The Job Satisfaction of Bank Employees in North Cyprus

Tulen Saner\textsuperscript{a*}, Serife Zihni Eyupoglu\textsuperscript{b}

\textsuperscript{a}School of Tourism and Hotel Management, Near East University, Lefkosa, 98010 North Cyprus via Mersin 10 Turkey
\textsuperscript{b}Business Administration Department, Near East University, Lefkosa, 98010, North Cyprus via Mersin 10 Turkey

Abstract

The main purpose of this study was to provide empirical evidence to establish whether job satisfaction exists among bank employees in North Cyprus. The study instrument used was the short form Minnesota Satisfaction Questionnaire (MSQ) which measures job satisfaction using 20 facets of the job. The questionnaire was distributed to 723 bank employees, with 702 of them being returned. Of these 702 returned questionnaires’ 679 were valid. Data analysis consisted of the computation of descriptive statistics in order to examine the job satisfaction levels of the respondents. The study results indicated that bank employees were moderately satisfied with their job.

1. Introduction

Job satisfaction has been defined in a variety of ways, with the most widely used definitions in the literature being those of Locke (1976), Dawis & Lofquist (1984), and Porter, Lawler, and Hackman (1975). Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job experiences. Dawis & Lofquist (1984) defined job satisfaction as the result of the worker’s appraisal of the degree to which the work environment fulfills the individual’s needs, and Porter, Lawler, & Hackman (1975) defined job satisfaction as one’s reaction against his/her occupation or organization. In general, it can be said that job satisfaction is an affective reaction to a job that results from the person’s comparison of actual outcomes with those that are desired, anticipated, or deserved (Oshagbemi, 2000).

* Tulen Saner. Tel.: +9-0392-223-6464; fax: +9-0392-223-6461.
E-mail address: tulen.saner@neu.edu.tr
The search for an understanding of the causes of job satisfaction and/or dissatisfaction is an ongoing area of interest for social scientists and managers; the premise being that satisfied workers will be more productive and remain with the organization longer, whereas dissatisfied workers will be less productive and more inclined to quit (Sarker, Crossman, & Chinmeteepituck, 2003). The first study of job satisfaction dates back as far as 1935 with Hoppack. More than 70 years of research is a clear indication of the necessity to have a clear understanding of attitudes towards work and how these attitudes have a powerful effect on a variety of aspects related to organizational behaviour.

Today's work environment is undergoing a major shift; factors such as globalisation, growing economies, and improved technology are constantly presenting new challenges and creating new opportunities for people (Shrivastava & Purang, 2009). Our job is not only a main source of income but also an important part of our life that contributes to our social standing (Sharma & Jyoti, 2009). Dissatisfaction amongst human resources is undesirable and dangerous in any profession. Satisfied and committed human resources are the most significant assets of any organisation, including banks and as banking institutions are the backbone of a nation's economy, the efficient management of human resources and the maintenance of higher job satisfaction levels affect the growth and performance of an entire economy (Shrivastava & Purang, 2009). Banks as financial institutions have significant contribution in the development process of the country (Rahman, Gupta, Moudad-Ul-Huq; 2012). So, for the success of banking, it is very important to manage human resource effectively and to understand whether human resources are satisfied or not. The North Cyprus banking sector is a fast-growing financial service sector and during the last few decades it has been playing a dominant role in the financial service sector. Some problems that exist in current banks today however include long working hours, work pressure, bad working environment, and less promotion opportunities to name a few (Hossain, N.D). Employee job satisfaction affects the quality of bank service which in turn affects the degree of customer satisfaction.

The main purpose of this study is to examine the job satisfaction in North Cyprus banking sector, and to identify which aspects of the job are sources of satisfaction and which are source of dissatisfaction for banking employees. The results of this study will enable banking authorities and policy makers to develop and implement human resource management policies towards the improvement of the undesirable conditions and the strengthening of the desirable conditions, reinforcing the financial service sector in North Cyprus. Studies that examine this relationship in a Turkish cultural context are few thus providing an ideal opportunity for research aiming to fill the gap in this field.

2. Methodology

To measure the job satisfaction of the bank employees the short-form Minnesota Satisfaction Questionnaire (Weiss, Dawis, England, & Lofquist, 1967) was utilized. The Minnesota Satisfaction Questionnaire (MSQ) is one of the most widely used instruments in the measurement of job satisfaction (Scarpello & Campbell, 1983). It has been used to measure job satisfaction in a variety of sectors. The short-form MSQ is composed of twenty facets, each facet represented with just one satisfaction item. The short-form MSQ measures three satisfaction scales, namely intrinsic satisfaction, extrinsic satisfaction, and overall job satisfaction. Intrinsic satisfaction refers to occupational conditions (how people feel about the nature of the job’s tasks), and extrinsic satisfaction refers to environmental conditions (how people feel about features of the job that are external to the work). Respondent bank employees were asked to express the extent of their satisfaction with each of the 20 facets of their job on a five-point Likert scale ranging from 1 (very dissatisfied) to 5 (very satisfied). The original short-form MSQ was translated into Turkish by the authors and tested on eight bank employees to test its validity and reliability. The internal consistency of the translated questionnaire was 0.92, obtained using Cronbach’s alpha coefficient. The questionnaire was accompanied with a personal information form in order to determine the demographic variables of the bank employees that participated in the study.

The population for this study comprised of bank employees from public and private banks in North Cyprus. A total of 723 questionnaires were distributed to bank employees with 702 being returned. Of this number 23 were not useable thus leaving 679 valid questionnaires.
The statistical package for the social sciences (SSPS) version 17 was used to analyze the data collected. Analysis consisted of the computation of descriptive statistics in order to examine the job satisfaction levels of the bank employees.

Out of the respondent bank employees 65% were female and 35% were male, 61% were married and 39% were not married. When it comes to age 1% were below the age of 21, 41% were between the ages 21 and 30, 42% were between the ages 31 and 40, 14% between the ages 41 and 50 and the remaining 2% were above 50 years of age.

### 3. Findings and Discussion

The mean scores and standard deviations for the job satisfaction of the bank employees in North Cyprus can be seen in Table 1. Mean scores below 3.50 are considered to be more on the “dissatisfied” side of the “satisfaction-dissatisfaction” scale with mean scores above 3.50 being more on the “satisfied” side of the scale (Pearson & Seiler, 1983).

**Table 1 Job Satisfaction Mean Scores**

<table>
<thead>
<tr>
<th>N</th>
<th>Overall Job Satisfaction Mean Score</th>
<th>Standard Deviation</th>
<th>N</th>
<th>Intrinsic Satisfaction Mean Score</th>
<th>Standard Deviation</th>
<th>N</th>
<th>Extrinsic Satisfaction Mean Score</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>679</td>
<td>3.65</td>
<td>0.67</td>
<td>679</td>
<td>3.72</td>
<td>0.67</td>
<td>679</td>
<td>3.55</td>
<td>0.79</td>
</tr>
</tbody>
</table>

As Table 1 presents the level of overall job satisfaction and intrinsic satisfaction and extrinsic satisfaction experienced by bank employees are both above 3.50 thus indicating job satisfactions. This finding is supported by Ahmed & Uddin (2012) who concluded that bank officers in Bangladesh were satisfied with their job. Further support comes from Hassan et al, (2011) who also indicated that private bank employees in Pakistan were satisfied with their jobs.

Of the 20 facets of the job measured through the MSQ (activity, independence, variety, social status, supervision/human resource, supervision/technical, moral values, security, social service, authority, ability, policies and practices, compensation, advancement, responsibility, creativity, working conditions, co-workers, recognition, and achievement), 14 of the facets are sources of satisfaction. The facets independence, policies and practices, compensation, advancement, and responsibility indicate clear sources of dissatisfaction for the bank employees as seen in Table 2.

**Table 2 Job Dissatisfaction Sources and their Mean Scores**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Aspect of the Job</th>
<th>N</th>
<th>Mean Score</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variety</td>
<td>Intrinsic</td>
<td>679</td>
<td>3.44</td>
<td>1.17</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Intrinsic</td>
<td>679</td>
<td>3.44</td>
<td>1.11</td>
</tr>
<tr>
<td>Independence</td>
<td>Intrinsic</td>
<td>679</td>
<td>3.37</td>
<td>1.16</td>
</tr>
<tr>
<td>Policies and Practices</td>
<td>Extrinsic</td>
<td>679</td>
<td>3.38</td>
<td>1.19</td>
</tr>
<tr>
<td>Advancement</td>
<td>Extrinsic</td>
<td>679</td>
<td>3.22</td>
<td>1.22</td>
</tr>
<tr>
<td>Compensation</td>
<td>Extrinsic</td>
<td>679</td>
<td>3.20</td>
<td>1.25</td>
</tr>
</tbody>
</table>

Note that three of the facets, namely policies and practices, compensation, and advancement are extrinsic aspects of the job, and are greater sources of dissatisfaction when compared to the intrinsic aspects, namely independence and responsibility. Ahmed & Uddin (2012) also indicated that bank officers in Bangladesh were dissatisfied with the promotion/advancement, and salary and benefits/compensation aspects of their job supporting the findings of this study.

### 4. Conclusion and Discussion

The main purpose of this study was to examine the job satisfaction of bank employees in North Cyprus. The results show that bank employees are satisfied with their job overall as well as the intrinsic and extrinsic aspects of
their job. The six main sources of dissatisfaction are responsibility, independence, policies and practices, advancement, compensation and variety indicating to bank authorities that steps need to be taken to develop and implement human resource management policies towards the improvement of the undesirable conditions and the strengthening of the desirable conditions. For example, training and development programs can be developed to improve the skills and knowledge of employees as well as enriching their job, contributing to the (variety) facet of job and to help develop career paths for them thus contributing to the satisfaction of the “advancement” facet of their job. Employee training programs have been found to be significant in improving and developing the level of service rendering by an organization as the skills of employees are boosted and ultimately increased customer satisfaction (Kennedy & White, 1997 cited from Khan et.al., 2011). Additionally, employees should be given more autonomy so that they can participate in certain aspects of the decision-making process, thus contributing to the satisfaction of the “responsibility” and “independence” facets of the job. Furthermore, with less of a formal hierarchical relationship and more open channels of communication management can keep employees knowledgeable about key issues in the bank, therefore the “policies and practices” facet of the job can be satisfied. Also, open communication and exchange of information also allows for a trustful relationship between bank authorities/management and employees. The employee rewarding system should be based on the kind of work done, level of skill and knowledge, as well as responsibility assumed so that employees feel appreciated and motivated towards their work, thus satisfying the “compensation” facet of their job. Performance based bonuses, as well as human resource policies such as open communication, career development programs, and employee reward systems have been found to contribute to the retention of human resources (Mohanty, 2009).

It is hoped that this study makes a contribution to the job satisfaction literature, especially in Turkish cultural perspective.

References


