JOB SATISFACTION OF BANK EMPLOYEES WORKING WITH E- CHANNEL SERVICE DELIVERY NETWORK: A STUDY ON SELECTED PRIVATE COMMERCIAL BANKS IN BANGLADESH

UDDIN Jamal

Hajee Mohammad Danesh Science and Technology University, Bangladesh

SAYEM Muhammad

University of Canberra, Australia

Abstract:

The objective of this study is to determine the factors affecting job satisfaction among private commercial bank employees working with e-channels in Bangladesh. For this purpose 96 data were collected from thirteen largest private commercial banks in Bangladesh. These banks operate e- channels service delivery network. Fourteen independent variables are developed for job satisfaction from the current studies. Pearson chi-square correlation and regression model were used to test the relationships between variables. The results show that the independent variables affect the employee job satisfaction of employees working with e-channels. The result also shows demographic variables (age, sex educational level) effect is considerably low on the job satisfaction of the bank employees working with e-channels.

Key words: *Job satisfaction, e-channels, Productivity*

1. Introduction

In a constantly changing world of today, where past is replaced by dynamic present and the dynamic present is being replaced by more challenging future, the old ways of doing things is no longer valid. Change is permanent and a reality. Those who are not being able to keep pace with the changes are destined to loose the race. The banking sector in Bangladesh has undergone a sea-change over the last few years. Now-a-days the private commercial banks in Bangladesh are offering better services comparatively the government banks. The use of online platform has revolutionized the service delivery networks and benefits are pervasive. The adoption of e-banking also creates new opportunities for bank employees, the burden of paper work is reduced;

database management reduced the work load. The employees feel free to provide services through e-channels and can save their time. Whether the banks are public or private the main objective is the success of their business and that depends upon its employees. Organizations productivity directly or indirectly related with employee job satisfaction. Spector (1997, p.2) believes that job satisfaction 'can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.' Furnham (1992) categorizes factors that can have an influence on job satisfaction into three groups namely: (i). Organizational policies and procedures that have to do with the nature of the remuneration package, supervision and decision-making practices, and the perception of the quality of supervision. (ii). Aspects of the total workload, the variety of skills applied, autonomy, feedback and the physical nature of the working environment. (iii). Personal aspects such as self image, ability to deal with stress and general satisfaction with life. The main target of all organizations is to improve their productivity and, consequently, their performance and, thus, to become more competitive and gain a larger market share. If the employees are not satisfied from their job, working conditions, work culture, management they can never make the customers satisfied with better quality services and the ultimate impact will be on organization's productivity. The aim of the present study is to examine the levels of employee job satisfaction of private commercial bank employees working with e-channels in Bangladesh.

2. Job Satisfaction

Job satisfaction is a widely researched topic in the business literature Maxwell et al., 2005; Park and Deitz, 2006). Most of the popular studies perceive the concept of job satisfaction to explain performance under the assumption that a high level of satisfaction leads to increased productivity on the job whereas dissatisfaction undermines productivity (Ajzen & Icek 2011). Different studies have associated job satisfaction with different variables and the construct measures have been numerous. Jaramillo et al., (2006) relates Job satisfaction with emotional exhaustion. Organizational culture has been shown to have a direct influence on employee satisfaction and commitment (Lund, 2003). While job satisfaction is examined as both an antecedent and outcome, the majority of academic research examines job satisfaction as a global, single-faceted construct. According to Churchill et al. (1974), the use of a global measure of job satisfaction fails to provide an accurate and full assessment of satisfaction and provides little information that management requires. In our studies we have identified total 14 independent variables for measuring the job satisfaction of bank employees working with e-channels.

Objectives:

Invoking from the above insights the particular objective of this paper is as under:

1. To find out the relationship between demographic variables (age, sex, educational level) and employee job satisfaction working with e-channels.
2. To identify the factors affecting employee job satisfaction working with e-channels in Bangladesh.
3. To measure the level of job satisfaction of the employees working with e-channels.

3.Research setting

The study context is the banking industry of Bangladesh which experiences a major shift from manual service channels to e-service channel. One of the reasons of choosing banking industry was because it is a highly complex sector wherein customers experience and evaluate multiple services on multiple criteria (Verma, Plaschka, and Louviere 2002). Though the choice of a single industry may limit generalisability, it also reduces potential problems when sampling firms from diverse industries (Kyriakopoulos and Moorman 2004). A total of 13 largest private commercial banks were selected purposively (Brac Bank, Social Islami Bank Markentile Bank, Prime Bank, Dutch-Bangla Bank, Exim Bank, National Bank, Jamuna Bank, The City Bank, Islami Bank, Dhaka Bank, National Credit and Commerce Bank, Southest Bank) to collect the data for the particular research objective. The rationale for choosing private commercial bank for collecting data is that now-a-days most of these banks have automated their transaction system and e-channels are the back bones. The survey was conducted from January - April, 2011.

4.Sampling & data collection

From the selected private commercial banks we selected the mid-level employees who has at least spend two years working with e-channels as our sample for the present study. The rationale of selecting mid-level employees was to avoid response-bias. Usually the employees of the top level management would be always satisfied due to their position and salary. This is also evident for the newly recruited employees as they feel motivated for getting the job regardless of the channels of service delivery. Initially a total of 118 semi-structured questionnaires was send to mid-level employees of the selected banks by random sampling method. The response rate was 81% and 96 employees agreed to provide their feedback. Maintaining the secret of the employees feedback was one of the important aspect therefore, all the questionnaire were delivered to them either through personal e-mail or sealed envelope

5.Measure

Both primary and secondary data were collected from the sources. The study depends mainly on the primary data collected through a well framed and structured

questionnaire from the respondent's. Job Satisfaction Survey (JSS) questionnaire include 14 factors to measure the level of job satisfaction works with e-channel in private commercial banks in Bangladesh. Respondent's demographic variables such as age, sex, educational level were also used to measure the relationship between these variables and job satisfaction of employees working with e- channels. Likert Method of Summated Rating was employed in the instrumentation. Reponses to close –ended questionnaire items having five choices were weighted with values of 5 to 1, whereas "Strongly satisfied" 5 points, and "Strongly dissatisfied" 1 point. Data entry was done in SPSS 12.0 data editor and analyzed under some specific hypothesis. Statistical tools like percentage, mean, correlation and chi-square, regression, cross tabulation were used for this purpose. Several secondary sources were used for enhancing the insight of this paper; such as articles published in different journals, books, working papers and websites. At the end of the questionnaire a question was include related to know the overall job satisfaction of the employees working with e-channel.
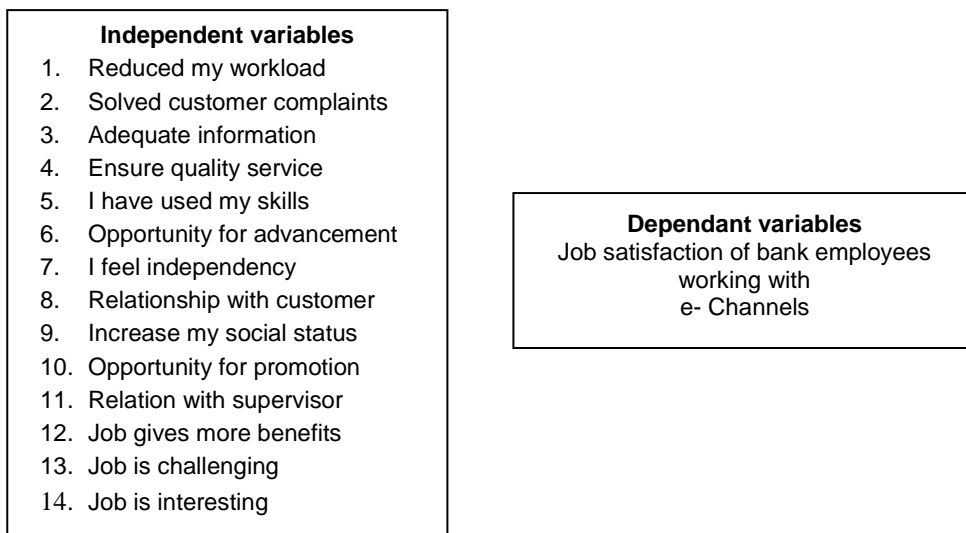
Independent variables
1. Reduced my workload
2. Solved customer complaints
3. Adequate information
4. Ensure quality service
5. I have used my skills
6. Opportunity for advancement
7. I feel independency
8. Relationship with customer
9. Increase my social status
10. Opportunity for promotion
11. Relation with supervisor
12. Job gives more benefits
13. Job is challenging
14. Job is interesting

Dependant variables
Job satisfaction of bank employees working with
e- Channels

Figure -1 Independent variables and dependent variable

Research hypothesis:

H1: There is positive co-relation between the employees working through e-channel service delivery and job satisfaction.

H2: There is little or negative co-relation between demographic variables (age, sex, educational level) and job satisfaction of bank employees working with e-channels.

H3:   Factors used as independent variables are not affecting the job satisfaction of bank employees working with e-channels.

H4:   There is negative co-relation between the variables (Independent and Dependent variable).

6. Results and discussion

Relation between demographic profile and job satisfaction of bank employees working with e-channels: The table-1 shows the correlation between demographic profile (age, sex, educational level) and job satisfaction of bank employees working with e-channels in Bangladesh. The result shows age (r = .32, P < 0.05) has moderate but positive relation and educational level (r = .01, P < 0.05) has low but positive relation with job satisfaction. On the other hand sex (r = -.16) has low negative relation with job satisfaction. So we accept our alternative hypothesis.

Table: 1- Correlation between age, sex and educational level with job satisfaction of bank employees working with e-channels in Bangladesh

		Age	Sex	Education	JSWE
JSWE	P C	.32*	- .16	.01	1
	Sig.(2-t)	.000	.000	.000	
	N	96	96	96	96

Source: field survey, January-May, 2011
(**PC**= Pearson correlation, **JSWE** = job satisfaction working with e-channels)

The similar result from the study of M. Ghneim & Shami (2001) on Employee benefits pay satisfaction in the banking system in Palestine found that there is negative relation between age (r = -.70**), gender (r = .= -.23), education (r = -.26) and employee benefits satisfaction. The study of Rahman et al. (2006) where they investigated that in Dhaka city, Bangladesh identifies there is no significant association between Gender of the respondent's and Satisfaction with overall job security of the bank employees. ($\chi 2$ = 3.49 with 4 degrees of freedom (P = 0.479 > 05) (Pearson's R= -0.075, Spearman's correlation= -0.064). **This study also shows that** age (Pearson Chi-Square 115.9 P= (2-sided) .422> .80 Cramer's V =.27 and r = .00) and gender (Pearson Chi-Square 17.35 [a,] P (2-sided) =.00 < .05 with 5 degree of freedom, Cramer's V=.36 and r =.01) has no impact on job satisfaction of the university teachers. Jegan & Gnanadhas (2011) found sex (χ_c^2 = 1.56, χ_t^2 = 3.841, insignificant), age (χ_c^2 = 9.8, χ_t^2 = 3.841, significant), education level (χ_c^2 = 3.43, χ_t^2 = 5.991, insignificant) do not influence the level of satisfaction of bank employees working with

e-channel. Similar result found from the study on job satisfaction factors of faculty members at university of Belochistan (Pakistan) by Malik (2011). This study shows that the relationship between age (r = -.13) and overall job satisfaction is very weak and negative.

Factors Affecting employee job satisfaction working with e-channels: I am satisfied working with e-channels because it reduced my workloads: Workload can refer to the total energy output of a system, particularly of a person or animal performing a strenuous task over time. Bank employees can do number of work at a moment working with e-channels and they can easily reduced their workloads. From the present study we found 19.8% of the total respondents are satisfied and 32.3% are strongly satisfied and they believe that their workloads reduced when they perform their banking activities with e-channels (table- 7, appendix-A). From table- 2 we found that the computed chi-square value is 15.250 which is grater ($\chi_c^2 > \chi_t^2$) than the table value at 0.05% level of significance, 16 degrees of freedom. So we can accept our alternative hypothesis.

I am satisfied working with e-channels because I quickly solved customer complaints: The reputation of any service organizations depends on how quickly and conveniently they provide their service to their customer. In the e-banking system bank employer solved a lot customer problems at a moment then the traditional banking system. The computed value of chi square test χ_c^2 = 31.604 and the table chi square value at 0.05% level of significance is χ_t^2 = 9.488 (table-2). The computed value is highly greater than the table value. So we can accept our alternative hypothesis. From table- 7 (appendix- A) 36.5% out of the total respondents are satisfied because they quickly solved the customer complaints working with e-banking system. 28.2% respondents are strongly satisfied; on the other hand 16.7% respondents are dissatisfied in this process.

Table: 2- Factors affecting job satisfaction of bank employees working with e-channels:

Variables	SCALE NUMBER					Total Respondent	Computed Chi square Value	Table Value (Sig. 0.05%)
	1	2	3	4	5			
Reduced my workload	18	21	7	19	31	96	15.250	9.488
Solved customer complaints	13	16	4	35	28	96	31.604	9.488
Adequate information	16	24	5	25	26	96	16.396	9.488
Provide quality service	8	17	7	28	36	96	33.271	9.488
I have used my skills	9	13	4	29	41	96	49.208	9.488
Opportunity for advancement	14	16	8	26	32	96	19.417	9.488
I feel independency	15	22	9	31	19	96	14.000	9.488

(Row group label: *I am satisfied with my job working with e- channels*)

Relationship with customer	12	15 6 26 37	96	31.604	9.488
Increase my social status	12	10 11 39 24	96	32.229	9.488
Opportunity for promotion	17	24 4 21 30	96	19.729	9.488
Relation with supervisor	23	18 3 27 25	96	19.417	9.488
Job get more benefits	19	25 5 20 27	96	15.458	9.488
Job is challenging	19	23 6 20 28	96	13.896	9.488
Job is interesting	14	12 12 34 24	96	19.417	9.488

Source: Field survey, January-May, 2011 (Table value: sig. 0.05%, 16 degrees of freedom)

I work with adequate information in e-channels: Bank employer needs a lot of information regarding to the customer when provide them service. In traditional banking system the employer collect this information from ledger and other sources. This is time and money consuming. But when they works with e-channels lot of information stored their computer and just click a button they collect their necessary information. From table-2 we found that the computed chi square value is greater than the table chi square value ($\chi_c^2 > \chi_t^2$). So we can conclude that the bank employee's work with adequate information in e-banking system is significant. This is also found from table- 7 (appendix-A) 27.1% bank employee's are strongly satisfied and 26.0% employee's are satisfied work with adequate information in e-channels. 16.7% employee's are strongly dissatisfied working with e-channels.

I able to provide quality service towards the customers working with e-channels: Service quality is very much important matter for the organization. Customers have some expectation from the organization. For the case of banking sector customer always expect better quality of service. If the service quality and their expectation match then they may be satisfied. Satisfied customers are the assets for the organization. 37.5% bank employees are strongly satisfied because they believe that they are able to provide quality service to their customer when they work with e-channels. 29.2% bank employees are satisfied. On the other hand only 8.3% bank employees are strongly dissatisfied because they do not believe it (table- 7, appendix-A). The similar result found from table- 2, $\chi_c^2 = 33.271 > \chi_t^2 = 9.488$ at 0.05% level of significant, 16 degrees of freedom. So we can accept our alternative hypothesis.

I am satisfied working with e-channels; I have used my skills: Bank always searches young, energetic talents for operating their banking activities. In traditional banking system there are few opportunities for employer to use their talents and skills. But in e-banking system 42.7% out of the total employees are strongly satisfied because they believe that they are properly used their skills, talents when they works with e-channels. 30.2% employees are satisfied and only 13.5% employees are dissatisfied here. The computed value $\chi_c^2 = 49.208$ is highly greater than the table value (table-2). So we can conclude that 'I am satisfied working with e-channels; I have used my skills' is statically significant.

I am satisfied working with e-channel; it creates opportunity for advancement: The sixth question towards the respondents was related their opportunity for advancement working with e-channels. 33.3% out of the total employees are strongly satisfied and 27.1% are satisfied because they believe that working in e-banking system creates new opportunities for them. But 16.7% employees are dissatisfied and they do not believe this statement (table- 7, appendix-A). From table- 2 we found that the computed value is greater than the table chi-square value $\chi_c^2 = 19.417 > \chi_t^2 = 9.488$. So it is clear to us this factor is affecting the employees job satisfaction working with e-channels.

I feel independency when I work with e-channels: From table- 7 (appendix-A) 19.8% bank employees feel independency when they perform their banking activities by e-channels. Oppositely 22.9% bank employees are dissatisfied in this matter. But our chi-square result shows this factors affecting employees job satisfaction working with e-channels (table-2).

I maintain the relationship with customer when work with e-channels: We know customer is the king. If we want to survive in the industry we must be maintain a good relationship with our customer. In our study we found that this factors strongly affecting employees' job satisfaction working with e-channels. Our computed chi-square value is highly greater than the table chi-square value ($\chi_c^2 > \chi_t^2$). So we accept our alternative hypothesis (table-2).

I am satisfied working with e-channel; it increases my social status: 40.6% bank employees are satisfied, 25.0% employees are strongly satisfied because they believe that their social status increases when they served their customer electronically (table- 7, appendix-A). Our chi-square test shows the similar result. The computed chi-square value is $\chi_c^2 = 32.229$ (table- 2), which is highly greater than the table chi-square value at 0.05% level of significance, 16 degrees of freedom. So this factor is highly responsible for employee job satisfaction working with e-channels.

I am satisfied working with e-channel; it creates opportunity for promotion: Promotion means appointment to a position requiring higher qualifications such as greater skill or longer experience and it's involving a higher level of responsibility. In our study (table- 7, appendix-A) 31.3% bank employees are strongly satisfied and 21.9% are satisfied because they believe that performing their banking activities with e-channels creates promotional opportunity for them. On the other hand 25.0% are dissatisfied; they believe that working with e-banking system doesn't increase any promotional opportunity.

I maintain the relationship with my supervisor when work with e-channels: Supervisor – employee relation is the best weapon to increase the organizational productivity and employee performance. 26.0% bank employees are strongly satisfied because they maintain the relationship with supervisor when perform their banking activities by e-channels. 28.1% employees are satisfied and 18.8% employees are dissatisfied (table- 7, appendix-A). From table- 2 the chi-square value

shows ($x_c^{\ 2} > x_t^{\ 2}$) this factor is significantly affecting employee job satisfaction working with e-channels.

I am satisfied working with e-channels because the job gets more benefits, job is challenging and job is interesting to me: From table- 7 (appendix-A) we found that 28.1% out of the total employees are strongly satisfied, 20.8% employees are satisfied working with e-channels because they believe that the job gets more benefits for them. 29.2% and 25.0% employees are strongly satisfied; they that job are challenging and job is interesting for them. For each cases computed chi-square value is greater than the table chi-square value ($x_c^{\ 2} > x_t^{\ 2}$) at 0.05% level of significance, 16 degrees of freedom (table-2). So we can conclude that these factors strongly affecting employee job satisfaction working with e-channels.

Mean job satisfaction of bank employees working with e-channels: The present study we try to find out the job satisfaction level of the bank employees working with e-channels in Bangladesh. Table -3 shows employees are satisfied on quality service they provided their customer through e-channels (Mean = 3.70, SD = 1.354), I have used my skills (Mean = 3.83, SD = 1.359), Relationship with customer (Mean = 3.64, SD = 1.445), Increases my social status (Mean = 3.55, SD = 1.313), Solved customer complaints (Mean = 3.51, SD = 1.414). Employees are slightly satisfied on Opportunity for advancement (Mean = 3.48, SD = 1.465), Job is interesting (Mean 3.44, SD = 1.375), Employees are neither satisfied nor dissatisfied on Reduced my workload (Mean = 3.25, SD = 1.55), Work with adequate information (Mean = 3.22, SD = 1.495), Opportunity for promotion (Mean =

Table: 3 - Mean job satisfaction of bank employees working with e-channels

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Reduced my workload	96	1	5	3.25	1.556
Solved customer complaints	96	1	5	3.51	1.414
Adequate information	96	1	5	3.22	1.495
Ensure quality service	96	1	5	3.70	1.354
I have used my skills	96	1	5	3.83	1.359
Opportunity for advancement	96	1	5	3.48	1.465
I feel independency	96	1	5	3.18	1.399
Relationship with customer	96	1	5	3.64	1.445
Increase my social status	96	1	5	3.55	1.313
Opportunity for promotion	96	1	5	3.24	1.547
Relation with supervisor	96	1	5	3.14	1.574
Job gives more benefits	96	1	5	3.11	1.548
Job is challenging	96	1	5	3.16	1.551
Job is interesting	96	1	5	3.44	1.375

Source: Field survey, January-May, 2011

3.24, SD = 1.547). I feel independency (Mean = 3.18, SD = 1.399), Relation with supervisor (Mean = 3.14, SD = 1.574), Job gives more benefits (Mean = 3.11, SD = 1.548), Job is challenging (Mean = 3.16, SD = 1.551). The similar study results in Sharaf et al. (2008) measured the level of job satisfaction among primary care physicians. Overall physicians were slightly satisfied (Mean = 3.46, SD 0.67). They also found that physicians were moderately satisfied with supervision (Mean = 4.62, SD 1.20), coworkers (Mean = 4.58, SD .86) and nature of work (Mean = 4.69, SD 1.06) while slightly satisfied with communication (Mean = 3.80, SD 1.09). Physicians were slightly dissatisfied with pay (Mean = 2.76, SD 1.26), promotion (Mean = 2.56, SD 1.12), fringe benefits (Mean = 2.65, SD 1.09), contingent rewards (Mean = 2.61, SD 1.15), and operating condition (Mean = 2.85, SD .71). Ali Nazim (2009) measured the level of job satisfaction and its impact on turnover intention. Job Satisfaction Survey (JSS) questionnaire containing nine facets of job satisfaction were used for data collection from private sector colleges' lecturers of NWFP. The result shows that lecturers of private sector colleges of NWFP are very much dissatisfied with promotion chances (Mean = 1.49, SD .55). They are moderately dissatisfied with three facets of job satisfaction: Pay (Mean = 2.04, SD .69), Fringe benefits (Mean = 1.87, SD .78) and contingent rewards (Mean = 1.68, SD .62) while moderately satisfied with operating condition (Mean = 4.66, SD .83), coworkers (Mean = 4.85, SD .74), nature of work (Mean = 4.678, SD .64) and communication (Mean = 4.97, SD .69). Overall job satisfaction of private sector colleges' lecturers is mean = 3.36 with standard deviation = .71 that can be interpreted as slightly dissatisfied.

Regression analysis:

Regression analysis is a technique used for the modeling and analysis of numerical data consisting of values of a dependent variable (response variable) and of one or more independent variables (explanatory variables). The value of R Square ranges between 0 and 1, where 0 means no variance explained by the explanatory variable(s) and 1 means 100% variance explained by the variables. The value of R from table- 4 is .647, and R Square is .418. The value of R shows a moderate to positive relationship between fourteen variables and job satisfaction of bank employees working with e-channels. The value of R Square shows that model 1 explains 41% variance in job satisfaction working with e-channels. The rest of variance is explained by other variables not included in the model. This results support our alternative hypothesis which assumed a causal relationship between our model (independent and dependent variables). The table- 5 shows the sum of squares for regression, residual and the total. The regression sum of square value is 86.190 less than the residual sum of squares 119.799, which means the model account for fewer variations in job satisfaction working with e-channels. Other variable not included in the model accounts for more variations. But the variations explained by our independent variables in job satisfaction working with e-channels are significant. The value of F test is 4.163 significant at α 0.00.

Table: 4 - Regression model

R	R Square	Adjusted R Square	Std. Error of the Estimate
.647	.418	.318	1.21

a. Predictors: (Constant), Reduced my workload, Solved customer complaints, Adequate information, Ensure quality service, I have used my skills, Opportunity for advancement, I feel independency, Relationship with customer, Increase my social status, Opportunity for promotion, Relation with supervisor, Job gives more benefits, Job is challenging, Job is interesting

Table: 5 ANOVA[b]

	Sum of Squares	df	Mean Square	F	Sig.
Regression	86.190	14	6.156	4.163	.000[a]
Residual	119.799	81	1.479		
Total	205.990	95			

a. Predictors: (Constant), Reduced my workload, Solved customer complaints, Adequate information, Ensure quality service, I have used my skills, Opportunity for advancement, I feel independency, Relationship with customer, Increase my social status, Opportunity for promotion, Relation with supervisor, Job gives more benefits, Job is challenging, Job is interesting.

b. Dependent Variable: Job satisfaction working with e-channels

Table: 6 Coefficients[a]

Variables	Un standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t.	Sig.
(Constant)	3.180	1.016		3.129	.002
Reduced my workload	-.090	.100	-.095	-.905	.368
Solved customer complaints	.210	.097	.202	2.162	.034
Adequate information	-.083	.106	-.085	-.787	.434
Ensure quality service	-.438	.186	-.402	-2.347	.021
I have used my skills	.380	.280	.350	1.358	.178
Opportunity for advancement	.102	.096	.101	1.060	.292
I feel independency	.049	.103	.047	.477	.635
Relationship with customer	-.360	.189	-.353	-1.905	.060
Increase my social status	-.119	.103	-.106	-1.154	.252
Opportunity for promotion	.525	.224	.551	2.340	.022
Relation with supervisor	.241	.085	.257	2.820	.006
Job gives more benefits	-.083	.218	-.088	-.383	.703
Job is challenging	-.083	.095	-.088	-.873	.385
Job is interesting	-.115	.103	-.107	-1.120	.266

a. Dependent Variable: Job satisfaction working with e-channels

Table- 6 shows the betas values are constant and the variables in the model. The beta values show the importance of each variable in the model. It also represents the t statistics values for each variable in the model. It is also observed from the above table that solved customer complaints, opportunity for promotion, and relation with

supervisor these variables are significantly related with the satisfaction of bank employees who working with e-channels. Other variables like: used my skills, opportunity for advancement, I feel independency are positively related with dependent variable.

Implications:

For surviving in the banking industry there is no alternative for any bank to emphasis on customer satisfaction. Satisfied customers are asset for the organization. The whole prestige of an organization is attached with the working of the employees in a manner that how they make their customer delighted and employees can do that easily when they feel satisfied and they provides their services to their customers in a dynamic environment with modern technology. Operational system of private banking in Bangladesh has changed. This has transformed the customer's expectations from the banks. The orientation has changed from being product-oriented to being customer-oriented. The present study related to the bank employee job satisfaction working with e-channels in Bangladesh found employees are satisfied on quality service they provide their customer through e-channels (mean = 3.70), they are properly used their skills (mean = 3.83), they maintain the relationship with their customer (mean = 3.64), they think their social status increases working with e-channels (mean = 3.55). It is clear to us from the present study employees feel satisfied working with e-channels. So, first management should arrange periodical meeting, effective training for the employees working with e-channels. Secondly it is ensure to make all employees up-to date by providing current information about the banking services and products. Thirdly ensure to availability of technological instruments thus employees immediate meet up customer requirements.

Limitations & future research:

This paper comes with some obvious limitations. The study was undertaken only with the major commercial banks of Bangladesh. Therefore data collected doesn't reflect the whole picture of the banking sector. The sample consist data from the banking sector only which posits another limitation of empirical generalization. We suggest that further empirical investigation in other industries and a robust examination of related different measures would further enhance the literature. Besides, Replicating and extending the current work from a cross-country perspective would also help to further improve the conceptual understanding of the specific phenomena.

REFERENCES:

Ajzen, Icek (2011) Job satisfaction, effort, and performance: A reasoned action perspective, Contemporary Economics, ISSN 1897-9254, Vol. 5, Iss. 4, pp. 32-43, doi:10.5709/ce.1897-9254.26 , http://hdl.handle.net/10419/55889

Ali, M. A. Rahman, R. & Azam, M. (2007) Electronic banking in Bangladesh: Potential and constraints. Journal of Marketing, D.U. 10: 5-9.

Nazim, A. (2009) Factors affecting overall job satisfaction and turnover intention. Journal of Managerial Sciences, 2: 242-46.

Furnham, A. (1992) Personality at work. New York. Rout ledge.

Ghneim, M., Al-Shami M. M.(2002) Employees benefits pay satisfaction in the banking system in Palestine: an empirical study' An-Najah Univ. J. Res. (H. Sc). 16(1):340-43.

Hanif, M. Yasir, (2009) 'Pay and job satisfaction: A comparative analysis of different pakistani commercial banks.' presented in 9th National Research Conference held on 25th June 2009 at SZABIST, ISLAMABAD, pp. 9-16.

Imran A, Irfan M, Aslam S, Azam M. and Rehman K. (2010) Factors affecting job satisfaction of employees in Pakistani banking sector' African Journal of Business Management. 4(10): 2158-59.

Jaramillo F, Mulki JP, Locander WB (2006) The role of time wasted in sales force attitudes and intention to quit. International Journal of Bank Markting;24(1):24–36.

Jegan, P. Gnanadhas, S. (2011). Job satisfaction of bank employees working with e-channel.' Asian Journal of Business and Economics, Quarter. 1(1.1): 4-5.

Kothari R.C. (2004) Research Methodology. New Age International Publishers, India. pp. 221-25

Kyriakopoulos, Kyriakos and Christine Moorman (2004), ''Tradeoffs in Marketing Exploitation and Exploration Strategies: The Overlooked Role of Market Orientation,'' International Journal of Research in Marketing, 21 (3), 219-240.

Lund, D. B. (2003) Organizational culture and job satisfaction. Journal of Business & Industrial Marketing, 18, 219–236.

Luthans, F. (1998) Organizational Behavior. 8th ed. Irwin McGraw-Hill. Boston. pp. 25-28

Maxwell S, Reed G, Saker J, Story V.(2005) The two faces of playfulness: a new tool to select potentially successful sales reps. J Pers Sell Sales Manage, 25(3):215–29.

Malik N. (2011) Study on job satisfaction factors of faculty members of university of Balochistan. International Journal of Academic Research. 3(1): 267-69.

Malhotra N K. (2006) Marketing Research. 5th ed. Prentice Hall India Pvt. Ltd, New Delhi. pp. 422-25

Panchanatham N. & Sowmya R.K. (2011) Factors influencing job satisfaction of banking sector employees in Chennai, India. Journal of Law and Conflict Resolution. 3(5): 77-78.

Park J.E., Deitz G.D. (2006) The effect of working relationship quality on salesperson performance and job satisfaction: adaptive selling behavior in Korean automobile sales representatives. Journal of Business Research, 59(2):204–13.

Rahman, M. I., Gurung, H. B., Saha, S. (2006). "Where the Job Satisfaction of Bank Employees Lies: An Analysis of the Satisfaction Factors in Dhaka City", *The Cost and Management Journal of ICMAB*, Vol. 34, No. 3.

Robbins, Stephen P. (1997). Organizational Behavior. Prentice Hall. India. pp. 55-59.

Sengupta D. and Kamal R. (2008) A study of job satisfaction of bank officers. Prajnan, Vol. 37(3): 233-34.

Spector P.E. (1997) Job satisfaction: Application, assessment, cause, and consequences. Thousand Oaks, CA: Sage Publications, Inc.

Sharaf A. and Madan N. (2008) Physician job satisfaction in primary care. Bahrain Medical Bulletin. 30(2): 26-28.

Verma, Rohit, Gerhard Plaschka, and Jordan J. Louviere (2002), ''Understanding Customer Choices: A Key to Successful Management of Hospitality Services,'' Cornell Hotel and Restaurant Administration Quarterly, 43 (6), 15 24.

Table: 7   **Appendix 'A'**

	Variables	Scale Number				
		1	2	3	4	5
I am satisfied with my job working with e-channels	Reduced my workload	18(18.8)	21(21.9)	7(7.3)	19(19.8)	31(32.3)
	Solved customer complaints	13(13.5)	16(16.7)	4(4.2)	35(36.5)	28(29.2)
	Adequate information	16(16.7)	24(25.0)	5(5.2)	25(26.0)	26(27.1)
	Ensure quality service	8(8.3)	17(17.7)	7(7.3)	28(29.2)	36(37.5)
	I have used my skills	9(9.4)	13(13.5)	4(4.2)	29(30.2)	41(42.7)
	Opportunity for advancement	14(14.6)	16(16.7)	8(8.3)	26(27.1)	32(33.3)
	I feel independency	15(15.6)	22(22.9)	9(9.4)	31(32.3)	19(19.8)
	Relationship with customer	12(12.5)	15(15.6)	6(6.3)	26(27.1)	37(38.5)
	Increase my social status	12(12.5)	10(10.4)	11(11.5)	39(40.6)	24(25.0)
	Opportunity for promotion	17(17.7)	24(25.0)	4(4.2)	21(21.9)	30(31.3)
	Relation with supervisor	23(24.0)	18(18.8)	3(3.1)	27(28.1)	25(26.0)
	Job gives more benefits	19(19.8)	25(26.0)	5(5.2)	20(20.8)	27(28.1)
	Job is challenging	19(19.8)	23(24.0)	6(6.3)	20(20.8)	28(29.2)
	Job is interesting	14(14.6)	12(12.5)	12(12.5)	34(35.4)	24(25.0)