BANK MANAGERS IN JORDAN:
A STUDY OF MOTIVATION, JOB SATISFACTION AND
COMPARATIVE ORGANIZATIONAL PRACTICES

(M. Adel Mahmoud Al-Rasheed
BSc (TUJ), MA (UKC)

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ABSTRACT

This thesis is an attempt to fill a gap in research in the area of motivation and job satisfaction in the Jordanian/Arab managerial context. It is basically built on a representative sample of 266 Jordanian managers taken from 21 Jordanian/Arab and Western (Anglo-American) banks in Jordan. The thesis is an exploratory and comparative organizational behaviour and management study. It implements two instruments of investigation, a standardized questionnaire and in-depth interviews.

The major findings of the thesis reveal that Jordanian bank managers’ patterns of motivation and job satisfaction and their interpretation of the 'higher goals of the job' (for example, autonomy) are similar to Western managers’. The assessment of about 20 related factors on bank managers’ motivation and job satisfaction reveal that different demographic and social and other organizational factors contribute to the significant impact on bank managers’ motivation and job satisfaction. However, the significant impact of job related factors is more noticeable compared with other factors.

The thesis, with consideration to the recommendations and the implications of relevant research, extends the study beyond managers' attitudes and includes relevant managerial practices and systems. It also attempts to reflect on the interaction of the organization within the wider environment.

The comparison of the managerial practices and systems (for example, delegation of authority) and other organizational variables (for example, specialization) relevant to bank managers' motivation and job satisfaction reveal that major and significant differences are found between Western (Anglo-American) and Jordanian/Arab banks. It also reveals that the type of managerial practices and systems in the Jordanian/Arab banks is, by and large, traditional and less bureaucratic compared with the managerial practices in Western (Anglo-American) banks. The thesis addresses the main managerial implications Jordanian/Arab banks could consider when designing their motivational and job satisfaction systems.

In an attempt to interpret the traditional managerial practices in the Jordanian/Arab banks, pertinent factors are discussed. These relate to particular factors of the Jordanian/Arab banks and to specific cultural and social factors in the Jordanian/Arab societies.