

A Comparative Study of Job Satisfaction among Managers in Jordanian Banks with Special Reference to Capital Bank of Jordan and Bank Al-Etihad

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Abstract: *Job satisfaction is the state of feelings towards the job undertaken by an employee either positively or negatively. It is the level of satisfaction of a person towards his job. Job satisfaction creates intangible benefits to the organization which include reduction in complaints and grievances, absenteeism, turnover and termination. Job satisfaction reduces absenteeism, labour turnover and accidents, increases employee's morale, productivity, creates innovative ideas among the employees. This research has been conducted to investigate the differences in job satisfaction among managers in Capital Bank of Jordan and Bank Al-Etihad. Data has been collected through questionnaires from 180 managers working in the two banks. Independent sample t-test has been used to for analysis. Promotion, workplace environment, training & development, salary & benefits, and overall job satisfaction are the variables of job satisfaction used by the author. The findings highlighted differences in job satisfaction among managers in Capital Bank of Jordan and Bank Al-Etihad.*

Key words: *Job satisfaction, managers, Capital Bank of Jordan, Bank Al-Etihad.*

I. Introduction

Human resource is the most significant asset among all assets of an organization since operation of all other resources of the organization is depends on them. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, display organizational commitment and therefore job satisfaction is vital to maintain a proper working culture for all employees in the organization. Job satisfaction is a combination of psychological, physiological and environmental circumstances which cause a person truthfully satisfied with his/her job. It is a worker's attitude that develops through positive and negative experiences at work or in work-related matters. It is a pleasurable or positive emotional state resulting from the appraisal of one's job experience. It is the sum of job facet satisfaction across all facets of a job and can be viewed as an emotional state; positive in connotation.

Job satisfaction is the state of feelings towards the job undertaken by an employee either positively or negatively. It is also called an attitude towards one's job. It is the quality, state and level of satisfaction as a result of various interests and attitudes of a person towards his job. It has been postulated that high level of satisfaction would lead to high level of performance. High levels of performance may provide rewards in terms of bonus, promotion, pay increase, new task, responsibilities, praise and recognition, which in turn lead to satisfaction. When performance leads to equitable rewards, it is predicted that high satisfaction will result. Therefore, satisfaction rather than causing performance is caused by it. Both performance and satisfaction can serve as dependant variables. Worker satisfaction and productivity appear to be affected by both job content and context factors. Job satisfaction is a set of feeling, thought, emotion and intentions with which the workers view their work.

Job satisfaction is an effective attitude towards the overall job related dimensions and factors such as workplace conditions, compensation, workplace environment, professional development and others. Job satisfaction creates intangible benefits to the organization which include reduction in complaints and grievances, absenteeism, turnover and termination. Job satisfaction reduces absenteeism, labour turnover and accidents, increases employee's morale, productivity, creates innovative ideas among the employees. Employees will be more satisfied if they get what they expected and they become more loyal towards the organization. A satisfied worker shows the maximum efficiency and effectiveness in his work.

Components of job satisfaction

The following components of job satisfaction have been used in the present study.

- a) promotion
- b) workplace environment
- c) training and development

- d) salary and benefits
- e) overall job satisfaction

II. Literature Review

Anitha (2011) in the study tried to analyze the satisfaction level of paper mill employees in Udumalpet and Palani Taluk by applying chi-Square test and percentage analysis. The study highlighted that 44% of the employees were satisfied with working conditions, 31% of them with welfare facilities, 44% of them with accident compensation, and 42% of them were satisfied with the rewards provided and 52% of them were satisfied with the grievance handling procedure. **Neog & Barua (2014)** in their research found the factors influencing the job satisfaction of employees in Assam by collecting data from 100 respondents in the authorized service workshops of ten automobile manufacturers. They found that there is a significant relationship between fair compensation and job satisfaction, supervisor support and job satisfaction, working environment and job satisfaction and job security and job satisfaction. The findings revealed that salary is the most important factor for influencing job satisfaction of employees. **Khan & Sami (2015)** in the research entitled, "A Comparative Study of Job Satisfaction among Teaching Faculty in Aligarh Muslim University and Jawaharlal Nehru University" investigated the job satisfaction among teachers in Aligarh Muslim University and Jawaharlal Nehru University by taking a sample of 150 teachers. Data have been collected through questionnaires and analyzed with the help of independent sample t-test. Promotion, career development and training, workplace environment and overall job satisfaction have been taken as the variables of job satisfaction. The results highlighted that there was significant difference in job satisfaction on the variables workplace environment, career development and training but there significant difference was not found on the variable salary and benefits among managers in Aligarh Muslim University and Jawaharlal Nehru University.

Objective of the Study

The objective of the study is to investigate the level of job satisfaction on the variables promotion, workplace environment, training and development, salary and benefits, and overall job satisfaction among the managers in Capital Bank of Jordan and Bank Al-EtiHAD.

Hypotheses of the study

Ho1: There is no significant difference in promotion (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-EtiHAD.

Ho2: There is no significant difference in workplace environment (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-EtiHAD.

Ho3: There is no significant difference in training and development (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-EtiHAD.

Ho4: There is no significant difference in salary and benefits (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-EtiHAD.

Ho5: There is no significant difference in overall job satisfaction (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-EtiHAD.

III. Research Methodology

The study is undertaken in Capital Bank of Jordan and Bank Al-EtiHAD. Both primary and secondary data are used. However, major emphasis is laid on primary data which is collected by way of questionnaires designed on a five point Likert Scale. Secondary data is collected from websites, journals, magazines, and reports. Convenient sampling is followed and the managers which are easily accessible have been chosen for the study. The period of data collection is three months i.e. from September, 2016 to November, 2016. The sample size of the study is 180 managers of banks under study. Independent sample t test has been used to test the hypotheses.

Hypothesis Testing

Hypothesis 1

Ho₁: There is no significant difference in promotion (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-EtiHAD.

Ha₁: There is a significant difference in promotion (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-EtiHAD.

Table 1: Group Statistics

Banks	N	Mean	Standard Deviation
Capital Bank of Jordan	90	3.8411	2.5741
Bank Al-EtiHAD	90	4.0127	2.7083

Independent sample t-test has been used as a statistical tool to examine the difference in job satisfaction among managers in Capital Bank of Jordan and Bank Al-Etihad. The null hypothesis is that there is no significant difference in promotion among managers in Capital Bank of Jordan and Bank Al-Etihad and the alternative hypothesis states that there is a significant difference in promotion among managers in Capital Bank of Jordan and Bank Al-Etihad. Table 1 shows the mean and standard deviation of selected banks. It has been found that the Bank Al-Etihad have the highest mean value of 4.0127 with standard deviation of 2.7083.

Table 2: Independent Sample t-test- Promotion

Promotion	t-test for Equality of Means			
	t	df	Sig.(2 tailed)	Mean Difference
Equal variances assumed	12.234	188	0.001	0.765
Equal variances not assumed	6.784	91.44	0.000	0.543

Table 2 shows the results of independent sample t-test used to find out the differences in promotion among managers in Capital Bank of Jordan and Bank Al-Etihad. The value of ‘t’ is 12.234 and significant value is 0.001 which is less than 0.05 at 95 percent confidence interval. Therefore, null hypothesis is rejected and hence it can be said that there is a significant difference in promotion among managers in Capital Bank of Jordan and Bank Al-Etihad.

Hypothesis 2

Ho₂: There is no significant difference in workplace environment (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-Etihad.

Ha₂: There is a significant difference in workplace environment (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-Etihad.

Table 3: Group Statistics

Banks	N	Mean	Standard Deviation
Capital Bank of Jordan	90	3.0741	2.0984
Bank Al-Etihad	90	4.2264	1.4687

Independent sample t-test has been used as a statistical tool to examine the difference in job satisfaction among managers in Capital Bank of Jordan and Bank Al-Etihad. The null hypothesis is that there is no significant difference in workplace environment among managers in Capital Bank of Jordan and Bank Al-Etihad. Table 3 shows the descriptive statistics on workplace environment. Bank Al-Etihad has the highest mean value of 4.2264 with standard deviation of 1.4687.

Table 4: Independent Sample t-test- Workplace environment

Workplace environment	t-test for Equality of Means			
	t	df	Sig.(2 tailed)	Mean Difference
Equal variances assumed	31.541	188	0.000	0.585
Equal variances not assumed	11.441	91.44	0.000	0.607

Table 4 shows the results of independent sample t-test used to find out the differences in workplace environment among managers in Capital Bank of Jordan and Bank Al-Etihad. The value of ‘t’ is 31.541 and significant value is 0.000 which is less than 0.05 at 95 percent confidence interval. Therefore, null hypothesis is rejected and hence it can be said that there is a significant difference in workplace environment among managers in Capital Bank of Jordan and Bank Al-Etihad.

Hypothesis 3

Ho₃: There is no significant difference in training and development (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-Etihad.

Ha₃: There is a significant difference in training and development (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-Etihad.

Table 5: Group Statistics

Banks	N	Mean	Standard Deviation
Capital Bank of Jordan	90	4.4129	1.9686
Bank Al-Etihad	90	3.6718	2.408

Independent sample t-test has been used as a statistical tool to examine the difference in job satisfaction among managers in Capital Bank of Jordan and Bank Al-Eti had. The null hypothesis is that there is no significant difference in training and development among managers in Capital Bank of Jordan and Bank Al-Eti had. Table 5 shows the descriptive statistics i.e. mean value and standard deviation obtained by Capital Bank of Jordan and Bank Al-Eti had on training and development. It has been found that Capital Bank of Jordan has the highest mean value of 4.4129 with standard deviation of 1.9686

Table 6: Independent Sample t-test- Training and Development

Training and Development	t-test for Equality of Means			
	t	df	Sig.(2 tailed)	Mean Difference
Equal variances assumed	-19.955	188	0.0073	0.973
Equal variances not assumed	11.501	88.47	0.000	0.842

Table 6 shows the results of independent sample t-test used to find out the differences in training and development among managers in banks under study. The significant value is 0.0073 ($P < 0.05$) and the value of t is -19.955. Therefore, null hypothesis is rejected and hence it can be said that there is a significant difference in training and development among managers in Capital Bank of Jordan and Bank Al-Eti had.

Hypothesis 4

Ho₄: There is no significant difference in Salary and Benefits (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-Eti had.

Ha₄: There is a significant difference in Salary and Benefits (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-Eti had.

Table 7: Group Statistics

Banks	N	Mean	Standard Deviation
Capital Bank of Jordan	90	4.3075	2.654
Bank Al-Eti had	90	3.5474	3.162

Independent sample t-test has been used as a statistical tool to examine the difference in salary and benefits among managers in Capital Bank of Jordan and Bank Al-Eti had. The null hypothesis is that there is no significant difference in salary and benefits among managers in Capital Bank of Jordan and Bank Al-Eti had. Table 7 shows the mean value and standard deviation obtained by Capital Bank of Jordan and Bank Al-Eti had on the variable Salary and benefits. Capital Bank of Jordan has the highest mean value of 4.3075 and standard deviation of 2.654.

Table 8: Independent Sample t-test- Salary and Benefits

	t-test for Equality of Means			
	t	df	Sig.(2 tailed)	Mean Difference
Equal variances assumed	-24.417	188	0.687	0.661
Equal variances not assumed	19.520	119.98	0.852	0.978

Table 8 shows the results of independent Sample t-test used to find out the differences in salary and benefits among managers in Capital Bank of Jordan and Bank Al-Eti had. The value of ' t ' is -24.417 and significant value is 0.687 which is more than 0.05 at 95 percent confidence interval. Therefore, null hypothesis is accepted and hence it can be said that there is no significant difference in salary and benefits among managers in banks under study.

Hypothesis 5

Ho₅: There is no significant difference in overall job satisfaction (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-Eti had.

Ha₅: There is a significant difference in overall job satisfaction (one of the dimension of job satisfaction) among managers in Capital Bank of Jordan and Bank Al-Eti had.

Table 9: Group Statistics

Banks	N	Mean	Standard Deviation
Capital Bank of Jordan	90	4.5642	2.984
Bank Al-Eti had	90	3.1285	3.044

Independent sample t-test has been used as a statistical tool to examine the difference in overall job satisfaction among managers in Capital Bank of Jordan and Bank Al-Eti had. The null hypothesis is that there is no

significant difference in overall job satisfaction among managers in Capital Bank of Jordan and Bank Al-Etihad. Table 9 shows the descriptive statistics i.e. mean value and standard deviation obtained by Capital Bank of Jordan and Bank Al-Etihad on the variable overall job satisfaction. Capital Bank of Jordan have the highest mean value of 4.564 on five point scale with standard deviation of 2.984.

Table 10: Independent Sample t-test- Overall Job Satisfaction

Overall Job Satisfaction	t-test for Equality of Means			
	t	df	Sig.(2 tailed)	Mean Difference
Equal variances assumed	61.851	188	0.0095	0.894
Equal variances not assumed	50.447	106.641	0.000	0.642

Table 10 shows the results of independent sample t-test used to find out the differences in overall job satisfaction among managers in Capital Bank of Jordan and Bank Al-Etihad. The value of 't' is 61.851 and significant value is 0.0095 ($P < 0.05$) and therefore null hypothesis stands rejected. It means that there is a significant difference in overall job satisfaction among managers in Capital Bank of Jordan and Bank Al-Etihad.

Table 11: Summary of Hypothesis Testing

S. No.	P Value	Remarks	Results
Hypothesis 1	0.001	Significant Difference	Rejected
Hypothesis 2	0.000	Significant Difference	Rejected
Hypothesis 3	0.0073	Significant Difference	Rejected
Hypothesis 4	0.687	Insignificant Difference	Accepted
Hypothesis 5	0.0095	Significant Difference	Rejected

IV. Conclusion

Job satisfaction is the state of feelings towards the job undertaken by an employee either positively or negatively. It is the quality, state and level of satisfaction as a result of various interests and attitudes of a person towards his job. Job satisfaction creates intangible benefits to the organization which include reduction in complaints and grievances, absenteeism, turnover and termination. The current research highlights the differences in job satisfaction among managers in Capital Bank of Jordan and Bank Al-Etihad. The components of job satisfaction have been used in the present study are promotion, workplace environment, training and development, salary and benefits, and overall job satisfaction. Independent sample t-test has been used to test the hypotheses. The findings are as follows: The first null hypothesis is rejected because the significant value is 0.001 ($P < 0.05$) and hence it can be said that there is a significant difference in promotion among managers in Capital Bank of Jordan and Bank Al-Etihad. Besides, the second null hypothesis has been rejected because significant value is 0.000 ($P < 0.05$). Therefore, it can be said that there is a significant difference in workplace environment among managers in Capital Bank of Jordan and Bank Al-Etihad. The third null hypothesis has been rejected since the value of 't' is -19.955 and significant value is 0.0073 ($P < 0.05$). Therefore, significant difference has been revealed in training and development among managers in Capital Bank of Jordan and Bank Al-Etihad. However, the fourth null hypothesis has been accepted because the value of 't' is -24.417 and significant value is 0.687 ($P > 0.05$). Therefore, it can be said that there is no significant difference in salary and benefits among managers in Capital Bank of Jordan and Bank Al-Etihad. Finally, the fifth null hypothesis is rejected since the value of 't' is 61.851 and significant value is 0.0095 ($P < 0.05$). Therefore, it can be said that there is no significant difference in overall job satisfaction among managers in Capital Bank of Jordan and Bank Al-Etihad.

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