

*Job Satisfaction Of
Employees In
Nigerian Banks:
A Study Of Access
Bank Plc, Sokoto,
Nigeria*

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ABSTRACT

It is an established fact that the success of any organization depends on the satisfaction of its work force (employees). The aim of this study is to determine if bank employees are satisfied with their job and also to identify those factors that are of high concern to bank employees regarding their satisfaction. A questionnaire containing 7 facets of job satisfaction was designed and administered and chi square was used to test the hypotheses. Findings show that bank employees are more satisfied than dissatisfied with their job though the proportion of those dissatisfied is very significant. Job security, participation in decision making, healthy working relationship with management, incentives and rewards are point of concern for improving job satisfaction of Access Bank employees. To overcome insecurity, banks need to introduce pension, retirement and gratuity schemes; special incentives should also be given to employees that have done their duties well though they were unable to meet the targets set for them.

1. INTRODUCTION

Globalization has brought about important changes in all sectors of the economy, the service sector inclusive. Banks face increasingly competitive environment filled with threats from other non-banking institutions operating under different kinds of regulations, (Alina 2010). One of these competitive challenges faced by retail banks lies in the management of human resources which is the most important asset of any bank. The successful implementation of any strategic objective depends on the inspiration and hard work of the staff. Good financial services of the banks along with better customer services become important due to rising competition. Alina (2010) opines that bank employees play an important role for the good performance of the bank by delivering good financial services to its target audience, as such; job satisfaction of bank employees is an important issue for improved financial services to the customers and attainment of the overall objectives of banks. Alina (2010) believes an organization is effective to the degree to which it achieves its goals; an effective organization has to make sure that there is a spirit of cooperation and sense of commitment and satisfaction among their employees.

According to Ernest (2012), the Nigerian banking industry has witnessed and is still witnessing revolutionary changes as a result of the restructuring programmes channeled towards resolving the existing problems of the industry by the apex bank, Central Bank of Nigeria (CBN). The most recent is the consolidation and recapitalization exercise that has shaped the structure of the Nigerian banking system significantly, this has made the sector to contend with new demands to achieve greater efficiency and responsiveness to the needs of the Nigerian economy, (Ernest 2010). The resultant transformations are most challenging to the employees and management alike. Greater challenges and demands are now placed on employees as a result of stiffer manpower planning and control measures that are adapted by the fewer well capitalized banks that emerged

as a result of the process; although employees wellbeing and welfare has been adequately addressed by recapitalization, employees are now required to put more efforts under stiffer regulations and guidelines, (Ajede 2011). Okafor (2009) opines that “The period of consolidation in the banking sub-sector in Nigeria (July 2004 – December 2005) was a period of change that created anxiety and concerns for employees in the banks. This is because in the long run, they are at the receiving end. To many employees, the news of consolidation of banking sub-sector to the tune of N25 billion may have been greeted with apprehension”. So saying, it is not possible for an employee who is battered by job insecurity to give his or her best to its employer. Other challenges of this consolidation exercise are the issue of employees’ remuneration, staff harmonization and placement, (Okafor 2009). In much the same way, Okafor (2009) opines that placements have resulted into serious job cuts and rationalization in both consolidated and non consolidated banks. This only serves to make bankers regard their jobs as unstable. Job cuts are continuous in the banking sector and this has the tendency to make employees less committed to their jobs as well as increase the already worsen labour turnover in the sector, (Farimo 2006).

Access bank sets aside a particular week every year to celebrate its customer service week. During this period, whoever walks into the bank is given an exceptional treatment. Coffee, tea, drinks and snacks are given out freely to customers and prospects. The friendly atmosphere created by the employees brings satisfaction to the banks’ clients. The questions that come to mind includes among others; are these employees happy performing their duties? Are they secured in their job and are they generally satisfied with their job as a whole? The choice of Access Bank Plc out of several other banks is deliberate, this is because of its continuous emphasis on customer satisfaction; are the bank’s employees also satisfied?

Having said this much by way of background to the study, this study thus seeks to investigate the problem of job satisfaction amongst employees of Access bank in Sokoto metropolis.

2. OBJECTIVE OF THE STUDY

This study is aimed at finding out overall job satisfaction of bank employees, to identify the factors responsible for their satisfaction or dissatisfaction and to suggest some ways of improving the state of job satisfaction of bank employees. The following research question will guide this study

- Are bank employees satisfied with their jobs?
- What are those factors responsible for satisfaction/dissatisfaction of bank employees?

The study will be guided by the following null and alternate hypotheses

H₀: Bank employees are not satisfied with their job

H_a: Different factors are responsible for satisfaction/dissatisfaction of bank employees

This study is divided into five sections. This section which is the introductory part, section two is literature review, section three is methodology of the study, section four discussed the results and section five is conclusion and recommendations.

3. LITERATURE REVIEW

The achievements of individuals and organizational goals are independent processes linked by employee work motivation. Individuals motivate themselves to satisfy their personal goals; therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportionate to the personal goals of individuals, (Yasir, Kashif, Zark, Khalil, Abdul, Waseem and Ahmad 2011). It is the general understanding that job satisfaction is an attitude towards job. In other words it is an affective or emotional response towards various facets of one's job. Factors such as pay, the work itself, supervision, relationship with co-workers and opportunities for promotions have been found to contribute to job satisfaction, (Okpara, 2002).

Study conducted in Dhaka city, Bangladesh by Masud, Hemanta and Sampa (2007) shows that payments, healthy relationships with colleagues, sense of personal accomplishment, adequate information available to do the job and ability to implement new ideas are the most important factors for improving the level of job satisfaction. Similarly, Sowmya and Panchanatham (2011) conducted a study in India on factors influencing job satisfaction of banking sector employees in Chennai, India. Their findings reveal that job satisfaction is dependent on supervisor behavior, co-worker behavior, pay and promotion, job and working condition and organizational aspects. This means that employees perceive pay and promotion, optimistic supervisory behavior and pleasant organizational setup as an indispensable factor. However, a study conducted by Salman and Khalid (2010) examined five components (work, pay, promotion, salary and recognition) of job satisfaction on Punjab bank employees. The result of the study reveals that employees are more satisfied with pay, recognition and working hours. They are most dissatisfied with job insecurity. Similar study in Pakistan reveals that bank employees are most concerned with issues such as job insecurity, organizational operations, working condition, incentives and rewards, (Yasir et al, 2011). While Alina (2010) in his study of job satisfaction of Greek employees concluded that "job satisfaction is not independent in all job facets and that the satisfaction with one facet might lead to satisfaction with another".

Sequel to the banking reform that started in 2004, in Nigeria via the process of recapitalization and consolidations, several studies have been conducted to assess the success of the exercise and its resultant impact on the banking sector generally, and more specifically its consequences on employees of banks. Ajede (2011) opines that "events following the exercise points to bank profitability looking upwards....there has also been a minimization of financial risks in the sector as well as the entire economy". However, recent

events have further shown that there is an even more tightly regulatory environment within the Nigerian Banking industry with the coming on board of the Sanusi led administration at the Central Bank of Nigeria. His more radical banking reform approach has kept both employees and management on their toes, with a high demand for adequate manpower development as well as curtailing of management abuse of the increased capital base at their disposal, (Ajede, 2011). Ernest (2011) observes some of the challenges that ensued from the consolidation reform among others “.....service encounter management, job insecurity, loss of job commitment and structural and cultural discrepancies”. What this translates into is that mergers and acquisition, new policies and reforms have created job insecurity among bank employees, this is capable of marring the organizations overall productivity and profitability, (Ernest 2012). Similarly, Adebimpe and Odunayo (2012) also opine that there is high rate of job insecurity in Nigerian banks. A lot of human resource related issues arose with regards to the consolidation programme “In the first instance, once two or more banks begin to talk about merger or acquisition, the staff of the affected institutions become jittery about job security which invariably affect their productivity. Certainly, consolidation might lead to job losses at the executive, general management, senior and junior staff cadre” (Adeyemi, undated).

Various studies discussed show that job satisfaction has been studied with relevance to co-worker behavior, supervisor behavior, pay and promotion, organizational factors and other work related factors. In some studies the employees were highly satisfied or otherwise. Similarly, a study conducted by Adegbusi and Ewuola (1999) reveals that bank employees are not satisfied with work hour, duty schedule, work load and opportunity to participate in organizational goal setting. Omotayo, Oladele and Abolaji (2011) concludes that ‘pay, working conditions, training and development, fair treatment and fair human resource practices are determinants of employee job satisfaction’. For the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Workforce of any bank is responsible to a large extent for its productivity and profitability. Efficient human resource management and maintaining higher job satisfaction level in banks determine not only the performance of the bank but also affect the growth and performance of the entire economy (Thakur, 2007).

4. RESEARCH METHODOLOGY

Overall satisfaction has been taken as a dependent variable. Factors such as job security, job recognition, involvement in decision making, work environment, are considered as the independent variables. The study intends to examine employees’ growth, team spirit, benefits, work - life balance, working environment and job security and its influence on employees’ perception regarding job satisfaction. In this study bank employees refer to senior managers, middle level managers and banking officers (not employees such as guards, cleaners and clerks).

4.1 POPULATION AND SAMPLE SIZE

There are three branches of Access Bank Plc in Sokoto metropolis with staff strength of ninety (90) bank employees. Ninety 90 questionnaires were distributed but only seventy two (72) were responded to. Out of these, eight (8) respondents are less than six (6) months in the bank as such their questionnaire was rejected. This is because all newly employed staff of the bank undergo training for at least three weeks before carrying out the duties assigned to them fully. A sample size of sixty four (64) employees was selected which represents seventy one percent 71% of the employees under study. This includes seven (7) senior managers, sixteen (16) middle level managers and forty one (41) banking officers seventeen (17) marketing officers and twenty four (24) operational staff.

4.2 SURVEY INSTRUMENT

A questionnaire was specifically designed to contain 7 facets of job satisfaction, which is a modified version of the one adopted by Masud et al (2007). These facets have been addressed through 15 statements to which respondents were asked to react to using a five point Likert scale ranging from very satisfied to very dissatisfied (see table below). An additional question was asked on best possible ways of improving job satisfaction among bank employees. A personal interview was also conducted to allow respondents freely express their views on questions asked.

5. DATA PRESENTATION

The data is presented in a tabular form and analyzed using simple percentages. Chi square was used to test the first hypothesis and the justification for the acceptance or otherwise of the second hypothesis depended on reviewed literature.

Table 1.0 Reaction of respondents to the different facets of job satisfaction

| Facets of job satisfaction used | Very Satisfied | Satisfied | Neutral | Dissatisfied | Very Dissatisfied |
|--|----------------|-----------|---------|--------------|-------------------|
| Satisfied with job environment and working facilities. | 11 | 40 | 2 | 11 | - |
| My job gives me a feeling of personal accomplishment | 12 | 28 | 5 | 19 | - |
| Relationship with colleagues | 13 | 21 | 3 | 27 | - |
| Relationship with management | 1 | 2 | 6 | 38 | 17 |
| Participation in decision making | 10 | 11 | 5 | 38 | - |
| Satisfied with overall job security | 10 | 14 | - | 37 | 3 |
| Satisfied with benefits received for my contribution | 6 | 35 | 5 | 18 | - |
| Freely suggest ways of improving job satisfaction among bank employees | | | | | |

Source: Questionnaire administered.

5.1 ANALYSIS OF RESULTS

Table 1.1: Satisfied with job environment and working facilities

| | Senior Managers | | Middle Level | | Banking Officers | | Total (%) |
|-------------------|-----------------|-----------|--------------|-----------|------------------|-----------|-----------|
| | Operations | Marketing | Operations | Marketing | Operations | Marketing | |
| Very dissatisfied | - | - | - | - | - | - | 0 |
| Dissatisfied | - | 1 | 1 | 2 | 2 | 5 | 11(17%) |
| Neutral | - | - | - | 1 | 1 | - | 2(3%) |
| Satisfied | 2 | 3 | 3 | 6 | 12 | 14 | 40(63%) |
| Very Satisfied | 1 | - | 2 | 1 | 3 | 4 | 11(17%) |
| Total | 3 | 4 | 6 | 10 | 18 | 23 | 64(100%) |

Source: Questionnaire administered.

When asked about job environment and working facilities, the table above reveals that majority of the respondents are satisfied with the job environment and working facilities as represented by 80% of the respondents while 17% are not satisfied and 3% remain neutral. Job environment and working facilities is a vital determinant of job satisfaction in the banking sector, because the employees have to be comfortable enough to work for long hours without getting tired. A trip to any branch of Access bank reveals a neat and cool banking hall, elegant and comfortable furniture and friendly atmosphere between employees. This result agrees with the findings of Meena and Dangayach (2012).

Table 1.2: My job gives me a feeling of personal accomplishment

| | Senior Managers | | Middle Level | | Banking Officers | | Total (%) |
|-------------------|-----------------|-----------|--------------|-----------|------------------|-----------|-----------|
| | Operations | Marketing | Operations | Marketing | Operations | Marketing | |
| Very dissatisfied | - | - | - | - | - | - | 0 |
| Dissatisfied | 1 | 1 | 2 | 3 | 5 | 7 | 19(30%) |
| Neutral | 1 | - | 1 | - | 2 | 7 | 5(7%) |
| Satisfied | 1 | 2 | 2 | 5 | 6 | 12 | 28(44%) |
| Very Satisfied | - | 1 | 1 | 2 | 5 | 3 | 12(19%) |
| Total | 3 | 4 | 6 | 10 | 18 | 23 | 64(100%) |

Source: Questionnaire administered.

The question of having a feeling of personal accomplishment reveals 63% being satisfied while 30% are dissatisfied and 7% are neutral. Personal accomplishment includes good pay, promotion and recognition for a job well done. This positive response will make employees work more in anticipation for more personal achievements in future.

Table 1.3: Relationship with colleagues

| | Senior Managers | | Middle Level | | Banking Officers | | Total (%) |
|-------------------|-----------------|-----------|--------------|-----------|------------------|-----------|-----------|
| | Operations | Marketing | Operations | Marketing | Operations | Marketing | |
| Very dissatisfied | - | - | - | - | - | - | 0 |
| Dissatisfied | 2 | 1 | 2 | 5 | 7 | 10 | 27(42%) |

| | | | | | | | |
|----------------|---|---|---|----|----|----|----------|
| Neutral | - | - | 1 | - | 1 | 1 | 3(5%) |
| Satisfied | 1 | 1 | 2 | 3 | 6 | 8 | 21(33%) |
| Very Satisfied | - | 2 | 1 | 2 | 4 | 4 | 13(20%) |
| Total | 3 | 4 | 6 | 10 | 18 | 23 | 64(100%) |

Source: Questionnaire administered.

In response to relationship with colleagues, 53% are satisfied with the relationship that exists between them and their colleagues while 42% are not satisfied, 5% remain neutral. Though majority of the staff are more satisfied than dissatisfied, the gap between them is not much. A positive relationship with colleagues will enhance team spirit and increase efficiency in service delivery.

Table 1.4: Relationship with Management

| | Senior Managers | | Middle Level | | Banking Officers | | Total (%) |
|-------------------|-----------------|-----------|--------------|-----------|------------------|-----------|-----------|
| | Operations | Marketing | Operations | Marketing | Operations | Marketing | |
| Very dissatisfied | 1 | 1 | 1 | 3 | 5 | 6 | 17(27%) |
| Dissatisfied | 1 | 2 | 2 | 7 | 11 | 15 | 38(59%) |
| Neutral | - | 1 | 2 | - | 2 | 1 | 6(9%) |
| Satisfied | 1 | - | - | - | - | 1 | 2(3%) |
| Very Satisfied | - | - | 1 | - | - | - | 1(2%) |
| Total | 3 | 4 | 6 | 10 | 18 | 23 | 64(100%) |

Source: Questionnaire administered.

5% of the respondents are satisfied with the relationship that exists between them and the management while 86% are dissatisfied, the remaining 9% are neutral. This poor relationship is not healthy for the organization; there should be a harmonious working relationship for better

Table 1.5: Participation in decision making

| | Senior Managers | | Middle Level | | Banking Officers | | Total (%) |
|-------------------|-----------------|-----------|--------------|-----------|------------------|-----------|-----------|
| | Operations | Marketing | Operations | Marketing | Operations | Marketing | |
| Very dissatisfied | - | - | - | - | - | - | 0 |
| Dissatisfied | 2 | 2 | 4 | 6 | 8 | 16 | 38 (59%) |
| Neutral | - | 1 | 1 | - | 2 | 1 | 5 (8%) |
| Satisfied | 1 | - | 2 | 1 | 3 | 4 | 11(17%) |
| Very Satisfied | - | 1 | - | 2 | 3 | 4 | 10 (16%) |
| Total | 3 | 4 | 6 | 10 | 18 | 23 | 64(100%) |

Source: Questionnaire administered.

In response to role played in decision making, 33% are satisfied as against 59% that are not satisfied with their participation in decision making. Respondents complain that most decisions taken are handed down to them by management without their involvement in the decision making process.

Table 1.6: Satisfied with overall job security

| | Senior Managers | | Middle Level | | Banking Officers | | Total (%) |
|-------------------|-----------------|-----------|--------------|-----------|------------------|-----------|-----------|
| | Operations | Marketing | Operations | Marketing | Operations | Marketing | |
| Very dissatisfied | - | - | - | 1 | 1 | 1 | 3 (5%) |
| Dissatisfied | 2 | 2 | 4 | 5 | 10 | 14 | 37 (57%) |
| Neutral | - | - | - | - | - | - | 0 |
| Satisfied | 1 | 1 | 2 | 2 | 2 | 6 | 14 (22%) |
| Very Satisfied | - | 1 | - | 2 | 5 | 2 | 10 (16%) |
| Total | 3 | 4 | 6 | 10 | 18 | 23 | 64(100%) |

Source: Questionnaire administered.

From the table, whereas 38% are satisfied and feel secure in their jobs, most of the employees feel insecure as reflected by 62% of the respondents being dissatisfied. This is in line with the study conducted by Salman et al (2010); Personal interview reveals that the inability of employees to meet individual monthly targets and increase in customer base accumulatively leads to loss of promotion and subsequent discharge from the bank at the end of the year. Furthermore, respondents believe the continuous downsizing of staff is also a process that creates job insecurity among the employees.

Table 1.7: Satisfied with benefits received for my contribution

| | Senior Managers | | Middle Level | | Banking Officers | | Total (%) |
|-------------------|-----------------|-----------|--------------|-----------|------------------|-----------|-----------|
| | Operations | Marketing | Operations | Marketing | Operations | Marketing | |
| Very dissatisfied | - | - | - | - | - | - | 0 |
| Dissatisfied | 1 | 1 | 3 | 2 | 5 | 6 | 18 (28%) |
| Neutral | 1 | - | 1 | - | 1 | 2 | 5 (8%) |
| Satisfied | 1 | 3 | 2 | 7 | 8 | 14 | 35 (55%) |
| Very Satisfied | - | - | - | 1 | 4 | 1 | 6 (9%) |
| Total | 3 | 4 | 6 | 10 | 18 | 23 | 64(100%) |

Source: Questionnaire administered.

On the question of employees' contributions and benefits received, response shows 64% are satisfied while 28% are not and 8% are neutral. Personal interview reveals that if employees perform above targets, they are recognized and rewarded while contributions below targets are not recognized and may even attract penalties.

In addition to the above, respondents were asked to freely suggest changes they will like the bank to effect. 78% of the respondents suggest the following; improvement in staff welfare; job insecurity should be adequately addressed; improvement on management/employee relationship; recognition for job well done; and reduce conflict between work and family to enable them have more time for other personal activities (most weekends are used for trainings and meetings). The remaining 22% advocate for reduction in discrimination between employees, putting in place more friendly policies that affect workers, role description

and that management should reduce the targets set for them which they considered “too high and unreasonable”.

5.2 TEST OF HYPOTHESES

The hypothesis earlier stated to guide this work will be tested using chi – square statistical method.

The first hypothesis states that bank employees are not satisfied with their job. Looking at tables 1.1, 1.2, 1.3 and 1.7 respondents are satisfied with 4 facets of job satisfaction as against the 7 facets addressed in this study. These tables will be used to test the hypothesis stated above.

Observed table

| Tables | Satisfied | Dissatisfied | Row total |
|--------------|-----------|--------------|-----------|
| 1 | 51 | 11 | 62 |
| 2 | 40 | 19 | 59 |
| 3 | 34 | 27 | 61 |
| 7 | 41 | 18 | 59 |
| Column total | 166 | 75 | 241 |

Expected table

| Tables | Satisfied | Dissatisfied |
|--------|-----------|--------------|
| 1 | 42.71 | 19.29 |
| 2 | 40.64 | 18.36 |
| 3 | 42.02 | 18.98 |
| 7 | 40.64 | 18.36 |

X²_{cal} table

| Cell | Fo | Fe | (Fo – Fe) | (Fo – Fe) ² | $\frac{\sum(Fo - Fe)^2}{Fe}$ |
|------|----|-------|-----------|------------------------|------------------------------|
| 1 | 51 | 42.71 | 8.29 | 68.72 | 1.61 |
| 2 | 40 | 40.64 | -0.64 | 0.41 | 0.01 |
| 3 | 34 | 42.02 | -8.02 | 64.32 | 1.53 |
| 4 | 41 | 40.64 | 0.36 | 0.13 | 0.01 |
| 5 | 11 | 19.29 | -8.29 | 68.72 | 3.56 |
| 6 | 19 | 18.36 | 0.64 | 0.41 | 0.02 |
| 7 | 27 | 18.98 | 8.02 | 64.32 | 3.37 |
| 8 | 18 | 18.36 | -0.36 | 0.13 | 0.01 |
| | | | | | 10.12 |

Chi square is denoted by X² and chi - square calculated is denoted by $X^2_{cal} = \sum \frac{(Fo - Fe)^2}{Fe}$

Fe

Where, \sum is summation, Fo is observed frequency and Fe is expected frequency.

From the tables above

$X^2_{cal} = 10.12$

$X^2_{0.10} = 6.25$ (from V = 3)

The degree of freedom V is calculated as $(R-1) \times (C-1)$, where R is row total and column total. From the observed table, R is 4 and C is 2, thus;

$$= (4-1) (2-1)$$

$$V = 3 \times 1 = 3$$

Decision rule:

If calculated is greater than the tabulated we reject the null hypothesis and accept its alternative and vice versa. The level of significance under this study is 10%. Hence from the chi – square distribution table, the value of chi square at 10% level of significance and 3 degrees of freedom is 6.25 Chi - square calculated is greater than chi square tabulated. Therefore, we reject the hypothesis stated above and accept its alternative that bank employees are satisfied with their job.

The second hypothesis states that different factors are responsible for satisfaction/dissatisfaction of bank employees. Response received from the additional questioned asked revealed those areas of satisfaction/dissatisfaction of the employees. See table below

Table 2: Factors responsible for satisfaction/dissatisfaction of bank employees

| | Factors | Senior Managers | Middle Level | Banking Officers | Total (%) |
|----|--|-----------------|--------------|------------------|-----------|
| 1. | Improvement in staff welfare | 6 | 8 | 36 | 50(78%) |
| 2. | Job insecurity | 3 | 7 | 39 | 49(77%) |
| 3. | Management/employee relationship | 3 | 10 | 37 | 50(78%) |
| 4. | Recognition for job well done | 5 | 12 | 33 | 50(78%) |
| 5. | Reduce conflict between work and family | 4 | 8 | 36 | 48(75%) |
| 6. | Put in friendly policies that affect workers | 1 | 3 | 10 | 14(22%) |
| 7. | Role description | - | 3 | 11 | 14(22%) |
| 8. | Reduction in targets | - | 1 | 13 | 14(22%) |
| 9. | Reduce discrimination between workers | 2 | 3 | 9 | 14(22%) |

Most respondents (about 77%) have similar needs that can lead to their being satisfied or not. Prominent among these needs are job security, improvement in staff welfare and reduction in work/family conflicts. This indicates that bank employees are affected by similar factors which can lead to their being satisfied/dissatisfied with their job. Salman et al, 2010 also identified recognition for job well done, working hours, benefits etc as some of the factors that can bring about satisfaction/dissatisfaction of bank employees. Conversely, job security, organizational operations, working condition, incentives and rewards are some of the factors that are of high concern to bank employees (Yasir et al, 2011). Masud et al, (2007) also posits healthy relationship with colleagues, and good pay as some of these factors. Therefore, the second hypothesis which states that different factors are responsible for satisfaction/dissatisfaction of bank employees is accepted.

6. CONCLUSION AND RECOMMENDATIONS

The results above indicate that respondents are more satisfied (57.1% from tables 1, 2, 3, and 7) than dissatisfied (42.9% as reflected in tables 4, 5 and 6) with their jobs; this is in line with the research conducted by Alina (2010) and Salman et al (2010). However, it's paramount to point out that the proportion of those dissatisfied is not insignificant considering the fact that employee job satisfaction is vital to the overall success of any organization.

Those factors that are of high concern to employees regarding their satisfaction are participation in decision making, relationship with management and above all job security. If these factors are adequately addressed there will be overall positive improvement in satisfaction of bank employees.

In line with the above, banks should provide an enabling social environment for interaction between employees and the management so as to improve on their relationship; management should also include the employees in decision making, this will give them room to come up with creative ideas and show case their individual talents. To overcome insecurity, banks need to introduce pension, retirement and gratuity schemes; special incentives should also be given to employees that have done their duties well though they were unable to meet the targets set for them. This will lead to increase in employees' commitment to the bank which will in turn lead to a high degree of job satisfaction and overall increase in productivity and profitability of the bank.

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