EMPLOYEE SATISFACTION IN THE BANKING INDUSTRY
(A CASE STUDY OF GCB BANK-MPRAESO & KWAHU RURAL BANK-PEPEASE)

A PROJECT REPORT PRESENTED TO THE DEPARTMENT OF BUSINESS
ADMINISTRATION IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF BACHELOR OF SCIENCE IN BUSINESS
ADMINISTRATION(BANKING & FINANCE OPTION)

BY

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MAY, 2015
DECLARATION

I do declare that except for the references to other people's work which have been cited and acknowledged, this work submitted as project work to department of Business Administration, Okwahu Campus of the Presbyterian University College, Ghana for the degree of BSc. Business Administration is the result of my own investigation and has not been presented for any degree in this University or any other Institution.

........................................... ...........................................
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(STUDENT)

I declare that I have supervised the above student in undertaking the project work reported here in and confirm that she has my permission to submit it for assessment.

........................................... ...........................................
MR. MICHAEL KWAME ASIEDU DATE
(SUPERVISOR)
DEDICATION

I dedicate this work to two wonderful people who have greatly impacted my life; my Awesome God and my wonderful mother Honorable Mrs. Cynthia AwulaDedeArday. I love You both so much.
ACKNOWLEDGEMENT

My success story would not be complete without showing my sincerest appreciation to some very special people.

Firstly, I thank God for seeing me through, for all His Help, Wisdom and every other Blessing. I also thank my dear mother Mrs. Cynthia Arday for her tireless efforts and sacrifices that have paved the way for me to be where I am today.

My sincerest gratitude goes to Dr. Mrs. Dorothy Danso and Honorable Mrs. GiftyAffenyi-Dadzie for all their prayer and support. God richly bless you.

I also thank my able supervisor Mr. Michael Kwame Asiedu for all his guidance and support. God richly bless you.

I thank my dear sisters Cynthia and Charlotte Arday for everything. I love you all so much.

Thank you to my wonderful uncle Mr. Emmanuel NiiAdu Arday for everything as well as EdemWortosi and Humphrey Indome for their help.

Finally, I thank my wonderful friends RachealSodah, Jennifer Sampah-Adjei, Louisa Acheampong, AdwoaAnokyewaaAsenso, Comfort Odame, Martin Sowah- Nortey, Kelvin Afrane and every other person who in one way or the other helped make my stay in PUC worthwhile. God bless you all.
ABSTRACT

Employee satisfaction in the banking industry is very crucial as the success or failure of every organization depends greatly on its employees. It is therefore expedient that all banks do their possible best to ensure that their employees are satisfied at all times. Employee satisfaction is not measured by just the factors pertaining to the job but can also be measured by how the job affects the lives of the employees. The study thus aimed at examining the satisfaction of employees in the banking industry taking into consideration how their jobs affect their personal lives.

Structured questionnaires, interviews and observations were used to gather information for the study. Simple random and purposive sampling techniques were used in the selection of the sample for the study. The Statistical Package for Social Scientists (SPSS) helped greatly in the analysis of data.

The study showed that although bankers experience a lot of stress, their family lives and social lives are not affected and that they are actually satisfied with their jobs considering how these jobs affect their lives in totality. The study revealed that there is a disparity between employee satisfaction and job satisfaction as job satisfaction is one of the forms of employee satisfaction with the other being personal satisfaction by which the satisfaction of employees was measured in this study. The study also made known that there is a lot of stress inherent in the banking profession. The workload on the bankers should also be evenly distributed or more hands should be brought on deck to reduce the stress levels of the bankers and afford them enough time to concentrate on other aspects of their lives in order to maximize their satisfaction with their jobs.
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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Denis Waitley once said and I quote, “personal satisfaction is the most important ingredient of success”, hence the need for us to examine how truly satisfied we are with whatever our hands find to do so as to achieve maximum success. Generally there is a perception that bankers are truly satisfied with their jobs because of the luxurious lifestyles a great deal of them lead.

The term ‘satisfaction’ is a rather relative one and recognized bodies and persons have gone through great ordeals to come up with definitions for it. Hoppock (1935) first proposed the concept of employee satisfaction and said it is the individual response and happiness of employees with objective and emotional facet of their working environment. Employee satisfaction also talks about doing the job that one enjoys, doing it well and being suitably rewarded for one’s effort and the enthusiasm and happiness with one’s work.

According to Wang (2005), employee satisfaction is also known as job satisfaction. Smith et al (1969) defined job satisfaction as feelings of affective responses to facets of the (workplace) situation. Researchers now however acknowledge that job/employee satisfaction is best described as having cognitive (thoughts) and affective (feelings) character.
It is no wonder that Brown and Patterson (1993) penned down that employee job satisfaction is the affective state of employees regarding multiple facets of their jobs. Job satisfaction basically describes how content an individual is with his or her job. It also is an affective reaction to a job that results from the person’s comparison of actual outcomes with those which are desired, anticipated or deserved.

Again, Beer (1964) stated that employee satisfaction is also concerned with employees’ feelings and thoughts about the organization, work and co workers. Ivancevich et al (1997) also defined employee satisfaction as the sensation and perception of the employee about his or her work and organization. In the view of Hanif and Kamal (2009), happy employees are more likely to be attentive and receptive to customers which will attract more of them (customers) and make them feel welcome and comfortable. So when employees are not satisfied, it will result in the unhappiness of customers as well.

According to management theorist Frederick Hertzberg, job satisfaction and job dissatisfaction are caused by totally different sets of factors. The happier people are with their jobs, the more satisfied they are said to be. The concept of job satisfaction has piqued the interest of many a manager as the satisfaction level of employees determines their level of productivity. Over the years, research done on job satisfaction has come up with the knowledge that there are several factors contributing to employees’ satisfaction with their jobs which are monetary and non-monetary. Employees’ satisfaction with their jobs talks about how favorable or unfavorable they see their work to be.
The internal and external environments come to play here as they play vital roles in this vein. The way the job is designed affects how satisfied employees will be with the job as well. For instance, jobs that make room for the voices and opinions of employees to be heard as well as those that encourage employees to be innovative contribute to employee satisfaction. It is also important that employees are accepted by their work group and that they also feel a sense of belonging there. This is also said to increase employees’ satisfaction.

Nguyen, Taylor and Bradley (2004) stated that, employee satisfaction encompasses a wide spectrum of variables such as satisfaction with pay, promotion opportunities, fringe benefits, job security and the importance or challenge of the job.

Employees in the various banks act as the liaison between the management of these banks and their customers hence the need to ensure that these employees are satisfied with their jobs so as to reap the maximum benefits from them since the success of the banks depends on the co-ordination of their activities as well as their cooperation with the two parties in question. Job satisfaction is very important not for employees only but also for the success of the organization (Lim, 2008) since an unsatisfied employee will not be faithful to the organization. A satisfied employee is therefore a faithful and productive one.

Employee satisfaction in the banking industry as well as all other industries is dependent not only on the monetary and non monetary variables organizations are responsible for but is also dependent on certain factors outside the working environment as no matter how satisfactory internal factors maybe, if these external factors are in question or are
made to fall short in anyway, employees may not be satisfied. This study aims at examining how truly satisfied employees are within the banking sector and how favorable they perceive their jobs to be with respect to its impact on their lives outside the banking environment.

1.2 Problem Statement

Banking is seen to be one of the most lucrative industries because a lot of bankers seem to have higher standards of living as compared to average Ghanaians. Over the years, a lot of research has been conducted by several researchers such as Nguyen, Taylor and Bradley (2004), Hanif and Kamal (2009) among many others to find out the level of satisfaction of employees within the banking industry and a lot of the findings have been centered on the conditions of work.

However, employee satisfaction with respect to bankers goes beyond conditions of work and can also be measured by looking at the social lives of the people which a great number of existing literature have not examined. The success of banks and all other organizations for that matter actually depend on the satisfaction of their employees with regards to the effect of their jobs on their personal/social lives as much as it depends on their satisfaction with their working conditions.

This study aims at examining the satisfaction of employees within the banking industry with emphasis on the effects of their jobs on their personal/social lives.
1.3 Objectives of the Study

The objective of this study is to find out the extent to which employees within the banking industry are satisfied with their jobs with regards to the impact their jobs have on their personal lives.

Among other things, the study focuses on the following specific objectives;
1. To find out the extent of stress in the job.
2. To assess the level of conditions of work.
3. To find out whether bankers have as much time for their families as they would love to have.
4. To find out whether bankers have social lives or lives outside their banking halls.
5. To find out if there is any disparity between employee satisfaction and job satisfaction.

1.4 Research Questions

The study seeks to find answers to the following questions:
1. To what extent are bankers stressed in the job?
2. Do the bankers like their conditions of work?
3. Do bankers have enough time to spend with their families?
4. Do bankers have social lives outside the banking halls?
5. Is there any disparity between employee satisfaction and job satisfaction?

1.5 Significance of the Study

This research after its completion will be of immense importance to the management of the banks as it will bring to light the hidden factors or variables within the organization that the employees need to be satisfied outside the working environment so that their
productivity increases and then the success of the banks in the long run. This work will contribute to existing knowledge throwing more light on the satisfaction levels of bankers taking their personal and social lives into consideration and serve as a basis for further research. It will also help employers know how they can contribute to the satisfaction of their employees by implementing certain policies that will favor them. Employees will hopefully benefit when their superiors implement the suggestions to be made based upon the study.

1.6 Scope of the Study

Abraham Maslow’s theory of needs is the key theory to be employed in this study. This theory clearly states the needs of human beings for them to feel satisfied hence its employment in this study to make it complete. Maslow states that for a person to feel truly satisfied, there are certain 5 needs that should be met: physiological needs, security needs, social needs or the need to feel a sense of belonging, the need for one’s ego to be boosted and then the need for self actualization. This theory will be of great importance and use to this research.

The geographical coverage of my study is a Commercial Bank (Ghana Commercial Bank) and a rural bank (Kwahu Rural Bank) because these banks have different conditions prevailing there. The whole idea for the study on the two is to be able to come up with results that will be generalized and replicable.

1.7 Limitations of the Study

As the researcher conducted the study, she came across a few hurdles that made the research challenging. Among these challenges are;
Power crisis; the current power crisis in Ghana otherwise known as Dumsor hindered the smooth flow of the research.

Since the bankers are extremely busy, the researcher had to leave the questionnaires for majority of them to answer at that free time although she would have preferred to interview them herself.

Another challenge faced by the researcher was the scarcity of literature concerning this area.

1.8 Organization of the Study

This study is composed of 5 chapters.

The first chapter looks at the general introduction with emphasis on the background of the study, problem statement, objectives of the study, research questions, and significance of the study, scope of the study, limitations of the study and the organization of the study.

The second chapter contains the Literature review which encompasses the theoretical review as well as the empirical review.

The third chapter considers the methodology used in the collection of data from the field.

The fourth chapter is made up of data presentation and analysis.

The fifth chapter provides a summary of the findings, conclusions and recommendations of the study.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter therefore reviews relevant theoretical and empirical literature on employee satisfaction. In this chapter, we will throw more light on employee satisfaction making reference to various concepts of employee satisfaction, the forms of employee satisfaction, how we can improve employee satisfaction, the effects of employee satisfaction on performance, banking operations as well as the nature of employee satisfaction in the banking industry.

2.1 Concept of Employee Satisfaction

Various theorists have examined this topic and see it from different perspectives. This chapter examines some of such theories.

According to Hoppock (1935), employee satisfaction is the individual response and happiness of employees with objective and emotional facet of their working environment. In the view of Wang (2005), employee satisfaction and job satisfaction are synonymous. Locke (cited in Sempane et al, 2005) says that job satisfaction is the pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. It is also seen to be an employee’s observation of how well their work presents those things which are important to them. Chedladurai (1999) also defines job satisfaction as an attitude people have about their jobs. The difference between the amount of rewards workers receive and the amount they believe they should receive is the definition for job satisfaction according to Robbins (1998). Brown and Patterson (1993) defined employee job satisfaction as the affective state of employees
regarding multiple facets of their jobs. Beer (1964) however sees employee satisfaction to be the employees’ feelings and thoughts about the organization, work and co workers. Ivancevich et al (1997) are of similar belief as they define employee satisfaction as the sensation and perception employees have about their work and organization.

Heslop et al (2002) stated that job satisfaction is the discrepancy among people’s expectations and what is really offered to them. Wagner and Hollenbeck (1998) define job satisfaction as pleasurable feelings that result from the perception that one’s job fulfills or allows for the fulfillment of one’s important job values. According to Chandan, job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. Singh (2003) found that job satisfaction is the result of various attitudes in all probability activated by a worker’s needs and their fulfillment (through work) a worker exhibits towards his job, towards related factors and towards life in general. More explicitly explained worker’s experience of satisfaction or dissatisfaction with his job or any aspect of it in large part, consequences of the extent to his positive or negative job attitude. According to Schermerhorn, Horn and Osborn (1998), job satisfaction is just one among many important attitudes that influence human behavior in the work place. It is closely related for example to organizational commitment which is the degree to which a person strongly identifies and feels a part of the organization and job involvement, the willingness of a person to work and apply efforts beyond normal job expectations and an individual who is highly involved in a job is considered very dedicated to it.

Hulin and Smith (1964) delineated that job satisfaction is influenced by various variables and they came up with findings that job satisfaction in men and women vary. Schaffer (1953) has proposed the hypothesis that overall satisfaction will vary directly from the extent to which
those needs of an individual which can be satisfied in a job are actually satisfied. He says the stronger the need, the more closely will job satisfaction depend on its fulfillment.

2.2 Employee Satisfaction Theories

The theories of employee satisfaction intend to throw more light on how people find contentment and fulfillment with their jobs. These theories express the thought that jobs are perceived not only as a means of earning a living or making ends meet but also as important extensions of people’s identity hence their happiness. Campbell et al (1970 cited in Smucker and Kent 2004) classified employee satisfaction theories into two namely Content theories and Process theories. Whereas Content theories are based on various factors which influence employee satisfaction, Process theories consider the process through which variables such as expectations, needs and values and comparisons interact with the jobs to produce job satisfaction. Content theories include those of Maslow and Hertzberg among many others while Process theories include Locke’s theory and others.

2.2.1 Abraham Maslow’s Theory of Needs

The original hierarchy of needs model was developed between 1943 and 1954 and had the five basic needs of humans according to Abraham Maslow. According to him, our most basic needs are in-born, having evolved over tens of thousands of years. He suggests that we must satisfy each need in turn, starting with the first which is at the bottom of the pyramid and deals with the most obvious needs for survival itself. Conversely, if the things that satisfy our lower needs are swept away, we are no longer concerned about the maintenance of our higher order of needs. This theory thus explains that humans seek to satisfy five main needs in life which are their physiological and biological needs, safety needs, social needs (belongingness and love needs), self-esteem needs and self-actualization needs. Maslow’s theory has served
as a basis for many an early researcher to develop theories on job satisfaction. In 1970, this theory was revisited and Cognitive needs and Aesthetic needs were added as the fifth and sixth needs respectively, pushing self-actualization to the seventh need. In the 1990s, another level of need was added as the seventh need; transcendence needs thereby pushing self-actualization to the eighth need.

i. **Physiological Needs**

In Maslow’s view, these are the basic needs of life that have to be fulfilled for sustenance. These needs include air, food, drink, warmth, sex, sleep, clothing, water among many others. He states that people need these more than they do all others. So in order for them to be truly satisfied, these needs need to be met. Smith and Cronje (1992) cited an example saying that a typical example of this is Trade Unions ensuring that their members’ basic needs are met by negotiating for better wages for them.

ii. **Safety Needs**

Maslow makes us understand that once the first level of needs is met, the next is line is safety needs. These include the need for protection, job security, order, stability, medical aid and others. These needs he said make people feel secured.

iii. **Social Needs (belongingness and love needs)**

When one adequately meets the above stated level, this level of need is activated. Humans have the need to be loved, accepted, appreciated and understood. They want to feel a sense of belonging which will take away all feelings of loneliness. They yearn to be part of groups, yearn to have relationships and families as well. Employees usually have tendencies to join
groups that fulfill their social needs. According to Smith and Cronje (1992), managers can play a vital role here by encouraging employees to interact with one another thereby enhancing the probability of employees’ social needs being met.

iv. Esteem/Ego Needs

The next level of need is the need to be respected and have self-respect as well, the need to be recognized by others, confidence, achievement, status responsibility and the need to have a good reputation. Smith and Cronje (1992) stated that managers or supervisors can play pivotal roles here by recognizing and rewarding high achievers for outstanding or good performance.

v. Self Actualization Needs

The highest level of Maslow’s needs leads to the full development of one’s potential. He states that this is where individuals strive for personal growth and fulfillment. This is where they reach their full potential and utilize their talents ensuring that they reach their stipulated life targets or level of success.
2.2.2 Hertzberg’s Two Factor Theory

After analyzing the job attitudes of 200 accountants and engineers who were asked to recall when they felt positively or negatively at work and the reasons for these feelings in 1959, Frederick Hertzberg introduced a two factor theory. This theory is also known as Motivation Hygiene Theory and concludes that certain factors in the workplace result in happiness but if absent will not lead to dissatisfaction. This suggests that satisfaction and dissatisfaction in the workplace are driven by different factors all together. From this research, Hertzberg suggested a two-step approach to understanding employee motivation and satisfaction in the workplace. He said there are motivating factors and hygiene factors which affect satisfaction of employees in the workplace. The motivating factors are those aspects of the job that make employees want to perform and these factors provide employees with satisfaction. These
factors are considered to be intrinsic to the job or the work to be carried out and are based on the individual’s need for personal growth. When they exist, they create satisfaction and when they are effective, they motivate employees to achieve above-average performance and effort. Some of these factors are recognition, responsibility, autonomy, scope to use and develop skills and abilities, interesting and challenging work, sense of achievement, opportunity for advancement, and personal growth in the job.

In his opinion, hygiene factors are based on the need for the business to avoid unpleasantness at work. Hygiene factors can create dissatisfaction if perceived as inadequate or inequitable by employees. Employees will however not necessarily be motivated if these factors are seen to be adequate or good. These factors are seen to be extrinsic and refer to what is done to motivate employees. The name Hygiene factors is used because just like hygiene, its presence will not make you healthier although its absence can result in the deterioration of health. The hygiene factors determine dissatisfaction although their absence will not guarantee satisfaction. These hygiene factors include wages and salaries as well as other forms of remuneration, promotion, working conditions, status, job security, fringe benefits, level and quality of supervision, company policy and administration and many others.

Hertzberg’s theory thus conforms to satisfaction theories which give the understanding that a satisfied employee tends to work in the same organization although this satisfaction does not always result in better performance. This is to say that satisfaction does not correlate with productivity.

Some similarities lie between Herzberg and Maslow’s models. They all suggest that certain needs have to be met for employees to be satisfied. Hertzberg however argues that only the higher levels of Maslow’s theory needs (self-esteem needs and self actualization needs) have
to be met for satisfaction to come about and that the remaining needs if not met only cause dissatisfaction if not addressed.

In as much as Hertzberg’s model has led to much research, researchers have not been able to empirically prove the model. In the view of Hackman and Oldham (1976), the original formulation of the model may have been more of a methodological artifact than a practical one. The theory does not take into consideration individual differences thereby predicting that all employees will react in the same or similar manner to changes in motivating and hygiene factors. This model also fails to spell out how motivating and hygiene factors are to be measured.

Smith et al (1992) criticize Herzberg’s theory saying that the relationship between motivation and dissatisfaction is too simplistic as well as the relationship between sources of job satisfaction and dissatisfaction.

### 2.2.3 Locke’s Range of Affect Theory

Professor Edwin A. Locke, an American Psychologist came up with the Range of Affect Theory which has come to be one of the widely used theories when examining employee satisfaction. The main idea behind this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. That is to say that a person’s job satisfaction can depend on two factors which are the expectations that employee has for the job and what he or she is actually going to get in that job. The smaller the gap between these two, the more chances he or she will be satisfied with his or her work this theory also states that the amount of value an employee places on a given facet of work moderates how satisfied or dissatisfied that employee becomes when these expectations are or are not met. Locke’s theory makes us understand that when a person values a particular
facet of a job, there is the tendency for his satisfaction to be greatly impacted both positively (when the expectations are met) and negatively (when those expectations are not met) as compared to an employee who does not value that facet. For instance if a banker prioritizes team work so as to work more easily and faster and is however made to work on his own all the time hence his/her inability to leave work early and get home as planned or desired, this employee is not likely to experience job satisfaction hence will experience job dissatisfaction.

### 2.2.4 Mullins Concept

According to Mullins (2006) no comprehensive theory exists to explain employee satisfaction as it is affected by a variety of variables. Among these variables are;

- **Individual factors** which include one’s personality, intelligence and ability, education and qualification, age, marital status and the person’s orientation to work.

- **Social factors** including one’s relationship with co-workers, group working, norms, informal organization and opportunity for interaction.

- **Cultural Factors** which constitute underlying attitudes as well as one’s beliefs and values.

- **Organizational factors** which are made up of the nature and size of the organization, personnel policies and procedures, formal structure, technology and work organization, nature of work, employee relations, management systems, supervision and styles of leadership as well as working conditions.
2.2.5 Judge’s Self-Evaluation Model

Judge (2001) said that there are four main core self-evaluations that determine one’s disposition towards job satisfaction and they are: **locus of control, general self-efficacy, self esteem and neuroticism.**

**Locus of control** deals with the amount of control or the span of control and also talks about believing one has control over his or her own life as opposed to outside forces having control. Having an internal locus of control leads to higher job satisfaction. This model also states that placing high value on one’s self which leads to having high levels of self esteem results in higher work or job satisfaction. General self-efficacy which is one's belief in his or her competence also leads to higher work or job satisfaction. Neuroticism has to do with having unreasonable fears and worries over long periods of time. Therefore the less neuroticism evident in an employee, the more likely he or she is to be satisfied with the job and the higher the level of an employee’s neuroticism, the less likely he or she is have job satisfaction.

2.2.6 Dispositional Theory

This theory suggests that people have innate dispositions that cause them to have tendencies towards certain levels of satisfaction irrespective of one’s job. This theory is of immense importance when explaining job satisfaction based on evidence that job satisfaction tends to be more stable over time and across jobs. According to Straw and Ross (1985), the dispositional viewpoint assumes that measuring personal characteristics can aid in the prediction of job satisfaction.
2.2.7 Adams’ Equity Theory

This theory was developed by John Stacey Adams in 1963 and it suggests that if an individual perceives that the rewards he or she receives are equitable or just in comparison with those received by others in similar positions in or outside the organization, then he or she feels satisfied. He states that employees seek to maintain equity between their inputs to the job and the outcomes they receive from the jobs as against the perceived inputs and outputs of others.

2.3 Dimensions of Employee Satisfaction

A summary of job dimensions established to contribute to employee satisfaction have been presented by Locke (1976). These dimensions represent characteristics associated with job satisfaction. These dimensions are; the job or work itself, the pay or remuneration, promotions, recognition, working conditions, benefits, supervision and co-workers.

2.3.1 The job or work itself

In the view of Luthans (1992), the nature or type of work performed by employees has a lot of impact on their level of satisfaction with the job. He goes on to say that employees derive satisfaction from work or jobs they find to be interesting and challenging as well as jobs that make them gain statuses.

2.3.2 Pay or Remuneration

Pay or remuneration refers to the amount of financial compensation individuals receive and the extent to which such compensation is perceived to be equitable. Remuneration is a key contributor to job or employee satisfaction. Luthans (1998) said that salaries do not only help people attain their basic needs but play vital roles in satisfying the higher levels of needs of people.
2.3.3 Supervision

From the research of Luthans (1992) and Robbins (1998), we find that the quality of the supervisor-subordinate relationship has significant, positive effect or influence on the employee’s general level of job satisfaction.

2.3.4 Promotion

The prospects of an employee’s promotion as well as an actual promotion are also likely to influence the employee’s job satisfaction. According to Robbins (1998), promotions provide employees with opportunities for personal growth, increased responsibility and increased social status.

2.3.5 Work Group

A research conducted by Mowday and Sutton (1993) shows that job satisfaction is related to employees’ opportunities to interact with others on the job. An individual’s job satisfaction level might be as a result of personal characteristics as well as the characteristics of the group to which he or she belongs. This suggests that relationships with both co-workers and management are very important.

2.3.6 Working Conditions

Working conditions play important roles when measuring employee satisfaction according to Moorhead and Griffen (1992). Luthans (1998) also states that if people work in a clean, friendly environment, they will find it easier to come to work and if the opposite should happen, accomplishing tasks will be difficult for them.
2.4 Stress

In the view of Robbins (2004), stress is a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important. Moorhead & Griffen (1998) also defined stress as a person’s adaptive response to a stimulus that places physical and psychological demands on a person. There are four types of stress according to Taylor Shelley (1995) namely;

- **Chronic Stress**;

  This talks about unrelenting demands and pressures for seemingly interminable periods of time. This type of stress wears the individual out day after day and year after year with no visible escape.

- **Acute Stress**;

  This is the most common type. Here, the individual knows exactly why he or she is stressed. It can be as a result of something scary but thrilling.

- **Traumatic Stress**;

  This arises from a catastrophic event or intense experience such as natural disasters. Common symptoms are nightmares and flashbacks about trauma.

- **Episodic Acute Stress**

  Here, the lives of the people are very chaotic and out of control as well. The people here are always in a rush, busy, etc. they have been doing it for so long they become used to it or it becomes habitual.

All bankers face one of these kinds of stress.
CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter generally considers the methodology adopted in the study hence the research design, sources of data as well as data collection procedure will be examined. The profiles of the study areas are also talked about briefly.

3.1 Research Design

The research design throws more light on the processes undertaken in the research as well as the sampling techniques employed. This research is a qualitative one since it deals with the views and opinions of the population.

3.1.1 Research setting

The research was conducted in two banks; a commercial bank (GCB Bank) and a rural bank (Kwahu Rural Bank). This was done for the replicability and generalisability of the research findings.

3.1.2 Study Population

The population comprises of all staff of the banks from top management to lower level staff. They are all included in order to get the satisfaction of employees at all levels since the work load differs at every level.

3.1.3 Sample Size

Due to time constraint and economic reasons, a sample size of forty (42) was used: 10 from GCB Bank since they had just 10 employees there and 32 from Kwahu Rural Bank.
3.1.4 Sampling Technique
The researcher employed the use of the Simple random and Purposive Sampling techniques. The purposive sampling technique was used to select the managers as well as others in the upper levels of the banks where as the Simple random technique gave equal chances to all others to be randomly selected for the study.

3.1.5 Data Collection Method
The data collected were from primary and secondary sources. With the primary sources, the researcher administered questionnaires, had some oral interviews and made some observations. The questionnaires comprised of straightforward questions with very simple language for easy understanding of respondents to ensure the genuineness of these responses.

3.2 Profiles of the study areas
3.2.1 GCB Bank Ltd.
3.2.1.1 Background of GCB Bank Ltd.

GCB Bank Ltd, formerly known as Ghana Commercial Bank is the largest bank in Ghana, licensed by the Bank of Ghana, the national banking regulator. Being the largest indigenous financial institution, it has over 160 branches across the country with Mpraeso being one of these branches. GCB Bank was founded in 1953 as the Bank of Gold Coast. It initially focused on serving Ghanaian farmers, traders and business people who could not obtain financing from the expatriate banks. In 1957, when Ghana attained independence, the bank re-branded to Ghana Commercial Bank, to concentrate on commercial banking. The bank is also listed on the Ghana Stock Exchange. In 2013, the bank renamed itself GCB Bank Ltd, with a new brand identity
which was launched at the end of 2014. As at July 2012, the bank had about 2,315 staff and its headquarters is located in Accra, the capital of Ghana.

3.2.1.2 Vision Statement

To become Ghana’s favorite bank and one of the most recognized and preferred financial service brands in Africa and beyond.

3.2.1.3 Mission Statement

To provide friendly, helpful and accessible banking services, combined with expert financial solutions that help people and businesses realize their goals.

3.2.1.4 Products & Services of GCB Bank Ltd.

- Current Accounts
- Savings Accounts
- Local Remittances/Fund Transfer
- Fee payments
- Electronic Products e.g. ATM/POS, Ready Cash, Mobile (SMS) Banking etc.
- Deposits e.g. Time deposits, Call Deposits etc.
- Loans
- International Trade & Finance
- Foreign Accounts e.g. Foreign currency, Foreign exchange, Link2Home
- International Money Transfer Services
- Other services
  - Safe custody
  - Pick up/Delivery
  - Letters of Reference
3.2.2 Kwahu Rural Bank Ltd.

3.2.2.1 Background of Kwahu Rural Bank

With its Headquarters at Pepease the Bank was the first rural bank to be established in the Kwahu Traditional area, the third in the Eastern Region and 13th in the country. Incorporated under the Companies code 1963(Act 179) and was licensed by the Bank of Ghana under the Banking Act 1963 (Act339), Kwahu rural bank was opened for banking operations on the 5th of August 1980, with the headquarters at Pepease-Kwahu, about 15 kilometers from Mpraeso the capital of the Kwahu South District the 30 kilometers from Nkawkaw the capital of Kwahu West Municipal Assembly. Kwahu Rural Bank has agencies at Pepease, Mpraeso, Bepong, KwahuTafo, Nkawkaw, New Abirem and one Mobilization Centre at Nkawkaw Market Square with a total customer base of 21,452 as at December 2010.Kwahu Rural Bank Limited is owned by Shareholders.

Motto of the Bank: We Are Reliable

3.2.2.2 Objective of the Bank

The objective of the bank among others is to support the private sector and facilitate the nation's economic growth. KRBL brings banking to the doorstep of existing and potential customers and extends credit facilities to the private sector.
3.2.2.3 Corporate Mission Statement

To be among the top three leading Rural/community Banks in Ghana through a well-motivated workforce, tailor-made and satisfying products and more customer-friendly services to our chosen clientele thereby giving us an edge over competitors.

3.2.2.4 Products of the bank

- Customer Accounts e.g. Savings accounts, current accounts etc.
- Lending Products e.g. traditional loans & overdrafts, workers’ loans, susu loans, etc.
- Transfer services e.g. i-trans, Western Union Money transfer, etc.
- Other services e.g. safe keeping of valuables, salary payment, etc.
CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 Introduction
In this chapter, we will analyze the data collected from the field. In doing this, we will employ statistical techniques including tables and figures. The Statistical Package for Social Scientists (SPSS) played a very vital role in the analysis. The analysis focuses on the demographic distribution of respondents, their occupational details, working conditions, their levels of stress, their family lives as well as social lives in determining their satisfaction with their jobs. Their perceptions on the disparity between employee satisfaction and job satisfaction as well as other variables are also analysed.

4.2 Demographic Characteristics of Respondents

4.2.1 Age of Respondents
This portion aims at looking at the age distribution of the employees of the banks. The younger an individual is, the more bearable certain tasks and situations are as stress levels differ among age groups. The ages of employees could also affect their appreciation levels and inversely their satisfaction. The research showed that a greater proportion of the workers are between the ages of 20-30 with them being 24 in all which represented 57.1% of the total population, 9 of them were between the ages of 31 and 40 which constitutes 21.4% of the total population, 8 of them were between 41-50 making up 19% of the population and only one person was in the category of 51 and above which was 2.4%. This shows that a greater proportion of the employees of the banks are of youthful ages. Table 4.1 below shows the age distribution of the employees.
Table 4.1 Age of Respondents

<table>
<thead>
<tr>
<th>Age Ranges</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
<td>24</td>
<td>57.1%</td>
</tr>
<tr>
<td>31-40</td>
<td>9</td>
<td>21.4%</td>
</tr>
<tr>
<td>41-50</td>
<td>8</td>
<td>19.0%</td>
</tr>
<tr>
<td>51 &amp; above</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field work 2015

4.2.2 Relationship Status of Respondents

In examining the effects of the banking jobs on the lives of the employees, it is imperative that their relationship statuses be examined as the way the job will affect someone who is single hence has less responsibilities will differ from how it affects someone who is married with children. The field work showed that out of the 42 respondents, 22 of them were married. Therefore more than half of our population belonged to the married category and they mainly helped in the examination of how the banking job affects family life especially those married employees who had children as well. So their category was included to find out the satisfaction levels of employees based on how it affects their family lives. Nonetheless, the elements of the other categories could equally answer questions pertaining to family life provided they had families. 5 out of the 42 are in relationships. This category was included to see how pleasurable an experience and how satisfying those who are yet to get married perceived the banking job to be with regards to how much time it afforded them to spend with their prospective spouses. 2 of the respondents were engaged and their category was included just like those in relationships. We have 13 of them being single. This group was added to show the disparity in satisfaction levels of those with families and more
responsibilities and they who have less responsibilities. The findings are depicted in table 4.2 below.

**Table 4.2 Relationship Status of Respondents**

<table>
<thead>
<tr>
<th>Status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>22</td>
<td>52.4%</td>
</tr>
<tr>
<td>Engaged</td>
<td>2</td>
<td>4.8%</td>
</tr>
<tr>
<td>In a relationship</td>
<td>5</td>
<td>11.9%</td>
</tr>
<tr>
<td>Single</td>
<td>13</td>
<td>31%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field work 2015

**4.2.3 Children**

This part talks about whether or not the respondents have children and plays a very key role in the examination of their families in relation to how their jobs affect their family lives. When asked whether they had children or not, 16 of the respondents answered in the affirmative with the remaining 26 saying they do not have children. Table 4.3 clearly shows the distribution.

**Table 4.3 Children**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>16</td>
<td>38.1%</td>
</tr>
<tr>
<td>No</td>
<td>26</td>
<td>61.9%</td>
</tr>
</tbody>
</table>

Source: Field Work 2015

From table 4.3 we can see that majority of the elements in our population do not have children hence in assessing their family lives and the effects their jobs have on their families
the variables we will be dealing with will exclude children. Therefore family members may include parents, siblings, spouses as well as other extended relations. Since only 38.1% have children, their families when examining family lives will include children.

4.2.4 Number of Children

In order to properly assess the family lives of the employees, the researcher had to look at the number of children that the 38.1% each had. It was found that 4 out of the 16 had 1-2 children representing 9.5% of the total 38.1%. 10 employees also had between 3 and 4 children which made up 23.8% of the population. One person had between 5-6 children and another person had a number of children in the 7 & above category. Those who had a child each represented 2.4% of the population each. We find from this that majority of our respondents have either 3 or 4 children and this increases their responsibilities. Knowing the number of children the employees have aids the research when it comes to matters pertaining to the family lives of the respondents. Table 4.4 categorizes them.

Table 4.4 Number of Children

<table>
<thead>
<tr>
<th>Number of children</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2</td>
<td>4</td>
<td>9.5%</td>
</tr>
<tr>
<td>3-4</td>
<td>10</td>
<td>23.4%</td>
</tr>
<tr>
<td>5-6</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>7 &amp; above</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>38.1%</td>
</tr>
</tbody>
</table>

Source: Field work 2015

4.2.5 Position at the Bank

Every level at the bank comes with its own responsibilities, pressures, advantages and disadvantages. In order to properly assess the satisfaction level of every employee, it is only
natural that we know the positions of the various respondents at the banks. Knowing their positions helps us know what is expected of them in our bid to analyze the impact or effect of these positions or the jobs in totality on their lives. The respondents occupy positions ranging from branch managers, operations managers, systems administrators, clerks, cashiers, loan officers, back room staff, accountants, messengers, labourers and ATM custodians. Based on their positions, we can make informed analysis on employee satisfaction in the banking industry with particular reference to how the jobs affect their lives. The positions are varied making it possible for the research to cover a wide spectrum. All these position are however broadly grouped under 3 main categories which table 4.5 depicts. 4 of our respondents did not indicate their positions.

**Table 4.5 Positions of Respondents at the Banks**

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>5</td>
<td>11.9%</td>
</tr>
<tr>
<td>Banking Staff</td>
<td>30</td>
<td>71.4%</td>
</tr>
<tr>
<td>Non-Banking Staff</td>
<td>3</td>
<td>7.1%</td>
</tr>
<tr>
<td>No response</td>
<td>4</td>
<td>9.5%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field work 2015

**4.3 Stress**

The banking job is perceived to be very stressful taking into account the hours that the bankers work and the volume of work. Respondents were however asked a few questions in order to analyze the stress related to their job and know how much stress they have to deal with weekly on the average. Knowing how much stress comes with the job will help in the
analysis of the effects of the banking job on the lives of our respondents in an attempt to know how satisfied they are based on this.

4.3.1 Waking up time of respondents

This question was posed to respondents in order to get a clear picture of how a typical day is like for them. So we start with the time they wake up and go through to when they finally close. In examining the time they wake up coupled with when they usually close and get home the stress they go through taking into consideration the average number of active hours per day is seen. So the respondents chose from time ranging from 3am-6am and after 6am. 25 of the total number of respondents said they usually wake up between 3am and 6am and 16 of them usually wake up after 6am. From this, it is seen that a lot of respondents have early starts. A respondent gave no response. Table 4.6 portrays the feedback.

Table 4.6 Waking up time of respondents

<table>
<thead>
<tr>
<th>Time</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>3am-6am</td>
<td>25</td>
<td>59.5%</td>
</tr>
<tr>
<td>After 6am</td>
<td>16</td>
<td>38.1%</td>
</tr>
<tr>
<td>No response</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field work 2015

4.3.2 The time respondents usually leave the house

This question is a follow up of the previous one as they all help bring out the stress component associated with the banking job. All those with household responsibilities have between when they wake up and this part of the morning to fulfil them. These responsibilities include bathing children, preparing breakfast for the family, etc. When the time the
respondent leaves is known, we will be able to calculate the number of active hours in a day which will aid in estimating the level of stress associated with the job. 2 of the respondents said they leave the house before 5am and they constitute 4.8% of the total population. They have extremely early starts. 10 of the respondents answered that they leave after 5am but before 6am and they form 23.8% of the population. 28 of them leave after 6am and they make up 66.7% of the population indicating that the majority of our respondents leave after 6am. 2 of our respondents gave no feedback. Table 4.7 conveys the information.

Table 4.7 The time the respondents leave the house

<table>
<thead>
<tr>
<th>Time</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before 5am</td>
<td>2</td>
<td>4.8%</td>
</tr>
<tr>
<td>After 5am before 6am</td>
<td>10</td>
<td>23.8%</td>
</tr>
<tr>
<td>After 6am</td>
<td>28</td>
<td>66.7%</td>
</tr>
<tr>
<td>No response</td>
<td>2</td>
<td>4.8%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field work 2015

4.3.3 Closing Time of Respondents

This question aims at helping paint a perfect picture of typical days of bankers. Most banks start operations between 8am-8:30am. Now that we know when they leave the house, knowing when they close will help us estimate the number of working hours they have daily. Only one respondent closes between 2pm-4pm. 6 of our respondents close between 5pm and 6pm. 34 of our respondents close after 6pm meaning that majority of our respondents donot close early. A respondent gave no feedback. These findings are put together in table 4.8.
Table 4.8 Closing time of respondents

<table>
<thead>
<tr>
<th>Time</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2pm-4pm</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>5pm-6pm</td>
<td>6</td>
<td>14.3%</td>
</tr>
<tr>
<td>After 6pm</td>
<td>34</td>
<td>81%</td>
</tr>
<tr>
<td>No response</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field work 2015

4.3.4 When respondents usually get home

In the final analysis of the time factor, our respondents were asked when they usually get home. This knowledge is the final piece of the puzzle that gives a picture of a typical working day in a banker’s life to examine the level of stress inherent. A respondent gets home between 3pm-4pm. 3 respondents get home between 5pm-6pm. 34 of the respondents get home after 6pm. 4 respondents gave no response. This information can be seen in figure 4.1.

Figure 4.1

Source Fieldwork 2015
4.3.5 How respondents usually feel after work

After examining the time factor, respondents were asked how they usually feel after work to know their take on their stress levels. 14 of the respondents said they usually feel okay and eager to go to work the next day. 10 of them said they felt slightly tired although they still look forward to going to work the next day. 11 of them said they usually are extremely tired although they still look forward to going to work the next day. 6 of them said they are usually very tired and think they need more rest. One respondent gave no response. This is shown in table 4.9.

Table 4.9 How respondents usually feel after work

<table>
<thead>
<tr>
<th>Feeling</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Okay, eager to go to work the next day</td>
<td>14</td>
<td>33.3%</td>
</tr>
<tr>
<td>Slightly tired although I still look forward to going to work</td>
<td>10</td>
<td>23.8%</td>
</tr>
<tr>
<td>Extremely tired although I still look forward to going to work</td>
<td>11</td>
<td>26.2%</td>
</tr>
<tr>
<td>Very tired, I think I need more rest</td>
<td>6</td>
<td>14.3%</td>
</tr>
<tr>
<td>No response</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.3.6 Number of clients respondents deal with everyday

Respondents were asked for the number of clients they deal with on the average daily to know the volume of their work or how demanding their jobs are as all these variables can be used in the evaluation of stress levels. 6 of them deal with clients below 20. 12 of them deal
with clients within the 20-50 range. 15 of them deal with 51-80 clients while 7 of them deal with over 80 clients daily on the average. 2 respondents gave no feedback. All this is shown in table 4.10.

Table 4.10 Number of clients respondents deal with everyday

<table>
<thead>
<tr>
<th>Number</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20</td>
<td>6</td>
<td>14.3%</td>
</tr>
<tr>
<td>20-50</td>
<td>12</td>
<td>28.6%</td>
</tr>
<tr>
<td>51-80</td>
<td>15</td>
<td>35.7%</td>
</tr>
<tr>
<td>Above 80</td>
<td>7</td>
<td>16.7%</td>
</tr>
<tr>
<td>No response</td>
<td>2</td>
<td>4.8%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.3.7 Whether respondents wish to close earlier or not

When they close does not just talk about the closing hours of the bank but actually deals with when the respondents end their normal duties daily. When asked if they wished to close earlier than they normally do, 3 of them said no while a good number of them said yes: 37 in all meaning that a lot desire to leave their offices earlier than they normally do. 3 respondents however gave no response. Table 4.11 talks about this.
Table 4.11 Whether respondents wish to close earlier or not

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>37</td>
<td>88.1%</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>4.8%</td>
</tr>
<tr>
<td>No response</td>
<td>3</td>
<td>7.1%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.3.8 Level of Stress at the end of the week

After going through the hustle and bustle of the days, the stress piles up and may or may not take a toll on bankers. Respondents were asked how they stressed they usually feel at the end of the week with 1 being least stressed and 10 being very stressed. None of them selected between 1-3 indicating that no one feels no stress at all. 3 people selected 4. 2 of them selected 5 which is the average level. 4 of them selected 6 and 11 of them selected 7. 16 selected 8 and 4 selected 9. Only 1 selected 10. One respondent gave no feedback. Figure 4.2 illustrates this.

Figure 4.2 Level of Stress
4.4 Working Conditions

Another variable by which employee satisfaction in the banking industry can be measured is the working conditions of the bank. Here, we take into consideration the working environment, relationship with co-workers and every other variable that talks about matters pertaining to the job.

4.4.1 How often superiors interact with respondents

In examining the working conditions of the respondents, the first question they were asked is how often their superiors interact with them. This among many other variables helps in motivating the employees and making them feel appreciated. 6 of the respondents said their superiors interact with them only when there’s a challenge. 8 of them said they do only when they are to give updates. 2 of the respondents said their superiors interact with them occasionally. 7 of them said they interact with them all the time. One respondent gave no response. The breakdown of this is seen in table 4.12.

Table 4.12 How often superiors interact with respondents

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only when there is a challenge</td>
<td>6</td>
<td>14.3%</td>
</tr>
<tr>
<td>Only when they are to give updates</td>
<td>26</td>
<td>61.9%</td>
</tr>
<tr>
<td>Occasionally</td>
<td>2</td>
<td>4.8%</td>
</tr>
<tr>
<td>All the time</td>
<td>7</td>
<td>16.7%</td>
</tr>
<tr>
<td>No response</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015
From the data above, we gather that many of the superiors only interact with the workers when they are to give updates.

4.4.2 Relationship of respondents with co-workers

The relationship of the respondents with their co-workers comes in as one of the vital questions since this relationship goes a long way to affect how satisfied these employees feel with their jobs. 13 of them who made up 31% of the population said their relationship with co-workers was very cordial. 27 of them, making up 64.3% of the total population, which happened to be the majority, said their relationship with co-workers was cordial. 1 person who formed 2.4% of the population said the relationship was hostile. 1 other person gave no answer. These responses are all seen in table 4.13.

Table 4.13 Relationship of respondents with co-workers

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Cordial</td>
<td>13</td>
<td>31%</td>
</tr>
<tr>
<td>Cordial</td>
<td>27</td>
<td>64.3%</td>
</tr>
<tr>
<td>Hostile</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>No response</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.4.3 How often respondents receive bonuses

There are many ways of motivating employees and bringing out the best in them, making them want to go the extra mile for the bank and giving them incentives in the form of bonuses is one of them. When asked how often they receive bonuses, 26 of the employees said they receive bonuses once a year. 7 others said they do twice a year. One respondent said
occasionally, 5 others said as and when necessary 2 respondents said they never receive bonuses and one respondent gave no response. This can be found in table 4.14

**Table 4.14 How often respondents receive bonuses**

<table>
<thead>
<tr>
<th>How often they receive bonuses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once a year</td>
<td>26</td>
<td>61.9%</td>
</tr>
<tr>
<td>Twice a year</td>
<td>7</td>
<td>16.7%</td>
</tr>
<tr>
<td>Occasionally</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>As and when it becomes necessary</td>
<td>5</td>
<td>11.9%</td>
</tr>
<tr>
<td>Never</td>
<td>2</td>
<td>4.8%</td>
</tr>
<tr>
<td>No response</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

**4.4.4 Incentives**

After asking our respondents whether they receive incentives in the form of bonuses they were asked if they receive incentives in general for their good work done or when they achieve something special. 7 of our respondents said they do receive incentives when they achieve good things while 34 of them said they do not receive incentives. A respondent gave no response. Table 4.15 talks about this.
Table 4.15 Incentives

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>7</td>
<td>16.7%</td>
</tr>
<tr>
<td>No</td>
<td>34</td>
<td>81%</td>
</tr>
<tr>
<td>No response</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.5 Family lives of respondents

In this section, respondents were asked questions pertaining to their family lives to know how their jobs affect their family lives.

4.5.1 Spending time with family

The respondents were asked if they are able to spend time with their families often. 24 of the respondents responded that they do get to spend time with their families often whereas 7 of them said they do not often get to spend time with their families. 11 respondents gave no feedback. Table 4.16 conveys this information.

Table 4.16 Spending time with family

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>24</td>
<td>57.1%</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>16.7%</td>
</tr>
<tr>
<td>No response</td>
<td>11</td>
<td>26.2%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015
4.5.2 Average number of hours spent with family weekly

Respondents were then asked the number of hours they get to spend with their families weekly on the average. 4 of the respondents said during the week, they get to spend 1-3 hours with their families. 12 of them said they get to spend 4-6 hours. 10 respondents get to spend 7-9 hours and 5 of them get to spend 10 hours and above. 11 respondents gave no response.

Table 4.17 shows this.

Table 4.17 Average number of hours spent with family weekly

<table>
<thead>
<tr>
<th>Number of hours</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3</td>
<td>4</td>
<td>9.5%</td>
</tr>
<tr>
<td>4-6</td>
<td>12</td>
<td>28.6%</td>
</tr>
<tr>
<td>7-9</td>
<td>10</td>
<td>23.8%</td>
</tr>
<tr>
<td>10 &amp; above</td>
<td>5</td>
<td>11.9%</td>
</tr>
<tr>
<td>No response</td>
<td>11</td>
<td>26.2%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

4.5.3 Complaints of partners about the time respondents return from work

Here, respondents were asked the effect of their jobs on their marriages and relationships. Considering that majority of them get home after 6pm it is expedient to know whether this is taking a toll on their relationships with their partners. 10 of the respondents responded in the affirmative saying that their partners do complain about the time they get home after work. 20 of the respondents said their partners do not complain about the time they get home after work. 12 of the respondents gave no feedback. All of this is contained in table 4.18
Table 4.18 Complaints of partners about time respondents return from work

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>23.8%</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>47.6%</td>
</tr>
<tr>
<td>No response</td>
<td>12</td>
<td>28.6%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.5.4 Supporting household chores on weekdays

In examining their family lives, respondents were asked whether or not they get the time to support household chores on weekdays. This is to know whether their jobs prevent them from helping at home on weekdays. 24 of them said they are still able to help with household chores on weekdays while 7 of them said they are not able to support household chores. 11 of them gave no response. Table 4.19 shows this.

Table 4.19 Supporting household chores on weekdays

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>24</td>
<td>57.1%</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>16.7%</td>
</tr>
<tr>
<td>No response</td>
<td>11</td>
<td>26.2%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.5.5 Most recent date with partner

Respondents who are in relationships were asked when they last went out with their partners to know whether their jobs are preventing them from spending time with their partners. 4 of
the respondents said they went out with their partners less than a week ago. 15 of them said they went out with them over a week ago. 15 others said they went out with them over 2 weeks ago. 4 respondents said it’s been a while and that they do not get to because of work. 4 respondents gave no feedback. Table 4.20 carries all this information.

**Table 4.20 Most recent date with partner**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a week ago</td>
<td>4</td>
<td>9.5%</td>
</tr>
<tr>
<td>Over a week ago</td>
<td>15</td>
<td>35.7%</td>
</tr>
<tr>
<td>Over 2 weeks ago</td>
<td>15</td>
<td>35.7%</td>
</tr>
<tr>
<td>It’s been a while, I do not get the time to because of work</td>
<td>4</td>
<td>9.5%</td>
</tr>
<tr>
<td>No response</td>
<td>4</td>
<td>9.5%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

**4.5.6 What respondents usually do after work**

After a hard day’s work, what do the respondents usually do? Do they go to bed because they are tired? Have a good time with family? Go to Church or hang out with their friends? 7 of the respondents said they have a good time with family and having a good time entails cooking chatting with family and any other activity involving family members. 14 of them go to Church, 11 of them hang out with friends, 8 of them go to bed because they are tired and 2 gave no response. Table 4.21 depicts this.
Table 4.21 What respondents usually do after work

<table>
<thead>
<tr>
<th>Activity</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a good time with family</td>
<td>7</td>
<td>16.7%</td>
</tr>
<tr>
<td>Go to Church</td>
<td>14</td>
<td>33.3%</td>
</tr>
<tr>
<td>Hang out with friends</td>
<td>11</td>
<td>26.2%</td>
</tr>
<tr>
<td>Go to bed because they usually are stressed out</td>
<td>8</td>
<td>19%</td>
</tr>
<tr>
<td>No response</td>
<td>2</td>
<td>4.8%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.5.7 Jobs affecting family lives of respondents

Finally under family life, respondents were asked whether their jobs were affecting their family lives. 9 of the respondents said yes, their jobs are affecting their social lives while 30 of them said their jobs were not affecting their family lives. 3 respondents said nothing about this. The majority does do not think that their jobs are affecting their family lives. The response of the respondents is captured in table 4.22.

Table 4.22 Jobs affecting family lives of respondents

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>9</td>
<td>21.4%</td>
</tr>
<tr>
<td>No</td>
<td>30</td>
<td>71.4%</td>
</tr>
<tr>
<td>No response</td>
<td>3</td>
<td>7.1%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015
4.6 Social lives of respondents

The last variable the research employs in the examination of the satisfaction of employees in the banking industry is their social life, which is how the job affects their social lives. Here, their social lives will be taken into consideration to see if their jobs in any way affect them here. Basically, this section aims at seeing whether or not bankers have lives outside the banking halls.

4.6.1 Quantity of friends

The respondents were asked this question to know whether the job prevents them from having friends or impedes the growth of the friendships they already have. 9 of them representing 21.4% of the total population said they do have friends, but not so many of them because of work. 24 of the respondents said they have a lot of friends and they make up 57.1% of the total population. 6 of them forming 14.3% of the population said their colleagues are their only friends since they have no friends outside the banking hall. 3 of them said they do not have time to make or maintain friendships because of work. These 3 make up the remaining 7.1% of the population. This is seen in table 4.23.

Table 4.23 Quantity of friends

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, but not so many of them because of work</td>
<td>9</td>
<td>21.4%</td>
</tr>
<tr>
<td>Yes, a lot of them</td>
<td>24</td>
<td>57.1%</td>
</tr>
<tr>
<td>No, my colleagues are my only friends</td>
<td>6</td>
<td>14.3%</td>
</tr>
<tr>
<td>I do not have time to make/maintain friendships because of work</td>
<td>3</td>
<td>7.1%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015
4.6.2 How often respondents hang out with friends

Having friends alone is not enough as friendship is not just about having them but also involves spending time with them. Respondents were thus asked if they are able to combine their jobs, family lives and social lives. They were asked if they are able to spend time with their friends if they have any. So with those who only have colleagues as their friends, the aim of this question is to know whether they spend time with them outside the banking hall and for those who have friends outside, the question aimed at knowing whether they also are able to spend time with them. 9 respondents said yes, they get to spend time with their friends all the time. 22 of the respondents said yes they do get to spend time with their friends, but not as much as they will love to because work does not afford them the time to do so. 9 of the respondents said they do not get to hang out with their friends although they talk sometimes. They said there is little or no time to hang out. 2 of them said they never hang out with friends since their jobs do not permit them to hang out. Table 4.24 shows this.

Table 4.24 How often respondents hang out with friends

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, all the time</td>
<td>9</td>
<td>21.4%</td>
</tr>
<tr>
<td>Yes, but not as much as I’d love to. Work does not afford me much time</td>
<td>22</td>
<td>52.4%</td>
</tr>
<tr>
<td>No, we talk sometimes, but there is little or no time to hang out</td>
<td>9</td>
<td>21.4%</td>
</tr>
<tr>
<td>Not at all, my job does not permit me to hang out</td>
<td>2</td>
<td>4.8%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015
4.6.3 Attending social gatherings

A lot of bankers today do not get the time to attend social gatherings for various reasons. Some of them attend social gatherings because they are work-related. For instance most bankers will only attend a colleague’s wedding, engagement out-dooring ceremony of a colleague’s baby among many others. This question talks about the social gatherings that have nothing to do with the job. So it talks about the bankers attending parties, weddings etc that have nothing to do with their jobs. 10 of the respondents said they attended social gatherings between a week to 2 weeks ago. 20 of them said they did 3 weeks to 1 month ago. 7 of them said it’s been long since they attended social gatherings since they do not get to attend them because of work. 4 of the respondents said they are not into attending social gatherings. One respondent gave no response. These are all captured in table 4.25.

Table 4.25 Attending social gatherings

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between 1-2 weeks ago</td>
<td>10</td>
<td>23.8%</td>
</tr>
<tr>
<td>3 weeks - 4 weeks ago</td>
<td>20</td>
<td>47.6%</td>
</tr>
<tr>
<td>It’s been long, I do not get the time to attend these</td>
<td>7</td>
<td>16.7%</td>
</tr>
<tr>
<td>because of work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am not into attending social gatherings</td>
<td>4</td>
<td>9.5%</td>
</tr>
<tr>
<td>No response</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015
4.6.4 Jobs affecting social lives of respondents

The respondents were then asked whether or not they think their jobs are affecting their social lives. 10 of them said yes, their jobs are affecting their social lives while 32 of them said no, their jobs are not affecting their social lives in any way as seen in table 4.26 below.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>23.8%</td>
</tr>
<tr>
<td>No</td>
<td>32</td>
<td>76.2%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.7.1 Employee Satisfaction

As stated earlier, the aim of this research is to examine employee satisfaction in the banking industry taking into consideration how the jobs of the bankers affect their lives in totality. As a result of this the respondents after answering questions pertaining to the various variables were asked the degree of their satisfaction with their jobs taking into consideration how these jobs affect their social and family lives. 4 of the respondents said they are very satisfied with their jobs considering how the jobs affect their lives. 18 of these respondents said they are somehow satisfied. 14 of them said they are satisfied. 5 of them said they are very unsatisfied whereas one respondent is very unsatisfied with the job. Their ability to measure their satisfaction based on how their jobs affect their lives only goes to show that employee satisfaction in the banking industry can also be measured by taking into account how the job affects the employees and not by considering the factors on the ground alone. Their feedback is seen in table 4.27 below.
Table 4.27: Level of Employee Satisfaction

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Satisfied</td>
<td>4</td>
<td>9.5%</td>
</tr>
<tr>
<td>Somehow Satisfied</td>
<td>18</td>
<td>42.9%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>14</td>
<td>33.3%</td>
</tr>
<tr>
<td>Unsatisfied</td>
<td>5</td>
<td>11.9%</td>
</tr>
<tr>
<td>Very unsatisfied</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015

4.7.2 Disparity between employee satisfaction and job satisfaction.

Wang (2005) said employee satisfaction and job satisfaction are the same. This study aimed at finding out the validity of this statement. Respondents were then asked their views on the difference between employee satisfaction and job satisfaction. 17 of the respondents were of the view that employee satisfaction and job satisfaction are not the same. One of these respondents was of the view that they are intertwined. Others from this group were of the view that employee satisfaction encompasses job satisfaction and that there are so many factors that influence employee satisfaction and job satisfaction is one of them. The remaining respondents from this group were of the view that employee satisfaction has to do with the individual whilst job satisfaction has to do with both the job and the employee. 20 of the respondents were of the view that employee satisfaction and job satisfaction are the same. 4 of them said they had no idea and one respondent gave no response. This information is shown in table 4.28 below.
Table 4.28 Disparity between Employee Satisfaction and Job Satisfaction

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>17</td>
<td>40.5%</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>47.6%</td>
</tr>
<tr>
<td>No Idea</td>
<td>4</td>
<td>9.5%</td>
</tr>
<tr>
<td>No response</td>
<td>1</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Fieldwork 2015
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION & RECOMMENDATIONS

5.1 Introduction

In this chapter, we discuss the summary of the major findings obtained from this study as well as a conclusion of the study. Some recommendations are also made based on the findings.

5.2 Summary

For every business to be successful there is the need to ensure that its employees are satisfied with their jobs and banks are no exception to this. Over the years, researchers have centered the measurement of employee satisfaction in the banking industry on the working environment as well as the working conditions of employees. Previous studies came out with the knowledge that employee satisfaction and job satisfaction are synonymous hence can be used interchangeably. This study however aimed at measuring the satisfaction of employees in the banking industry from the angle of how their jobs affect their personal lives and also seeing whether employee satisfaction and job satisfaction are the same. So their satisfaction with their jobs was measured mainly by how their jobs affected their lives outside the banks although a few variables of the working conditions were examined. GCB Bank Mpraeso and Kwahu Rural Bank were the banks used in this study.

After analyzing the data brought from the field, the following findings were made;

- The study made known the fact that majority of the bankers start their day very early and do not return home early. They spend a lot of time at their workplaces with many of them leaving after 6pm. A lot of them wish they could close earlier than they normally do.
It was discovered through the study that many of the bankers feel much stressed out at the end of the week, however, majority of them still look forward to going to work despite they stress they feel.

The study also revealed that a great number of bankers have their superiors interacting with them only when they are to give updates as opposed to them interacting with them all the time although majority of the bankers have cordial relationships with their colleagues.

The study brought to light the fact that most of the bankers receive bonuses once a year and majority of them never receive incentives for their good work done.

The study also made an interesting discovery that although the bankers spend a lot of time at the offices and they feel very stressed out, majority of them still get to spend time with their families, support household chores on weekdays and go to Church as well. Majority of their partners do not complain about the time they return from work. The jobs of the bankers do not affect their family lives.

It was realized through the study that majority of the bankers have a lot of friends. So their busy lifestyles have in no way affected the number of friends they have although they do not get to hang out with these friends as much as they will love to because work does not afford them the time. Despite the stress they are faced with on daily and weekly basis majority of them still get to attend social gatherings that are not work related although they do not do that frequently. Although their jobs do not afford them the luxury of time to spend with their friends as much as they will love to, their jobs are not affecting their social lives.

The study thus concluded based on how their jobs affect them in totality that the bankers are satisfied with their jobs. Although they face a few challenges in certain areas, they are generally satisfied with their jobs.
Job satisfaction and employee satisfaction over the years have been defined with respect to the working environment and conditions of service of the employees. That is they were previously measured based on the matters pertaining to the job. This study however discovered that in measuring the total satisfaction of an employee with this or her job, a lot of variables go into it which surpass job satisfaction only or his or her satisfaction with the working environment or conditions of service. Based on Abraham Maslow’s theory of needs and through the data from the field, the study came up with the finding that employee satisfaction is not the same as job satisfaction as employee satisfaction comes in two folds. It is a broad umbrella under which we find job satisfaction, which is the main area a lot of research has focused on and personal satisfaction which looks at how satisfied the employee is with the job based on how the job affects his or her personal life. And this has been the main focus of this study. An employee can have the best of working conditions and environments and may still not be satisfied with this or her job because of the negative effect the job has on his or her personal life. In such a situation, that employee may experience job satisfaction since all the conditions of service meet his requirements although this employee may not experience personal satisfaction because of the negative toll the job is taking on his or her life. This employee can therefore not be said to be experiencing employee satisfaction since although he is content with the factors prevailing at the workplace, he or she is not satisfied in totality as a result of the impact of the job on his or her life: here lies the disparity among the two, another knowledge the study brought to light.

The study made known that Maslow’s first three levels of needs are not hygiene factors as they can actually cause satisfaction. The satisfaction level of the respondents were measured based on these 3.
5.3 Conclusion

Employee satisfaction in the banking industry is very crucial as the success or downfall of every organization depends greatly on its employees. It is therefore expedient that all banks do their possible best to ensure that their employees are satisfied at all times. Employee satisfaction is not measured by just the factors pertaining to the job but can also be measured by how the job affects the lives of the employees. The study thus aimed at examining the satisfaction of employees in the banking industry taking into consideration how their jobs affect their personal lives.

Structured questionnaires, interviews and observation were used to gather information for the study. Simple random and purposive sampling techniques were used in the selection of the sample size for the study. The Statistical Package for Social Scientists (SPSS) helped greatly in the analysis of data.

The study showed that although bankers experience a lot of stress their family lives and social lives are not affected and that they are actually satisfied with their jobs considering how these jobs affect their lives in totality. The ability of the respondents to measure their satisfaction with their jobs based on how the jobs affect their lives brings to mind the fact that there is a disparity between employee satisfaction and job satisfaction as job satisfaction is one of the forms of employee satisfaction with the other being personal satisfaction by which the satisfaction of employees was measured in this study. Further studies in this area are strongly recommended as enough literature does not exist in this field. A great deal of literature only focus on the working conditions or working environment in their bid to analyze how satisfied employees are with their jobs thereby overlooking the fact that employee satisfaction goes beyond that. The workload on the bankers should also be evenly distributed or more hands should be brought on deck to reduce the stress levels of the bankers.
and afford them enough time to concentrate on other aspects of their lives in order to maximize their satisfaction with their jobs.

5.4 Recommendations

After all these findings were obtained, the following recommendations have been proposed to help improve upon the satisfaction of employees in the banking industry.

- The managements of the banks should evenly distribute the tasks among the employees or should have more hands on deck so as to reduce the workload on the bankers thereby reducing their level of stress.
- The heads of the banks should work on the closing time of their employees since this is a major concern of the employees. A great number of them wish to close earlier than they normally do. If this is not checked, in some time to come, the toll that this is taking on the employees will begin to manifest.
- The employees if possible should be given bonuses more than once a year and should be given incentives for their good works. This will serve as a form of motivation to them.
- The superiors of the banks should as much as possible interact with their employees on regular basis and not only when they are to give updates. When this happens, they are able to gain access to firsthand information on what is happening to their employees so that they can see how best they can meet their expectations in a bid to satisfy them.

5.5 Suggestion for further research

Further research in this field is recommended as enough literature is not available here and the personal satisfaction of employees is as important as the job satisfaction of employees.
REFERENCES


Hackman, J. &. (1976). *Motivation through the design of work; Test of a theory*. *Organizational Behaviour And Human Performance*.


APPENDIX I

PRSEBYTERIAN UNIVERSITY COLLEGE, GHANA

OKWAHU CAMPUS

DEPARTMENT OF BUSINESS ADMINISTRATION

QUESTIONNAIRE FOR BANK STAFF

This is a questionnaire scheduled to assess the extent of employee satisfaction in the banking sector with specific reference to GCB Bank, Mpraeso and Kwahu Rural Bank. I would be very grateful if you could provide answers to the following questions. All information given shall be used solely for academic purposes and will be treated confidentially. Kindly tick [     ] or answer where appropriate.

1. Name of bank

GCB Bank (Mpraeso) [ ]                 Kwahu Rural Bank (Pepease) [ ]

2. Gender of respondent

Male [ ]                                Female [ ]

3. Age bracket of respondent

20-30 [ ]                         31-40 [ ]                     41-50 [ ]                        51 & above [ ]

4. Marital status of respondent

Married [ ]                        Divorced [ ]                    In a relationship [ ]

Engaged [ ]                        Widowed [ ]                      Single [ ]

5. Do you have children?
Yes [  ]    No [  ]

6. If yes, how many?

1 – 2 [  ]  3 – 4 [  ]  5 – 6 [  ]  7 & above [  ]

7. What is your position at the bank?

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8. When do you usually wake up?

12 am - 3 am [  ]  3 am - 6 am [  ]  After 6 am [  ]

9. When do you usually leave the house?

Before 5 am [  ]  After 5 am before 6 am [  ]  After 6 am [  ]

10. When do you close from work?

2 pm – 4 pm [  ]  4 pm – 5 pm [  ]  5 pm – 6 pm [  ]  After 6 pm [  ]

11. When do you usually get home after work?

3 pm – 4 pm [  ]  4 pm – 5 pm [  ]  5 pm – 6 pm [  ]  After 6 pm [  ]

12. How do you usually feel after work?

Okay, eager to go to work the next day [  ]

Slightly tired although I still look forward to going to work [  ]

Extremely tired although I still look forward to going to work [  ]

Very tired, I think I need more rest [  ]
13. On the average, how many clients do you deal with everyday?

Below 20 [ ]  20 – 50 [ ]  51 – 80 [ ]  Above 80 [ ]

None [ ]

14. Do you wish to close earlier than you normally do?

Yes [ ]  No [ ]

15. At the end of the week, on a scale of 1 – 10, how stressed do you feel? With 1 being least stressed and 10 being very stressed. ..................

16. How often do your superiors interact with you?

Only when there is a challenge [ ]  Only when they are to give updates [ ]

Occasionally [ ]  All the time [ ]

17. Do you take part in Saturday banking?

Yes [ ]  No [ ]

18. How is your relationship with co-workers?

Very Cordial [ ]  Cordial [ ]  Hostile [ ]  Indifferent [ ]

19. For how long have you been working with the bank?

Less than a year [ ]  3 – 5 years [ ]  1 – 3 years [ ]  Above 5 years [ ]

20. How often do you receive bonuses?

Once a year [ ]  Twice a year [ ]  More than twice a year [ ]

Occasionally [ ]  As and when it becomes necessary [ ]  Never [ ]
21. Do you receive incentives for your good work done?

Yes [ ]    No [ ]

22. How comfortable are you in your seat?

Very comfortable [ ]    Comfortable [ ]    Fairly comfortable [ ]

Very uncomfortable [ ]    Indifferent [ ]

23. Do you sit all day?

Yes [ ]    No [ ]

24. Do you often get to spend time with your family?

Yes [ ]    No [ ]

25. How many hours in a week do you get to spend?

1 – 3 hours [ ]    7 – 9 hours [ ]    4 – 6 hours [ ]    10 hours & above [ ]

26. If you have children, do you often get to spend time with them on weekdays?

Yes [ ]    No [ ]

27. Does your partner often complain about the time you get home after work?

Yes [ ]    No [ ]

28. Do you often get time to support household chores on weekdays?

Yes [ ]    No [ ]

29. If you are in a relationship, when was the last time you went out with your partner?
Less than a week ago [   ] Over a week ago [   ] Over 2 weeks ago [   ] It’s been a while, I don’t get the time to because of work [   ]

30. Usually after work what do you do?

Have a good time with family [   ] Go to Church [   ]
Hang out with my friends [   ] Go to bed because I am usually stressed out [   ]

31. Do you think your job is affecting your family life?

Yes [   ] No [   ]

32. Apart from those you work with, do you have friends outside the banking hall?

Yes, but not so many of them because of work [   ]
Yes, a lot of them [   ]
No, my colleagues are my only friends [   ]
I don’t have time to make friends/maintain friendships because of work [   ]

33. If you have friends either in or outside the bank or even in both, do you get time to hang out with them?

Yes, we hang out all the time [   ]
Yes, but not as much as I’d love to. Work doesn’t afford me much time [   ]
No, we talk sometimes, but there’s little or no time to hang out [   ]
Not at all, my job doesn’t permit me to hang out [   ]
34. When was the last time you attended a social gathering (e.g. Parties, weddings etc)?

(Not a work related program/ social gathering)

Between 1 – 2 weeks ago. In fact I attend them all the time [    ]

3 weeks – 1 month ago [    ]

It’s been long. I don’t get the time to attend these because of work [    ]

I am not into attending social gatherings [    ]

35. Do you think your job is affecting your social life?

Yes [    ] No [    ]

36. Looking at how your job affects your life in totality, to what extent are you satisfied with it?

Very satisfied [    ] Somehow satisfied [    ] Satisfied [    ] Unsatisfied [    ]

Very unsatisfied [    ] Indifferent [    ]

37. In your opinion, is there any difference between employee satisfaction and job satisfaction?

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