

# EFFECT OF CRITICAL FACTORS ON JOB SATISFACTION IN BANGLADESH: THE PERSPECTIVE OF COMMERCIAL BANKS

ALAM, M. F. E.<sup>1\*</sup> – KHAN, M. R. A.<sup>1</sup>

<sup>1</sup> *Department of Management Studies, Begum Rokeya University, Rangpur, Bangladesh.*

*\*Corresponding author  
e-mail: faisal14.ru[at]gmail.com*

(Received 13<sup>th</sup> November 2021; accepted 26<sup>th</sup> February 2022)

**Abstract.** Satisfied job of banks is a typical concern across the world. Numerous researches tried to examine the comparative importance for comprehending satisfaction of job since the last two decades. The employer of banks has stressed the significance on employees' satisfaction towards work so as to remain competitive. In Bangladesh, the current situation of job satisfaction in banks is appalling. But, they have slight focus on their staffs' job satisfaction. Hence, it is expected to ensure and further develop job satisfaction for the sustainability of organizations. The main purpose in this study is detecting factors and their influence on job satisfaction. Initially, employees were respondents who are selected from Simple Random Sampling Method. Reliability Test, Test of Normality, Homogeneity of Variance and Factor Analysis conducted to find factors and finally Regression Coefficient Test and ANOVA Test are carried out for analyzing collected data, testing hypothesis and interpreting the results. The Factor Analysis identified six factors namely Managerial Support, Salary with Benefits, Training and Development of Career, Work Environment, Coworker Relationship and Sharing Information whose cumulative variance is 73.669%. Moreover, the Coefficient of Regression Test and ANOVA Test showed that, these six factors are the most influential for escalating job satisfaction. Like this, the authority are capable of being increasing employees' job satisfaction and motivation by concentrating on effective six factors for reaching its definitive success.

**Keywords:** *factors, job satisfaction, employees, commercial banks*

## Introduction

Employee is a fundamental part in the business operation of attaining the vision and mission of commercial organization. Moreover, employee as human resource plays vital role to achieve the goals of business organization. A point of wide enthusiasm is job satisfaction to individuals who perform in organization and who tried to study employees. According to Spector (1997), in organizational investigation, the highest number of studied variables often is satisfaction of job. As follows, job satisfaction was proved to be a significant construct for the well-being of emotional and psychological employees (Klassen et al., 2010). On the contrary, job dissatisfaction indicates employee dissatisfaction at the workplace which is not good for the growth of business firms. However, what factors are responsible for job satisfaction or job dissatisfaction not only depends on job nature but also the expectations of employees in the firms. It is described as "to what extent persons like (satisfaction) or dislike (dissatisfaction) their works" (Spector, 1997; Spector, 1985). Lawler (1973) specified job satisfaction is the distinction between overall all the things an individual feels that ought to obtain from the job and he truly gets.

Satisfied employees can give extra effort toward accomplishment of performance. They will be more industrious, productive as well as dedicated to their work. In the competitive business market, the employer of the financial organization can make better human resource strategy who foresees the factors causing job satisfaction of employees.

Specially, commercial organizations like banks are trying to focus on the factors influencing job satisfaction in order to retain employees as human capital is the key to make progress. It has been further visualized that employee in commercial banks implementing the policy so as policy maker, in such circumstance, turns job satisfaction of commercial banks' employees into important issue. Over the years, determining factors in terms of satisfaction of job is studies by many scholars. It is the perception and feeling of employees regarding the environment of work, for example pay (Shaw et al., 1998), career promotions (Labov, 1997), benefits (Alexander et al., 1994), reciprocal, relationship, communication (Cappelli, 1992). Hence, it becomes necessary in Bangladesh to identify the factors and their relationship with employee satisfaction toward job of commercial banks.

Job assumes a prevailing part in our lives (Raj et al., 2019). Job satisfaction is also a major component for each business firm. A bank or any financial institution can't achieve its objective if that component is missing. In a country, the most focal industry for economic development is bank. Service industries specifically banks created employment opportunities, generated profit, income level and consequently created fierce competition. Therefore, the competitive employees are more demanding than ever (Eldor and Harpaz, 2016). The organization managed workforces effectively and augmented efficiency in the management through considering employee demands and requirements, escalate employee's loyalty as well as attain higher customer satisfaction (Hossain, 2014). So, it is necessary for the banks to have satisfied bankers.

Job satisfaction has utmost significance in the studies of organizational behavior, so as it is predictive of important outcomes in the work, for instance commitment of organization, trustworthiness, confidence, turnover of employee and many others (Hom and Griffeth, 1995; Mathieu and Zajac, 1990; David et al., 1989). It also assists employees to complete duties and responsibilities with little direction. In addition, employee who is satisfied will have broader viewpoint on different procedures or tools that the organization selected to implement. Besides, satisfied employees can give his or her full potential in order to accomplish performance. Thus, an effort concerning job satisfaction can increase the effectiveness and efficiency of organization (Raj et al., 2019; Kalleberg, 1977). It appears that this study will support the employer, academicians and researcher for leading numerous different studies in the basic field. Besides, the bank authority will become aware about job satisfaction and will take required measures to eliminate those job-related difficulties for the employees.

The core aim is to find out factors that will cause work satisfaction of commercial banks in this study. Consequently, specific objectives in order to attain core objective are to explore determining factors that creates employees' satisfaction to their work of commercial banks, then to measure the influence of these factors related to job satisfaction and to outline recommendations for the improvement of commercial banks.

### ***Literature review***

Some related and relevant literatures regarding factors affecting job satisfaction are reviewed below which will help the study to identify and understand the most influencing factors and their impacts on employees' job satisfaction.

### ***Job satisfaction***

In 1911, the notion and evaluation of pleased job starts with Taylors' study. Taylor identified that benefits such as job salaries, incentive, promotion, recognition, and opportunities for advancement could cause improved job satisfaction (Aslan, 2001). According to Vroom (1964), affirmative approach and conduct at work environment and impact staffs to promise job condition is called satisfaction of job. It is described as combined set of physiological, conditions of environment that inspire employees to acknowledge that either they are satisfied or are not pleased in accomplishing jobs (Hoppok and Spielgler, 1938). Moreover, Newstrom and Davis (2002) stated that, a set of positive or negative feelings and emotions toward work is job satisfaction. So, different authors defined as job satisfaction involves a set of factors which stimulate employees toward accomplishing their work.

### ***Dimensions of job satisfaction***

Vast amount of literature is accessible on the employee enthusiasm area regarding personal and place of work factors (Elias, 2009; Holt et al., 2007; Rafferty and Simon, 2006; Madsen, 2003; Cunningham et al., 2002; Weber and Weber, 2001). Job satisfaction magnitudes like job nature, task requirement, management and supervision, job security, co-workers, promotion and appreciation had influence on commitment of employees in company provided by Mosadeghard et al. (2008). Rafique et al. (2014) studied that, some management variables like salary, empowerment, workstation, appraisal method, behavior, motivation, organizational goals and training and development revealed positive correlation with job satisfaction. Hagedorn (1994) stated that pleasure with compensation, support of co-workers and job hours influenced the level of stress and eventually happiness. Different authors have contributed their research outcomes remembering the ultimate objective to ensure job satisfaction of employees and have provided diverse recommendations to improve the satisfaction of job. In this manner, Elton Mayo shown that intra group communication is the main satisfaction factor. Workplace relation, achievement and security are given by relation in the groups (Bektas, 2003). It should not be right to take into account particular dimension and various reasons which should be measured on satisfaction (Stevens, 2005).

Factors including employees' salary, appraisal of performance, promotion, employees' connection with administration and colleagues, training and development, work hours and load are essential for ensuring satisfaction (Chahal et al., 2013). Furthermore, Locke (1976) offered the factors utilized in assessing satisfaction of job. Specifically, measuring of job satisfaction involves five constructs such as advancements, salary, nature of job, management, co-employees are designed by Smith et al. (1969). That's why, if staffs are not happy with the assigned work, are not conscious of variables for example employee rights, work environments, colleagues, supervisor then they will not take part in making decision causing staffs to think isolated from particular business firm (Clark, 1997).

### ***Job satisfaction of banks in Bangladesh***

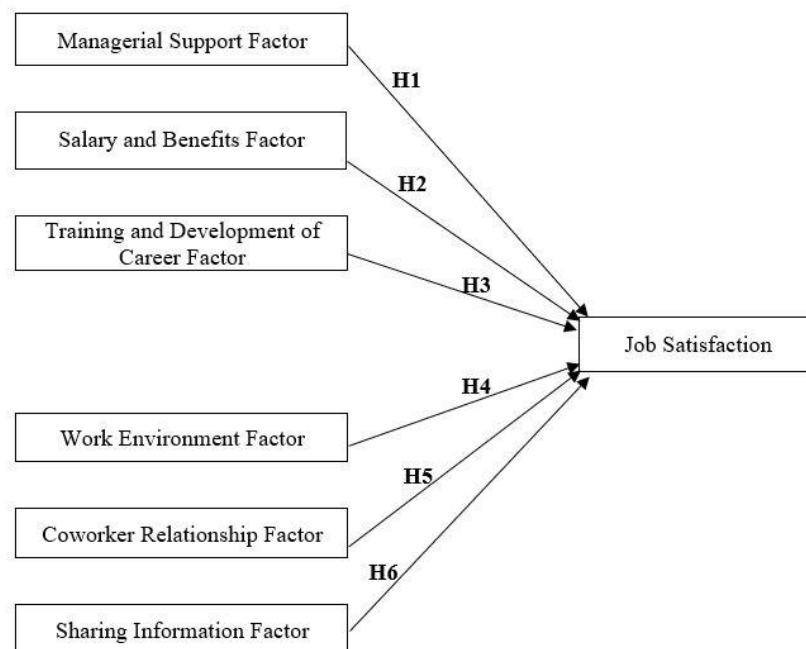
A study is directed on causes of the private bankers' job satisfaction in Bangladesh (Rahman, 2012). He measured fourteen dimensions which have connection to satisfaction of employee directly. However, he got diverse outcome and relations and

their level of contact with the satisfaction. In Bangladesh, some dimensions have profoundly amazing positive relations, some are positive relations just as some have less connection or contact with the staffs' satisfaction of their job of private commercial banks. Ahmed and Uddin (2010) have found that, the satisfactory job of bankers mostly relies on certain facets like compensation, advancement, management, rewards, co-employee, nature of work and communication. Sowmya and Panchanatham (2011) have stated as satisfaction in the workplace depends on behavior of management, co-employees, salary and promotion, condition of work and structural aspects of organization.

After reviewing the above literatures, the author identified that, there is no study showing the factors that can affect the satisfaction of job in full pledged in the context of commercial bank in Bangladesh. Hence, a gap exists in identifying specific factors and these factors influencing on satisfaction of job in commercial banks. Therefore, the author attempted to conduct this study which will not only attain the study objectives but also helps to intensify employees' motivation of commercial banks in Bangladesh.

### ***Conceptual framework***

Conceptual framework is presented in the *Figure 1*. Six factors can be considered as the most influencing factors that helps to impact on job satisfaction of employees. Here, six factors include support from management, salary with benefits, training and development of career, working environment, coworker relationship as well as sharing information which are critical determinants to job satisfaction are taken into account independent variables and job satisfaction is considered as a dependent variable. Because, the presence of these independent factors can change the attitudes, behavior and perception of employees positively toward achieving organization goal.



***Figure 1. Conceptual framework.***

### ***Managerial support and job satisfaction***

Managerial support is viewed as leadership. While supervisors make decisions which is based on objective along with sincerity, staffs believe them naturally (Kim and Cho, 2020). Managers' trust proved to have strong effect on work satisfaction (Lee and Park, 2015). If managers give favorable environment for the staffs, staffs contribute more to attain organizational goals (Giffords, 2009; Zangaro, 2001). Managerial support plays a significant role in organizational effectiveness (Emhan, 2012). Thus, the following hypothesis is taken.

H1: Managerial support increases the employees' job satisfaction.

### ***Salary and benefits and job satisfaction***

Salary is one of the key parts of work satisfaction since it has a strong impact in deciding job satisfaction (Qasim et al., 2012). Likewise, benefits are vital for staying employees with satisfaction in organization (Anis et al., 2011). Past investigations found there is connection of salary and benefits with job satisfaction of employees. Salary showed an important measure in describing satisfaction of employees' job (Muguongo et al., 2015). Thus, the following hypothesis is established.

H2: Salary and benefits have effect on employees' job satisfaction.

### ***Training and development and job satisfaction***

A few investigations have analyzed the connection between training and development and satisfaction of job (Costen and Salazar, 2011). As per these examinations, training is the principle indication of job satisfaction (Al-Sharafi et al., 2018). Furthermore, high job satisfaction is associated by confronting the expectation of programs in terms of career development given by their company (Chen et al., 2004). In line with the past studies, the hypothesis underneath is examined.

H3: Training and career development is positively related with satisfaction of job.

### ***Work environment and satisfaction of job***

Various factors in the environment of workplace for instance salaries, work hours, freedom of employees, structure of organization and interaction between management and employees may impact job satisfaction (Lane et al., 2010). A compassionate and attractive environment is necessary to satisfy the job in the workplace (Agbozo et al., 2017). Therefore, the hypothesis is adopted below.

H4: Work environment influences on employees' job satisfaction.

### ***Co-worker relationship and job satisfaction***

Liu et al. (2018) and fellow researchers found harmonious relationships are successful and have positive influence on job satisfaction. Social relationship is one of the factors affecting job satisfaction (Dugguh and Dennis, 2014). Also, there has been empirical proof which demonstrates the impact of co-workers' interpersonal

relationship on satisfaction of job (Morrison, 2009). So, the hypothesis below is adopted to comprehend the outcome of coworker relationship on satisfied job.

H5: Coworker relationship impacts on job satisfaction

### ***Sharing information and job satisfaction***

From the long periods, knowledge sharing is associated with job satisfaction, and knowledge sharing in organization is the key practice of knowledge management (Braun and Avital, 2007). For example, there was found positive relationship amid knowledge sharing behavior and job satisfaction (Teh and Sun, 2012). With regard to these findings, this study proposes the hypothesis below.

H6: Sharing information has strong association with job satisfaction.

## **Materials and Methods**

The respondents were bankers of commercial banks in Rajshahi, Bangladesh. Malhotra et al. (2010) stated that there ought to be four or five times of the study variables as sample size. After careful studying the literature review and books regarding factors affecting job satisfaction, we have been able to form some variables that are measured to identify the factors as well as measures the relationship between these factors and satisfaction of job which will give the commercial banks to pay closer attention of employees' job satisfaction. Therefore, there are 20 variables and four times of 20 variables are 80 so that sample size is 80 bankers. This study also considered only one variable to estimate the satisfaction of employees' job at the same time. Simple Random Sampling is performed to get primary data from bankers worked in 16 commercial banks including 4 nationalized commercial banks and 12 private commercial banks for this study. Survey questionnaire has been constructed containing of 21 variables. Five points Likert scale was utilized to evaluate the response rate of respondents. The demographic analysis is conducted and Coefficient of Cronbach's Test used to analyze the internal reliability and consistency of collected data (Cronbach, 1951). Then, Normality Test using Skewness and Homogeneity Test is directed to get the available normally distributed variables. Furthermore, Test of Kaiser-Meyer-Olkin (KMO) is used to get adequacy of collected data along with Bartlett's Test of Sphericity that are essential for the Factor Analysis. Then, Factor Analysis including Eigenvalues that measured total variance of each variable and PCA with Varimax Rotation Method is employed to identify the casual dimensions of job satisfaction. Finally, the Regression Coefficient Test and ANOVA Test are deployed for testing the hypotheses. The outcomes are interpreted in the tabular form.

## **Results and Discussion**

### ***Demographics analysis***

The results of demographic characteristics analysis of respondents showed in the following *Table 1*. that, 52.50% were from 24 years to 30 years, 26.25% were fall the age of 31 years to 40 years, 12.50% were within the age of 41 years to 50 years and 8.75% of the remaining have experience for 51 years and above. 65% are male while

35% are female in terms of gender in the workplace. Work experience has been accounted for 52.50% from 1 to 5 years, 32.50% from 6 to 20 years and 15% were 21 years and above. It indicated that, most of the respondents are from junior bankers. On the other hand, 15% have graduation degree and 85% have post-graduation degree. Moreover, 77.50% are found in the junior level management, 22.50% are found in the middle level management. In this study, 25% were from nationalized commercial banks while 75% were from private commercial banks. Also, 87.50% and 12.50% are married and unmarried respectively.

**Table 1. Demographic analysis.**

Factors of demography		Analysis	
		No. of respondents	Frequency (%)
Age group (years)	24-30	42	52.50
	31-40	21	26.25
	41-50	10	12.50
	51 and above	7	8.75
Gender	Female	28	35
	Male	52	65
Work experience (years)	1-5	42	52.50
	6-20	26	32.50
	21 and above	12	15
Educational background	Graduate degree	12	15
	Post-graduation degree	68	85
Management level	Junior level	62	77.5
	Middle level	18	22.5
	Upper level	0	0
Type of bank	Public sector banks	20	25
	Private sector banks	60	75
Marital status	Married	70	87.5
	Unmarried	10	12.5

### **Reliability and consistency analysis**

Lee Cronbach in 1951 developed Alpha to give an estimation of the internal reliability and consistency which is stated as between 0 and 1. The Cronbach's Alpha for 21 variables of questionnaire survey is a value of .902 from *Table 2*. This value indicates that there is strong internal consistency of all variables for this study so as the perception level are same of all variables which will be cleared in the later analysis.

**Table 2. Reliability statistics.**

Cronbach's Alpha	No of items
.902	21

### **Normality test**

Data normality is calculated by Skewness of Item (SI) divided by Standard Error (SE) and the calculated coefficient of Skewness of each variable should fall under the limit of  $\pm 1.96$ . According to Normality Test, all variables have been approved that demonstrates they are normally distributed. Thus, all variables will be considered for the final analysis.

### ***Homogeneity of variance test***

When the calculated value of  $p$  is larger than the value which significance level is 0.05 then the variable will be accepted for further analysis. Homogeneity of Variance Test is conducted under the gender categorical variable. The analysis interprets that, the calculated  $p$  value for each variable is higher than the significance level of 0.05. Therefore, all variables except the job satisfaction variable have been taken for the Factor Analysis.

### ***Factor analysis***

#### ***Sample adequacy test***

When the Kaiser Meyer Olkin (KMO) value is higher than 0.70 for adequacy and if the value is lower than 0.50 then it indicated inadequate (Leech et al., 2014). From Table 3. The Kaiser-Meyer-Olkin (KMO) measure showed 0.839. The Bartlett test is directed which is significant if the value is less than the threshold value of 0.05. In this test, Bartlett's test of Sphericity yields Chi-Square value of 935.846 with 0.000 significant value. Thus, the outcomes are well fit for the utilization of Factor Analysis.

**Table 3. KMO and Bartlett's test.**

Sampling adequacy measure (Kaiser-Meyer-Olkin test)		.839
	Approx. Chi-square	935.846
Bartlett's test of sphericity	df	190
	Sig.	.000

### ***Total variance explained***

The eigenvalue denotes total variance of each factor. Factor 1 accounts for a value of 7.572, 37.861% of the total variance. Likewise, the Factor 2 accounts for 10.593%, Factor 3 accounts for 7.579%. In this way, the fourth, fifth and six factor accounts for 7.246%, 5.336% and 5.055% respectively. These six factors accumulate 73.669% of the entire variance. The factors extracted should be a minimum 60% of total variance recommended by Malhotra et al. (2010). Moreover, the assumption clarified the total variance as larger than 1.0 that is common standard for a useful factor (Leech et al., 2014). Extraction Sums of Squared Loadings indicates the variables are retained whose eigenvalue is more than one. Therefore, six factors are retained.

### ***Structure matrix***

From the Table 4 below, it is possible to interpret the factors that are extracted associated with the percentage of variance explained and the variables also that are included in each of the factors identified in the analysis to understand which variables are included in which factor.

**Table 4. Rotated component matrix<sup>a</sup>.**

Category	Component					
	F1	F2	F3	F4	F5	F6
V10	.702					
V13	.771					
V15	.543					
V17	.864					



V1	.661					
V14	.716					
V16	.738					
V18	.674					
V19	.670					
V4		.590				
V8		.802				
V11		.777				
V20		.702				
V3			.624			
V5			.866			
V6			.831			
V7				.744		
V12				.731		
V2					.537	
V9					.906	
Eigenvalue	7.572	2.119	1.516	1.449	1.067	1.011
VE (%)	37.861	10.593	7.579	7.246	5.336	5.055

*\*Note: Extraction method: Principal component analysis; Rotation method: Varimax with Kaiser normalization; a=Rotation converged in 17 iterations.*

### Testing hypotheses

The first hypothesis was taken to test the effect of MS on satisfaction of job. The One-Way ANOVA Test showed sum of squares for Regression, Residual and total. The calculated value of F is 86.402 which is greater than the table value presented in Table 5. This test accepts the alternative hypothesis and which reflect the regression model is good fit for explaining variation. The calculated value of MS ( $t = 9.295$ ,  $p < 0.05$ ) is better than the table value.

**Table 5.** ANOVA test for hypothesis 01.

	Model	Sum of squares	df	Mean square	F	Sig.
1	Regression	24.169	1	24.169	86.402	.000 <sup>a</sup>
	Residual	21.819	78	.280	-	-
	Total	45.988	79	-	-	-

*\*Note: a=Predictors: (Constant), Managerial support (MS); b=Dependent variable: JS.*

Beta score of MS is .725 which means that 1 unit change in MS explains .725 unit increases in Job Satisfaction shown in Table 6. In this manner, the test of the hypothesis affirms that effective managerial support positively affects the job satisfaction of employees. This positive relationship also implied that manager ought to support for ensuring employee satisfaction in the organization.

**Table 6.** Coefficients of regression for hypothesis 01.

Model		Unstandardized coefficient		Standardized coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	(Constant)	1.440	.231	-	6.243	.000	.981	1.899
	MS	.596	.064	.725	9.295	.000	.469	.724

*\*Note: a=Dependent variable: JS.*

The ANOVA Test for the second hypothesis yields a positive value of 48.562 with significance level of 0.000 and the calculated value of SB ( $t = 8.340$ ,  $p < 0.05$ ) is greater than the table value displayed in *Table 7*. Since the p-value is lower than the level significance, it accepted the second hypothesis that competitive SB practice positively affect the job satisfaction of employees.

**Table 7.** ANOVA test for hypothesis 02.

	Model	Sum of squares	df	Mean square	F	Sig.
1	Regression	17.645	1	17.645	48.562	.000 <sup>a</sup>
	Residual	28.342	78	.363	-	-
	Total	45.988	79	-	-	-

\*Note: a=Predictors: (Constant), Salary and benefits (SB); b=Dependent variable: JS.

Beta score of SB is .619 which means that 1 unit change in SB explained .619 unit increases in Job Satisfaction demonstrated in *Table 8*. The outcome proved that employees of banks might have the capacity to contribute more to the operational performance if the Salary and Benefits package is agreeable.

**Table 8.** Coefficients of regression for hypothesis 02.

Table 3: Coefficients of Regression for Hypothesis 2:								
Model		Unstandardized coefficient		Standardized coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	(Constant)	1.535	.292	-	5.264	.000	.955	2.116
	SB	.602	.086	.619	6.969	.000	.430	.774

\*Note: a=Dependent variable: JS.

In testing the third hypothesis, the calculated value of F is 68.719 with significant level of 0.000 showed in *Table 9*. which is higher than the table value. Moreover, the calculated value of TDC ( $t = 8.290$ ,  $p < 0.05$ ) is greater than the table value with the p-value of 0.000 which is lower than the level of significance.

**Table 9.** ANOVA test for hypothesis 03.

	Model	Sum of squares	df	Mean square	F	Sig.
1	Regression	21.539	1	21.539	68.719	.000 <sup>a</sup>
	Residual	24.448	78	.313	-	-
	Total	45.988	79	-	-	-

\*Note: a=Predictors: (Constant), Training and development of career (TDC); b=Dependent variable: JS.

The value of Beta is .684 for TDC that refers to 1 unit change in TDC explained .684 unit increases in Job Satisfaction revealed in *Table 10*. It confirmed the third hypothesis that training and development of career practice has affirmative relationship on satisfaction of employees' job. The result implies that employees of banks might have the capacity to contribute more to the organization if the effective training and career development practices are performed.

**Table 10.** Coefficients of regression for hypothesis 03.

Model		Unstandardized coefficient		Standardized coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	(Constant)	1.395	.263	-	5.301	.000	.871	1.918
	TCD	.639	.077	.684	8.290	.000	.486	.793

\*Note: a=Dependent variable: JS.

The fourth hypothesis was produced to look at the association of work environment with employee job satisfaction. The calculated value of TDC ( $t = 4.514$ ,  $p < 0.05$ ) is greater than the table value with the p-value of 0.000 which is lower than the level of significance exhibited in Table 11.

**Table 11.** ANOVA test for hypothesis 04.

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	9.524	1	9.524	20.374	.000 <sup>a</sup>
Residual	36.463	78	.467	-	-
Total	45.988	79	-	-	-

\*Note: a=Predictors: (Constant), Work environment (WE); b=Dependent variable: JS.

Beta score of WE is .455 which means that 1 unit change in WE explained .455 unit increases in JS that revealed in Table 12. So, the fourth alternative hypothesis is accepted. Hence, the hypothesis affirms that WE have an association with the job satisfaction of banks. Therefore, this finding demonstrates that satisfied job of an organization is the consequence of sound work environment.

**Table 12.** Coefficients of regression for hypothesis 04.

Model		Unstandardized coefficient		Standardized coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	(Constant)	1.989	.346	-	5.746	.000	1.300	2.678
	WE	.459	.102	.455	4.514	.000	.257	.662

\*Note: a=Dependent variable: JS.

For the fifth hypothesis, F value gives a positive figure of 10.369 with significance level of 0.002. Likewise, the probability value (p-value) is lower than the predetermined significant level of 0.05 presented in Table 13.

**Table 13.** ANOVA test for hypothesis 05.

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	5.396	1	5.396	10.369	.002 <sup>a</sup>
Residual	40.591	78	.520	-	-
Total	45.988	79	-	-	-

\*Note: a=Predictors: (Constant), Coworker relationship (CR); b=Dependent variable: JS.

The value of Beta is .343 for CR that refers to 1 unit increase in CR explains .343 unit increases in JS demonstrated in Table 14. Along with these lines, the results affirm the acceptance of fifth hypothesis that friendly coworker relationship significantly

affects the job satisfaction of employees. This relationship implies that the banks ought to nurture and enhance this relationship to enhance satisfied job at the workplace.

**Table 14.** Coefficients of regression for hypothesis 05.

Model		Unstandardized coefficient		Standardized coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	(Constant)	2.120	.440	-	4.819	.000	1.244	2.996
	CR	.372	.116	.343	3.220	.002	.142	.602

\*Note: a=Dependent variable: JS.

The F value for sixth hypothesis gives a positive figure of 37.366 with level of significant of 0.000 and the probability value (p-value) is 0.000 which is lesser than the predefined significance level of 0.05 exhibited in Table 15.

**Table 15.** ANOVA test for hypothesis 06.

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	14.895	1	14.895	37.366	.000 <sup>a</sup>
	Residual	31.093	78	.399	-	-
	Total	45.988	79	-	-	-

\*Note: a=Predictors: (Constant), Sharing information (SI); b=Dependent variable: JS.

Also, the beta value is .569 that indicated 1 unit increase in SI described .569 unit will increase in JS uncovered in Table 16. Thus, it upholds and accepts the last hypothesis that sharing information has a significant connection with the employee job satisfaction. It showed that banks need to dependably involve and communicate every one successfully to set satisfied work and accomplish the organizational objectives. Therefore, this finding expressed that job satisfaction of an organization is the consequence of employee collaboration which requires feasible participation in sharing information.

**Table 16.** Coefficients of regression for hypothesis 06.

Model		Unstandardized coefficient		Standardized coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	(Constant)	-.024	.583	-	-.042	.967	-1.185	1.136
	SI	.957	.157	.569	6.113	.000	.646	1.269

\*Note: a=Dependent variable: JS.

The finding values revealed that all the twenty variables have loading ranges from 0.537 to 0.906 which is more than 0.400, are extracted into six factors labeled as Managerial Support, Salary and Benefits, Training and Development of Career, Work Environment, Coworker Relationship and Sharing Information. The findings also supported by Byrne (2010) and Mahmoud (2012) who discovered the factors of JSS through Exploratory Factor Analysis conducted on public hospitals in Syria. Therefore, these six factors will increase the job satisfaction of commercial banks' employees so that they will become loyal to their banking organization.

Furthermore, all the factors identified to be positively related with satisfaction of job after conducting Regression Coefficient and ANOVA Test. The result confirmed relationship between managerial support and satisfaction of job found by Emhan (2012). Another investigation showed that factors such as salary and benefits and job environment significantly influenced job satisfaction in Bank supported by Hossain (2014) and Kumar (2016). There is found strong influence of training and development of career on job satisfaction which is also determined by (Anwar and Shukur, 2015; Shujaat et al., 2013). Moreover, coworker relationship has positive effect on work satisfaction in this study which is also proved by Lin and Lin (2011). Information sharing culture as well ascertained to have statistically significant influence on work satisfaction (Trivellas et al., 2015).

After the findings of this study, the author recommended that, the authority or management of the commercial banks should consider some factors that will enhance banker's job satisfaction. With this regard, manager of commercial banks should practice appreciation and recognition of the performed task of bankers in order to increase positive attitudes of bankers toward their job. Salary increment ought to be given timely to encourage bankers more. As a result, they will be satisfied and stayed in the bank. Moreover, salary and benefits strategy may serve as competitive tool in the long run success of commercial banks. Commercial banks should offer effective training and development programs to the bankers as it helps bankers to advance their career in the banking organization. Though, working hours of most private bank is 9 am – 5 pm. But employees leave the office after 5 pm because they cannot finish their work. Therefore, flexible working hour system should be established. So that, they will feel responsible in the organization. Coworkers should support and cooperate to their colleges at work environment so that interrelationship among bankers will create job satisfaction as well as it will bring success to the commercial banks. Effective communication between manager and other subordinate bankers in a branch will reduce stress and conflict that helps to solve problems of bankers at the workplace. Manager of the bank should practice information sharing culture and counseling at the time of their subordinate bankers. As a result, banker will feel comfort to complete their tasks. It helps to improve bankers' productivity.

## Conclusion

This study explores contribution towards the welfare of society as the outcomes make realization about the significance of job satisfaction in commercial banks. Moreover, this study faced time limitation to collect data. As a result, time limitation can hinder this study to add up more information. Another limitation of this study is the respondents felt uncertainty to give exact opinion. Thus, confidentiality of the responses of respondents has been maintained as no one can access to gathered data. Additionally, it would be possible to generalize better outcome if more variables are added with large sample size. Job satisfaction at place of work is essential to hold as well as manage the human capital through minimizing the expense of bankers' turnover. The present situation of commercial banks is a strategic and prospective as employees are productive but a little more focus on six factors makes them more satisfy about their job, which can bring competitive advantage for the commercial banks. Since, satisfied human capital are the key not just for the advancement of business firms like commercial banks yet in addition for the sustainable development.

## Acknowledgement

This research is self-funded.

## Conflict of interest

The author confirms that there is no conflict of interest with any parties involved with the study.

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