göre çalışma ortamı nasıl? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Şirketin (bankanın) çalışanlarına sunduğu sosyal olanaklardan memnun musunuz? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Çalıştığınız bankanın fiziksel çalışma şartları size göre nasıl? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| BİLGİ ve YETENEK NASIL KULLANILYOR: | | | | | |
| Benim işim yeteneklerim ve niteliklerime uygundur. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Yeni beceriler ve farklı işler öğrenerek kişisel gelişimime önem veririm. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| YÖNETİM: | | | | | |
| Üst düzey yönetim/yöneticiler şirket için alınan kararlarda çalışanların fikirlerine başvurur. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Sizin bölümünüzde / biriminizde olup bitenler hakkında yöneticilerden aldığınız bilgilerden ne kadar memnunsunuz? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Çalıştığınız kuruluştaki olup bitenler hakkında yöneticilerden aldığınız bilgilerden ne kadar memnunsunuz? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Çalışanlar kuruluş tarafından birer birey olarak kabul edilir. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Yönetim benim liderliğime ve tavsiyelerime önem verir. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Yöneticilerimiz bizim bilgilerimizden oldukça iyi faydalanır. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Üst yöneticilerden memnun musunuz? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| YETKİ ve ÖZGÜRLÜK: | | | | | |
| Bir müşteri sunulan hizmetten memnun kalmadığında, ben o sorunu çözecek yetkiye sahibim. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Kendi görevlerimi en iyi şekilde yerine getirebilmek için yeterli yetkiye sahibim. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| İŞ GÜVENLİĞİ: | | | | | |
| İşi etkileyen kararlara katılımından ne kadar memnunsunuz? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | | | | | |
|------------------------------------------------------------------------------|---|---|---|---|---|
| Şirkette daha iyi iş/konum elde etme fırsatlarından ne kadar memnunsunuz? | ① | ② | ③ | ④ | ⑤ |
| İşteki sigortandan ne kadar memnunsunuz? | ① | ② | ③ | ④ | ⑤ |
| Ben işi doğru yapana/öğrenene kadar, işimi kaybetme korkusu taşımiyorum. | ① | ② | ③ | ④ | ⑤ |
| İş güvenliğim bana hayatımda uzun vadeli programlar yapmam için imkân tanır. | ① | ② | ③ | ④ | ⑤ |
| İş güvenliğinizden ne kadar memnunsunuz? | ① | ② | ③ | ④ | ⑤ |
| TEŞVİK: | | | | | |
| Gösterdiğim performansın niteliği nedeniyle ödüllendirildim. | ① | ② | ③ | ④ | ⑤ |
| Çalıştığım kuruluş yaptığınız işi görür ve takdir eder. | ① | ② | ③ | ④ | ⑤ |
| Maaşın artması beni daha çok motive eder. | ① | ② | ③ | ④ | ⑤ |
| Terfi etmek beni daha çok motive eder. | ① | ② | ③ | ④ | ⑤ |
| İşi bırakmak beni daha çok motive eder. | ① | ② | ③ | ④ | ⑤ |
| Motive edici konuşmalar beni daha çok motive eder. | ① | ② | ③ | ④ | ⑤ |
| Takdir edilmek beni daha çok motive eder. | ① | ② | ③ | ④ | ⑤ |
| Müşteri memnuniyeti beni daha çok motive eder. | ① | ② | ③ | ④ | ⑤ |
| EĞİTİM KURSU: | | | | | |
| Çalıştığım kuruluş çalışanları için danışmanlık programı düzenler. | ① | ② | ③ | ④ | ⑤ |
| Çalıştığım kuruluş çalışanları için eğitim kursu düzenler. | ① | ② | ③ | ④ | ⑤ |
| İŞ ORTAMI İLİŞKİLERİ: | | | | | |
| Çalışanlar iş arkadaşlarına yardımcı olmak için deneyimlerini paylaşır. | ① | ② | ③ | ④ | ⑤ |
| Çalışanlar dostça ilişkilere sahip mi? | ① | ② | ③ | ④ | ⑤ |
| Benim yöneticim çalışanları ile samimi ilişkilere sahiptir. | ① | ② | ③ | ④ | ⑤ |
| MAAŞ: | | | | | |
| Çalıştığım kuruluş benim çalışmalarına uygun/tatmin edici maaş verir. | ① | ② | ③ | ④ | ⑤ |
| Maaşım işime uygundur. | ① | ② | ③ | ④ | ⑤ |
| Maaşım bilgime uygundur. | ① | ② | ③ | ④ | ⑤ |
| Maaşım işimin geçmişine uygundur. | ① | ② | ③ | ④ | ⑤ |
| Maaşım çalışma saatlerime uygundur. | ① | ② | ③ | ④ | ⑤ |
| Maaşınızdan ne kadar memnunsunuz? | ① | ② | ③ | ④ | ⑤ |
| 41- STRES/SORUNLAR: | | | | | |
| Çalışma saatlerinizden ne kadar memnunsunuz? | ① | ② | ③ | ④ | ⑤ |
| ÇALIŞMA SAATLERİ: | | | | | |
| Kalabalık şubeler beni stresli yapar. | ① | ② | ③ | ④ | ⑤ |
| Nakit eksikliği beni stresli yapar. | ① | ② | ③ | ④ | ⑤ |
| Yaşlı ve acele eden müşteriler beni stresli yapar. | ① | ② | ③ | ④ | ⑤ |
| Yabancı müşteriler beni stresli yapar. | ① | ② | ③ | ④ | ⑤ |

| TERCİH ve ÖNEM: | |
|------------------------------------------------------------------------------|-----------|
| İş arkadaşlarım benim için çok önemlidir. | ① ② ③ ④ ⑤ |
| Ortam benim için çok önemlidir. | ① ② ③ ④ ⑤ |
| Müşteri memnuniyeti benim için çok önemlidir. | ① ② ③ ④ ⑤ |
| Tesis/sosyal imkânlar benim için çok önemlidir. | ① ② ③ ④ ⑤ |
| Yöneticilerin tavrı benim için çok önemlidir. | ① ② ③ ④ ⑤ |
| Maaşın miktarı benim için çok önemlidir. | ① ② ③ ④ ⑤ |
| SONUÇ: | |
| Aileme ve arkadaşlarıma bu bankaya iş başvurusu yapmalarını tavsiye ederim. | ① ② ③ ④ ⑤ |
| Her şeyi göz önüne aldığınızda, bu bankada çalışmaktan ne kadar memnunsunuz? | ① ② ③ ④ ⑤ |

Öneriler:

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.....

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Teşekkür
ederim.

Appendix B: English Questionnaire

Gender:

Male Female

Age:

18-24 24-34 35-44 45-54 54<

Educational Background:

Diploma and below undergraduate postgraduate or above

How many years have you been working for X bank?

0-5 6-10 11-15 15<

1: Highly satisfy or agree

2: satisfy or agree

3: Leverage

4: Dissatisfy or disagree

5: highly: Dissatisfy or disagree

| | |
|--------------------------------------------------------------------------------------------------------------|-----------|
| Environment: | |
| How satisfied you are with the working Environment? | ① ② ③ ④ ⑤ |
| How satisfied you are with the welfare facilities provided to the employees by the organization? | ① ② ③ ④ ⑤ |
| How satisfied you are with the physical working condition in the Organization? | ① ② ③ ④ ⑤ |
| HOW USING THE SKILLS AND KNOWLEDGE: | |
| My work is according to my qualification and skills. | ① ② ③ ④ ⑤ |
| I experience personal growth such as updating skills and learning different jobs. | ① ② ③ ④ ⑤ |
| MANAGEMENT: | |
| The top management involve employees in the management decisions. | ① ② ③ ④ ⑤ |
| How satisfied are you with the information you receive from management on what is going on in your division? | ① ② ③ ④ ⑤ |
| How satisfied are you with the information you receive from management on what's going on in the company? | ① ② ③ ④ ⑤ |
| Employees are recognized as individuals. | ① ② ③ ④ ⑤ |
| Management looks to me for suggestions and leadership | ① ② ③ ④ ⑤ |
| Our manager use our knowledge perfectly. | ① ② ③ ④ ⑤ |
| How satisfied you are with the top Management? | ① ② ③ ④ ⑤ |
| AUTHORITY AND FREEDOM: | |
| When a customer is dissatisfied, I have authority to correct the problem to their satisfaction | ① ② ③ ④ ⑤ |
| I have necessary authority to perform your duties effectively. | ① ② ③ ④ ⑤ |
| JOB SECURITY: | |
| How satisfied you are with your involvement in decisions that affect you work? | ① ② ③ ④ ⑤ |
| How satisfied are you with your opportunity to get a better job in this company? | ① ② ③ ④ ⑤ |
| How satisfied you are with the insurance? | ① ② ③ ④ ⑤ |

| | | | | | |
|--------------------------------------------------------------------------|---|---|---|---|---|
| Until I do my duties correctly, I do not have any stress to lose my job. | ① | ② | ③ | ④ | ⑤ |
| My job security let me to have a long term program in my life | ① | ② | ③ | ④ | ⑤ |
| How satisfied you are with your job securities? | ① | ② | ③ | ④ | ⑤ |
| ENCOURAGEMENT: | | | | | |
| I am rewarded for the quality of my efforts | ① | ② | ③ | ④ | ⑤ |
| My organization recognize and acknowledge your work. | ① | ② | ③ | ④ | ⑤ |
| Salary increase ,motivates me more | ① | ② | ③ | ④ | ⑤ |
| Promotion motivates me more | ① | ② | ③ | ④ | ⑤ |
| Leave motivates me more | ① | ② | ③ | ④ | ⑤ |
| Motivational talk motivates me more | ① | ② | ③ | ④ | ⑤ |
| Recognition motivates me more | ① | ② | ③ | ④ | ⑤ |
| Customer satisfaction motivates me more | ① | ② | ③ | ④ | ⑤ |
| TRAINING COURSE: | | | | | |
| My organization organize any counseling programs for the employees. | ① | ② | ③ | ④ | ⑤ |
| My organization organize any training courses for the employees. | ① | ② | ③ | ④ | ⑤ |
| RELATHIONSHIPS IN JOB ENVIRONMENT: | | | | | |
| The employees share experience to help each other. | ① | ② | ③ | ④ | ⑤ |
| Employees have a friendly relationship together. | ① | ② | ③ | ④ | ⑤ |
| My manager has friendly manner with employee. | ① | ② | ③ | ④ | ⑤ |
| SALERY: | | | | | |
| The organization provide satisfactory Salary according to your Work. | ① | ② | ③ | ④ | ⑤ |
| My salary is accordance with my work. | ① | ② | ③ | ④ | ⑤ |
| My salary is accordance with my knowledge. | ① | ② | ③ | ④ | ⑤ |
| My salary is accordance with my work's history. | ① | ② | ③ | ④ | ⑤ |
| My salary is accordance with my working hours. | ① | ② | ③ | ④ | ⑤ |
| How satisfied you are with your salary? | ① | ② | ③ | ④ | ⑤ |
| WORKING HOURS: | | | | | |
| How satisfied you are with working hours? | ① | ② | ③ | ④ | ⑤ |
| STRESS/PROBLEMS: | | | | | |
| The crowd branch make me stressful | ① | ② | ③ | ④ | ⑤ |
| Lack of liquidity make me stressful | ① | ② | ③ | ④ | ⑤ |
| Aged and hurried customers make me stressful | ① | ② | ③ | ④ | ⑤ |
| Foreign customers make me stressful | ① | ② | ③ | ④ | ⑤ |
| PREFERENCE &IMPORTANCE: | | | | | |
| My colleagues are so important for me. | ① | ② | ③ | ④ | ⑤ |
| Environment is so important for me. | ① | ② | ③ | ④ | ⑤ |
| Customer satisfaction I so important for me. | ① | ② | ③ | ④ | ⑤ |
| Facility is so important for me. | ① | ② | ③ | ④ | ⑤ |
| The manner of managers is so important for me. | ① | ② | ③ | ④ | ⑤ |
| Amount of salary is so important to me. | ① | ② | ③ | ④ | ⑤ |
| CONCLUSION: | | | | | |
| Considering everything, how satisfied are you with your job? | ① | ② | ③ | ④ | ⑤ |