



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY !

Addis Ababa University
አዲስ አበባ ዩኒቨርሲቲ



Factors Affecting Employee Job Satisfaction: The Case of Ethiopian Airlines

By

Brook Lemma

**ADISS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS**

March, 2020

Addis Ababa, Ethiopia

Factors Affecting Employee Job Satisfaction: The Case of Ethiopian Airlines

Advisor

Dr. Yohannes Werkaferahu

**A Thesis Submitted to Addis Ababa University College of Business and
Economics in Partial Fulfillment of the Requirements for the Degree of
Master of Art in Business Administration (MBA)**

March, 2020

Addis Ababa, Ethiopia

STATEMENT OF DECLARATION

I, Brook Lemma Gizachew, hereby declare that this paper which has a title of “Factors Affecting Employee Job Satisfaction: The Case of Ethiopian Airlines” is my original work and has never been submitted to any other university. All materials and sources used for this thesis have been duly acknowledged.

Name: Brook Lemma Gizachew

Signature: _____

Date: _____

This thesis has been submitted for examination with my approval.

Advisor Name: Yohannes Workaferahu (PhD)

Signature: _____

Date: _____

ADISS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

CERTIFICATE

This is to certify that the thesis entitled “Factors Affecting Employee Job Satisfaction: The Case of Ethiopian Airlines” is prepared by Brook Lemma Gizachew under the supervision of Yohannes Workaferahu (PhD), which is submitted for partial fulfillment of the requirements for the degree of Master of Art in Business Administration with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved by:

Internal examiner: _____ Signature: _____ Date: _____

External examiner: _____ Signature: _____ Date: _____

Advisor: Yohannes Workaferahu (PhD) Signature: _____ Date: _____

ACKNOWLEDGMENT

First I would like to thank the almighty God for helping from the start to completion of this research paper. Second, I would like to express my deepest gratitude to my advisor Dr. Yohannes Workaferahu who guided and supported me throughout the writing of this thesis.

Finally, I wish to acknowledge the help provided by my beloved sisters Hannah Lemma and Kidist Lemma for their encouragement and constant support during the writing of this thesis paper.

Table of Contents

STATEMENT OF DECLARATION	i
CERTIFICATE	ii
ACKNOWLEDGMENT.....	iii
LIST OF TABLES.....	vii
LIST OF FIGURES.....	viii
LIST OF ABBREVIATIONS AND ACRONYMS	ix
ABSTRACT.....	x
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the Study	1
1.2. Statement of the Problem.....	2
1.3. Research Questions.....	4
1.4. Objectives of the study.....	5
1.4.1. General Objective	5
1.4.2. Specific Objectives	5
1.5. Research Hypothesis.....	6
1.6. Significance of the study.....	6
1.7. Scope of the Study	6
1.8. Limitation of the Study	7
1.9. Organization of the Study	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1. Theoretical Review.....	8
2.1.1. Definition of job satisfaction	8
2.1.2. Theories of job satisfaction	9
2.1.3. Concept and definition of organization culture	13
2.1.4. Concept and definition of perceived organizational support	14
2.1.5. Concept and definition of performance appraisal	14
2.1.6. Concept and definition of training and development	14

2.1.7. Concept and definition of salary and benefits	15
2.2. Empirical Review.....	15
2.2.1. Organizational culture and job satisfaction	15
2.2.2. Salary, benefits and job satisfaction	16
2.2.3. Training and development and job satisfaction	18
2.2.4. Performance Appraisal and job satisfaction	19
2.2.5. Perceived organizational support and job satisfaction	20
2.3. Conceptual Framework.....	20
CHAPTER THREE	22
RESEARCH METHODOLOGY AND DESIGN	22
3.1. Research Approach	22
3.2. Research Design.....	22
3.3. Population and Sampling Techniques.....	23
3.4. Data Source.....	24
3.5. Data Collection Methods	24
3.6. Model Specification	25
3.7. Data Analysis Methods	25
3.8. Validity and Reliability.....	26
3.9. Ethical Considerations	26
CHAPTER FOUR.....	28
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	28
4.1. Introduction.....	28
4.2. Reliability Analysis.....	28
4.3. Descriptive statistics Analysis	29
4.4. Pearson's Correlation Analysis.....	32
4.5. Classical Linear Regression Model Assumptions.....	33
4.5.1. Normality Test.....	34
4.5.2. Linearity Test	35
4.5.3. Homoscedasticity Test	36
4.5.4. Multi-collinearity Test	37
4.6. Discussion of Regression Results	37
4.7. Hypothesis Testing.....	40

CHAPTER FIVE	42
CONCLUSIONS AND RECOMMENDATIONS	42
5.1. Conclusions.....	42
5.2. Recommendations.....	43
5.3. Future Research Area.....	44
Reference	45
Appendices.....	52
Appendix I: Research Questionnaire.....	52
Appendix II: Pilot test.....	59
Appendix III: Cronbach’s Alpha Test	60
Appendix IV: Descriptive Statistics for Demographic Factors.....	61
Appendix V: Descriptive Statistics for Level of Satisfaction.....	62
Appendix V: Mean and Standard Deviation.....	64

LIST OF TABLES

Table 3.1: Cronbach's Alpha result for the pilot test	26
Table 4.1: Reliability test	28
Table 4.2: General Information of respondent's	29
Table 4.3: Degree of satisfaction of Employee's response	30
Table 4.4: Mean and standard deviation of the variables	31
Table 4.5: Pearson Correlation Matrix between the study variables	32
Table 4.6: Multi-collinearity.....	37
Table 4.7: Model summary	38
Table 4.8: ANOVA Output	38
Table 4.9: Coefficient of independent variables	39
Table 4.10: Summary of Hypotheses	41

LIST OF FIGURES

Figure 2.1 Conceptual Framework of study.....	21
Figure 4.1: Histogram.....	34
Figure 4.2: Normal P-P Plot.....	35
Figure 4.3: Scatter Plot.....	36

LIST OF ABBREVIATIONS AND ACRONYMS

OLS – Ordinary Least Square

SPSS – Statistical Package for Social Science

VIF – Variance inflation Factor

ANOVA – Analysis of Variance

OrgCul – Organizational Culture

PerOrgSup – Perceived Organizational Support

PerApp – Performance Appraisal

TrainDev – Training and Development

SalBen – Salary and Benefit

JobSats – Job Satisfaction

ABSTRACT

The aim of this study is to identify the different factors affecting employee job satisfaction, the relative importance of each factor and the level of job satisfaction. The list of factors affecting employee job satisfaction in Ethiopian Airlines are perceived organizational support, training and development, salary and benefit, organizational culture and performance appraisal. The paper has used cross-sectional field survey to gather data at one specific point in time. Mixture of convenience and random sampling were used as sampling method with sample size of 388. Descriptive statistics was used to measure the level of employee job satisfaction and multiple linear regression was used to test the relationship between perceived organizational support, training and development, salary and benefit, organizational culture, performance appraisal and job satisfaction. The finding showed that employees were not satisfied with their job and there is a significant and positive relationship between perceived organizational support, training and development, salary and benefit, organizational culture, performance appraisal and employee job satisfaction. The study recommends Ethiopian Airlines higher management to give high attention to the above mentioned significant variables in order to improve the level of employee job satisfaction.

Key Words: Ethiopian Airlines, Job Satisfaction, Perceived Organizational Support, Training and Development, Salary and Benefit, Organizational Culture, Performance Appraisal

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Job satisfaction is defined as the level of happiness that one can feel about his/her job. And this happiness does not stop only considering the daily tasks and duties performed by the individual employee rather it touches other dimensions like communication the individual has with his supervisors, the work effect on his personal life and also policies and procedures defined and followed by the organization the individual works at. Employee job satisfaction is not quantifiable in numbers; it is usually measured with surveys conveying the feelings of employees. Since the factor that make an employee happy may not work for the others, it's always better to have multiple factors in order to determine and assess the impact it has on employees (Chiradeep, 2020).

According to Hoppock job satisfaction is defined as the different positions that combined psychological, physiological and environmental aspects in order to make the individual tell how satisfied he/she is on the job (Hoppock, 1935). And Vroom defined job satisfaction by associating satisfaction with task and duties of the respective individual (Vroom, 1964).

Satisfaction is when desired needs and wants of an individual are satisfied. On the other hand, a job is one of the very crucial aspect of an individual on which he/she spent a longer hour of the day. So in combination job satisfaction entails the amount of satisfaction an individual has got from the job he/she is doing. Today job satisfaction is a core attention of different government/non-government bodies and executives because employees are the crucial part carrying out the most important operational day to day activities of the organization. So this makes organizations to make policies and procedures that make their employees to be satisfied because if not problems may arise including turnover and less productivity (Wasif, 2016).

Because of job switching organizations usually lose their most valuable and hardworking employees to other companies. In order to retain them, companies should use job satisfaction as a forecaster of the employee job switching behavior (Marcin, 2017). In recently published report on employee job satisfaction it was seen that satisfaction level rises from 81% in 2013² to 88% in 2016. (SHRM, 2016). But the reason for such increment on satisfaction level is the economic

condition at that time which enables employers to pay attractive salaries and give better incentive. Even though this better salaries and incentives improve level of satisfaction, there are also other factors like respect, trust, working conditions and many other factors (Importance of job satisfaction, 2019).

Since employees are the most important asset of the any organization, job satisfaction should be the number one job of human resources department. Making and sustaining the satisfaction of the employee will bring enormous benefits to the organization like lower turnover, higher productivity, increased benefits and loyalty are few of them (Importance of job satisfaction, 2019).

1.1.1. Background of Ethiopian Airlines

Ethiopian Airlines (also known as Ethiopian) is a flag carrier airline which is established on December 21, 1945 and started operation on April 08, 1946. It's the continents leading carriers serving 100 international and 21 domestic destinations while operating with state of the art aircrafts. Recently it's named Africa's largest Airlines in terms of passengers carried, destinations served, fleet size, and revenue by the African Logistics. And is also the 4th largest Airlines by the number of country's served in the world. The airline has more than 13000 permanent employees to which it accommodates different benefit programs like medical insurance, transportation and free ticket to travel to any part of the world. Ethiopian Airlines has also a dressing code, strict time management which is controlled digitally and a work culture that promotes employees to go extra mile in order to accomplish their tasks.

1.2. Statement of the Problem

In service providing companies like air transport agencies the quality of service given to customers is very important. For the front line workers, service is usually given by the employees of the service giving organization in close contact that will start from the agents selling the tickets at ticket office to the aircraft crew that will serve them on the air. So whenever you have a satisfaction issue with your employees that will directly reflect to the service you are going to give to your customers since the employees are in direct contact. And for the backend employee's time will still be an issue because in service delivery the time also is critical and any delay that might arise will affect your customers. Therefore, understanding the causes and factors that affect employee satisfaction is very important in order to address them as soon as possible.

In today's every changing business it's very challenging to stay competent. And to stay competent it is very critical to improve the efficiency and effectiveness of all process used by the company, in order to achieve these the organization needs to promote and maintain the satisfaction of their employees (Nega, 2017). And also with this competitiveness there is in today's business, organizations are eager to find a way that will give them an edge in order to attract customers. One of the ways to bring these competitive advantage is through innovation. Innovative and creativeness needs a stable, calm satisfied mind, to that end companies should focus on making and keeping the employees satisfied (Sirajul, Javed, n.d.).

Whenever employee's job satisfaction has increased, the productivity whether it is in product or service delivery will also increase in the organization. Likewise, if the employees are not satisfied one way or the other, the productivity will also decrease. (Henderson and Tulloch, 2008). The commitment the organization shows to the employee like with level of payment, career development opportunities, rewards and job conditions will impact their satisfaction (Eisenberger, 1986). Also using performance appraisal in the right manner where it's used not to punish but to see their gap and improve it (Chen and Eldridge, 2012), equipping their employees with knowledge by giving the right trainings not only will increase employee's confidence but also increase their performance, hence increasing their satisfaction with their jobs (Cole, 2002).

Ethiopian Airlines has a performance appraisal system that is implemented in order to evaluate individual performances. But the process has a lot of problems including clarity some of the measurement and lack of mutual agreement between the supervisor and the employee regarding the tasks and weight given to them. There is also a strict rule where the evaluator (supervisor) has to group the employees in 70,20,10 fashion in which 70% of the employees in that section should get a result in a range of 2.4 – 3.9, 20% should be less than 2.4 and 10% should get result greater than 4.0. And such rule frustrates and reduce the employee's job satisfaction level as getting a result that is less than 2.4 will get them fired. Due to the competitive nature of the business the airline expects its employees to deliver high load of work in a very short period of time. Delivering that the employees think that they are not well compensated for the work they have done and their contributions are not well recognized.

Trainings and development programs are very important in improving the skills and confidences of the employees which later reflect on their overall job satisfaction. The airline

currently uses an on job coaching mechanism in order to transfer knowledge between the staffs as opposed to a structured program that are conducted in an off work scenario which the airline was accustomed to previously and such change has brought dissatisfaction with employees. The other issue is that the airline follows culture that is more focused on reaching the organizational targets and external success ignoring internal satisfaction which makes it difficult for employee's stay engaged and be satisfied on their job.

As we have seen, many researches have been conducted in the areas of job satisfaction. These researches are also conducted on a wide range of industries and organizations both locally and abroad. However, even if many papers on job satisfaction have also been done for Ethiopian Airlines Group, none of them take and show the effect of multiple factors and their relative importance on job satisfaction. Furthermore, since Ethiopia is a land locked country, the organization serves the country as one of the port through which a good amount of import-export take place (Ethiopian distribution and sales channel's, n.d.). As a result, the value the Airline brings to the country's economy cannot be taken lightly. In addition to that, the competitive nature of airline business requires the organization to keep its employees satisfied and hence, drive the innovative energy high (Palling et al.,2014). This paper will also be a base and a reference for future researches that are going to be conducted.

1.3. Research Questions

Much is not known about the different factors of job satisfaction and their relative importance when it comes to Ethiopian airlines. In light of this, our study aims to provide answers to the below research questions:

1. What are the most important factors affecting employee job satisfaction in the case of Ethiopian Airlines?
2. What is the degree of employee job satisfaction?
3. What is the relative importance of the factors affecting employee job satisfaction?
4. Is there significant and positive relationship between organizational culture and job satisfaction

5. Is there significant and positive relationship between perceived organizational support and job satisfaction
6. Is there significant and positive relationship between performance appraisal and job satisfaction
7. Is there significant and positive relationship between training and development and job satisfaction
8. Is there significant and positive relationship between salary and benefit and job satisfaction

1.4. Objectives of the study

1.4.1. General Objective

The general objective of this paper is to study the factors affecting employee job satisfaction in the case of Ethiopian airlines.

1.4.2. Specific Objectives

To accomplish the General objective stated above, we first have to set the below specific objectives:

1. To determine important factors affecting employee job satisfaction in the case of Ethiopian Airlines
2. To investigate the relationship between organizational culture and employee job satisfaction
3. To investigate the relationship between perceived organizational support and employee job satisfaction
4. To investigate the relationship between performance appraisal and employee job satisfaction
5. To investigate the relationship between training and development and employee job satisfaction
6. To investigate the relationship between salary and benefit and employee job satisfaction
7. To determine the degree of job satisfaction

8. To determine the relative importance of the factors affecting employee job satisfaction

1.5. Research Hypothesis

The aim of this research is to study the different factors affecting employee job satisfaction in Ethiopian Airlines. Based on the literature the researcher developed the below hypotheses to assess the relation between the different factors and employee job satisfaction.

H1: There is significant and positive relationship between organizational culture and job satisfaction.

H2: There is significant and positive relationship between perceived organizational support and job satisfaction.

H3: There is significant and positive relationship between performance appraisal and job satisfaction.

H4: There is significant and positive relationship between training and development and job satisfaction.

H5: There is significant and positive relationship between salary and benefit and job satisfaction.

1.6. Significance of the study

Few researches have been done related to job satisfaction for Ethiopian Airlines but none of them took and see multiple factors affecting employee job satisfaction. Thus this study will provide insight to the different factors affecting employee job satisfaction and their relative importance each have. Also other researchers could use this study as a reference to further their study.

1.7. Scope of the Study

The research hopes to study the different factors affecting employee job satisfaction in the case of Ethiopian Airlines. But to make the study manageable we only took 5 important factors that have direct effect on employee job satisfaction. Due to time and cost associated

quantitative research design was used and also the paper is limited to the employees working at Head quarter of the organization which is located at Addis Ababa Ethiopia.

1.8. Limitation of the Study

Ethiopian Airlines is a large organization that have an employee size of 14000, thus study deals on the sample of data on factors affecting job satisfaction in Ethiopian Airlines. The other limiting factors are management and contrat employees were not included in the study, and also cross sectional method is used during data collection as opposed to longitudinal.

1.9. Organization of the Study

This paper contains five chapters. The first chapter deals with background of the study, statement of the problem, research questions, both general and specific objectives, research hypothesis, significance of the study, scope of the study and limitation associated. The second chapter covers review of related literatures. The third chapter contains research design and methodology of the study. The fourth chapter includes results and discussion. And finally on the fifth chapter conclusions and recommendations are discussed.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Review

The definitions, theories and past related papers are very crucial for every good study. So in this chapter we are going to discuss about the theoretical aspects on the definition job satisfaction, theory of job satisfaction, concepts of performance appraisal, salary and benefits, organizational culture, perceived organizational support and training and development in detail. And finally we are going to see the review of related literatures and conceptual framework.

2.1.1. Definition of job satisfaction

Job satisfaction is one of them most critical and widely discussed concept when it comes to managing employees. Despite its large usage there is no consensus on what job satisfaction exactly represent but the knowledgebase has expanded and increased through the past decades. Currently there are enormous amount of definitions on what it means. Moorman explained job satisfaction in terms of three aspects: one describes how job satisfaction is the valuable output of mankind, second how it can be used as an indicator of something going wrong at the initial stage and finally the third one is its ability to forecast the organization behavior (Morrman,1993).

According to Weiss and Cropanzano job satisfaction is defined as how an employee evaluates his/her job and the work context (Wiess and Cropanzano, 1996). But it was seen that this definition is a bit controversial in a sense that the evaluation depends on the beliefs and feelings that an employee has towards his job. In a related study by Saleh job satisfaction is defined as feeling that is a function of the relationship between what an employee wants and expects and the one he gets as an offering from the job (Saleh, 1981). Another writer Luthans explains job satisfaction as the positive feeling one has towards his job as a result of many conditions including job experience, how he/she perceived how well the job provides the things he/she thought is important (Luthans,2006).

Pushpakumari in his study tried to show the relationship among job satisfaction, motivation, productivity and performance. Whenever there is high level of job satisfaction it reflects on the motivation it has on the employees, in turn high motivation increase the productivity of the employees hence affecting the overall performance of the company

(Pushpakumari, 2008). One of the main factors making employee satisfaction harder to assess is how diverse perception that each employee has towards it. There are a lot of factors that affect employee job satisfaction and a factor that works for one employee may not work for the others. Some of the most common factors are perceived organizational culture, training and development opportunities, organizational culture being employed by the company, salary and benefit and also the performance appraisal methods being used. Employee's attitude towards their job is extremely important for both the employees to be productive on their job and also to reduce turnover because being dissatisfied with job is the major reason for an increase in employee turnover (Ivancevich, 1998).

In most company's employees spend much of their day time at work, thus making it crucial for organizations to facilitate a smooth working environment that is accompanied by different rewarding and appreciation mechanisms to sustain and uplift the motivation of their employee. And as it was described above a motivated employee has a lot to offer including efficiency of work to the organization. The other important factor that adds value to the satisfaction of employee is the effective communication he/she has with both their colleagues and their immediate supervisors (Servaln, 2014). So to sum the ideas of the above writers a satisfied employee is a happy employee and a happy employee is a successful employee. Robbins in his studies tried to define job satisfaction with an attitude dimension in mind. Robbins argued that an employee who have a positive attitude towards his/her job has a high level of job satisfaction and a person with negative attitude towards his/her job has a lower level of job satisfaction (Robbins, 1989). In a related paper according to curall, Towler and Judge the level of employee job satisfaction has a clear effect on work performance hence showing the strong relationship between high productivity and job satisfaction (Judge, 2005).

2.1.2. Theories of job satisfaction

In the old motivational theory, the concepts more focused on the need or content aspect of it. The dualistic theories express motivation in terms of intrinsic and extrinsic where intrinsic refers the attitude an individual has towards his job which within the individual, extrinsic refers the working environment which is external to the employee. The most common theories regarding job satisfaction which we are going to discuss below are the needs hierarchy theory,

theory x and theory y, the two factor theory and interpersonal theory. The concepts behind these theories are based on the philosophical assumption of the individuals who owned the theories.

Needs Hierarchy Theory is going to be the first theory we are going to discuss. Many theories have been done in the areas that shows the strong relationship between of motivation and satisfaction at work. According to Maslow individual's behavior is so dynamic it always tries in satisfying the hierarchy of needs with an ultimate goal of reaching self-actualization. Even though the initial plan of Maslow when designing this theory is not for job satisfaction, it was largely accepted as a crucial contribution to the field. Maslow tried to explain the hierarchy in terms of five need levels (Joubert, 2000 as cited by Luddy). Even though the ultimate goal is to reach self-actualization, the lower level needs must be satisfied first.

The five need levels from lower to higher are physiological, safety, social, esteem and self-actualization. At the physiological level pay and good working conditions are expected in order to fulfill the basic human needs like food, water and shelter. Once the physiological needs are met they will strive for safety which entails safe working conditions, decent company benefits and job security. The third need is social where cohesive work group, friendly supervision and professional associations are expected. The fourth one is esteem which include social recognition that will boost the self-esteem and self-respect one had. The final stage in the need hierarchy is self-actualization where individuals want a challenging job that will result in creativity and advanced growth.

In a consequent study by Wahba and Bridwell on the hierarchical model they have only found half of it to be true. In their studies only the self-actualization was supported but the structure does not seem to pass the test (Bridwell,1976). Because of this and other flaws many researchers made an effort to revise it. One researcher named Alderfer (Alderfer, 1969;1972) revised Maslow's needs hierarchy theory by leveraging the existing levels. But in his revised model he stated that there is no need for lower level dependencies in order to have the higher one's and his study was supported by bank employees. Even though Maslow's theory lacks theoretical base multiple researchers showed its frequent usage across businesses. According to Yen and Hoang it was seen that Maslow's theory is being used by leisure and/recreation studies specifying the when and how Leisure decisions being made (Yen and Hoang, 2012). In another

supporting studies it was shown the needs hierarchy theory usage to debate for both earnings of teachers and also implementation of technologies in the health sector.

McGregor's theory X and theory Y was written in 1960 by Douglas McGeregor. He explained human/employee behavior from the manager's point of view in terms of two views where one is the negative approach and the other is positive. The negative approach is known as theory X and the positive approach is called theory Y. The assumption behind the first theory which is theory X is that most employees don't have a positive attitude towards their job hence hating it. So if that is the case in order to meet organization strategies and goals employees must be persuaded, rewarded or punished. In this assumption it was believed that managers should follow strict and dictator type of management style in order to make their employees productive. The assumption behind the second theory which is theory Y is that most employees like their job and consider their work as relaxing. They just don't only consider about their job security rather they can take responsibility and make effort in achieving organization's objective those stated by the company. The employees/individuals in theory Y are assumed to have self-control and hence not requiring any kind of punishment, warning or supervision in order to do their day to day work activities. (McGregor',1960)

In summary of this theory, theory X assumes a pessimistic view and theory Y assumes an optimistic view of the employees working in an organization. And if we try to relate this theory with the previous Maslow's need's hierarchy theory we can see that the lower few stages like physiological and safety needs are the factors for theory X, and the higher level needs like social, esteem and self-actualization can be a factor for theory Y. Theory X emphasizes a dictator kind of management which will kill creativity, thus making it less valid and that is also the reason why it is deployed on a few organizations. And in Theory Y power is decentralized and employees are given much autonomy in executing their work tasks. Because of the self-direction that employees use there is plenty of Enovation and creativity with this method. Many organizations use this technique in order to tap the above mentioned advantages. Ysahin researched on the management style of theory X and Y in organization in turkey. From the investigation he found support for theory Y management style but not for X (sahin,2012).

Herzberg's Two-Factor Theory was written by Herzberg's in 1959 on employee motivation and satisfaction. According to Herzberg there are two separate set of factors that

contribute to satisfaction and dissatisfaction. The first factor is the Hygiene factor which states that there is list of factors that if present will prevent dissatisfaction. Note that if these factors were to be absent then employees will be dissatisfied. Even though these factors presence prevent dissatisfaction they will not bring satisfaction. The character of these factors is extrinsic to the work to be performed by the employee and among them are human resource policies, salary, benefits, working conditions to name a few. The second factor is the motivational factors which are intrinsic to the work and if present will increase motivation and satisfaction of employees. Again here note that absence of these factors will not bring dissatisfaction. Among these factors some of them are responsibility given, recognition to the work done, importance of the work. These Herzberg's two factor theory is related to the Maslow's need hierarchy theory with an addition of few factors that will increase motivation and satisfaction. Achieving the lower level needs which are extrinsic to the job will not motivate them but prevent them from being dissatisfied. And achieving the higher level needs will satisfy them and make them strive for better productivity by providing intrinsic factors (Robbins, 2009)

According to this theory extrinsic factors has less to do with the motivating and increasing satisfaction rather concentrates on the avoidance of dissatisfaction. In contrary intrinsic factors help achieve an increment on job satisfaction level. Even though Herzberg's two factor theory contributed a lot to the world it has its own limitations. Some of which are ignoring the blue collar workers, the lack of all-inclusive measurement when measuring satisfaction, overlooking situational variables and the fact that it gave much attention to satisfaction ignoring productivity. So in summary, this theory stresses in making sure the availability of the hygiene factors so as to avoid employee job dissatisfaction but also striving to provide reward and recognition mechanism in order to increase employee job satisfaction hence increasing productivity and efficiency.

Interpersonal theory discusses the relation between the standard for any specific job and what it actually provides. The reason it's called interpersonal theory is that employees tend to measure and compare between these two sets of factors individually. So whenever the gap between what the standard is which is what the employee expects and what is being provided to the employees is small then satisfaction increases and whenever the gap between them is broad dissatisfaction arises (Graham,1982).

2.1.3. Concept and definition of organization culture

Culture these days is one of the most discussed topics among organization higher executives and managers. Though there are a lot of definitions for culture the most prevalent one's are Kotter & Heskett's, Titiev, Hofstede and Schein. According to Titiev culture is defined as the mixture of values, sets and beliefs that gives an organization employee's a sense of direction when executing different sets of tasks. And Titiev also explained that the main method of establishing organization culture is through a sharing process (Titiev,1959). Schein explained culture similarly to Titieve but he included the relevance that the combination of these values and beliefs have on success (Schein, 1990). Kotter and Heskett tried to show how the concept of culture relates to organizational setting. And he also expressed culture in terms of values and beliefs of individual employees that exist in an organization (Kotter & Heskett,1992)

Hofstede explained culture by using onion model which consists four layers. The four layers are symbol, heroes, rituals and values. The most outer layer is symbol which contains images and words that has some meaning only to the people who is accustomed to the culture. Heroes are people who carries and shows an exemplary characteristics of the culture. The third one is ritual; ritual is the set of activities that are used to express the core values of the culture. The last one is values which contains the beliefs and values of the company. (Hofstede, 2010) Hofstede also studied the different dimensions of culture which have an influence on the behavior of an organization. The first dimension is power distance; power distance shows the inequality of power that exists among society which he tries to relate it to the power inequality in an organization. In an organization there are two power settings one is large power distance where power is centralized and there is a clear power inequality between supervisors and subordinated. The second is small power distance where power is decentralized and also subordinates and supervisors are equal. The second dimension is individualism and collectivism. In the individual setting interests of individuals are given more focus where as in the collectivism group interests are given more focus. The third dimension is masculinity and femininity. In masculine culture people prefer a challenging job where they can be rewarded accordingly but in the feminine culture the focus is more on job satisfaction. The fourth dimension is uncertainty avoidance, here it is known that there are many uncertainties when we talk about the future and society have a way to deal with it. Laws, technologies and religion are some of the methods used

to deal with uncertainties. In strong uncertainty avoidance people prefer laws to deal with uncertainties and in weak uncertainty avoidance conflicts are entertained.

2.1.4. Concept and definition of perceived organizational support

POS (perceived organizational support) as defined by Eisenberger shows the feeling that an employee has, about how well the organization notices and values his/her contribution being made by him/her and also the care it shows to the wellbeing of the employee (Eisenberger, 1986). One of the core reasons for the study of POS is to examine the commitment an employee has to the organization and also the commitment the organization has to the employee in return. The higher the POS then the higher commitment that employees are going to have to the organization. Based on previous literatures done on perceived organizational support there are few antecedents that will help in achieving POS. some of them are amount or level of payment, career development opportunities, rewards and job conditions.

2.1.5. Concept and definition of performance appraisal

Performance appraisal is one of the most discussed concepts and the reason behind that is, in most of today's businesses organization have to set major goals and try to meet them in order to be competitive with their rival businesses and the key to do that is to keep their employee performance to the top (Chen and Eldridge, 2012). As research shows most employees tend to perform well on their job for two main reasons, one is to achieve their personal goal and the other is to show their commitment to the company they work for. So for the employees to do that organizations need to equip them with the right tool sets like the environment they work in and offering support. In the traditional implementation of performance appraisal organizations tend to use the win-lose approach as opposed to the win-win approach. Despite of the tradition use, if performance appraisal is used in the right manner it will increase satisfaction and motivation but if not it is going to bring dissatisfaction which then results poor performance and reduction of employee commitment to the organization (Maley, 2013).

2.1.6. Concept and definition of training and development

As per the definition of Cole training is the process of acquiring new skills and knowledge in order to execute the day to day activities of an organization. To excel in any part of a business employees should be equipped with the knowledge and organizations should facilitate

the means for it. Ignoring training and development practices will cost the business in terms of many aspects including profitability and safety. If safety is compromised so is the reputation of the company. So if proper training programs are conducted we will avoid such problems, increase productivity and at the same time we will increase the motivation and satisfaction of the employees (Cole, 2002). Training is for learning the basic skills that are useful for the current job, in the other hand development is for acquiring a broad set of knowledge which would be useful for future jobs (Nunvi,2006).

2.1.7. Concept and definition of salary and benefits

According to Psahl and Denette money in terms of salary is considered as one of the methods to satisfy the basic needs of oneself and also to reduce dissatisfaction that arise from it. Jones and Lloyd presented two views of human nature related to employee motivation. The first view which is Taylorism discussed that employees are lazy so they need external stimulation. The second one is based on Hawthorn findings that stated that employees work well for their own sake and also for social and monetary benefits (Jones and Lloyd, 2005). In a survey conducted by Kathawala, Moore and Elmuti it was seen that among the money job characteristics salary was the most powerful when it comes to satisfaction, helping organizations to attract and retain employees (Kathawala, Moore and Elmuti, 1990). In the other hand employee benefit is any form of compensation that is provided by other than direct wages (Marsh and Kleiner,1998).

2.2. Empirical Review

2.2.1. Organizational culture and job satisfaction

Many researches have been done on organizational culture and its relation to employee job satisfaction. Most of them showed a clear link between them. Organizations often tend to care about organizational culture since it has an immense effect on performance of the company. Dr.Cross Ogohi in his paper, the impact of organizational culture on job satisfactions in organizations tried to see the impact organization culture has on job satisfaction. He used secondary data that included journals, magazines and information from the internet for data collection method and also used content analysis approach for the analysis. He has found that organizational culture has a clear effect on job satisfaction and the effect was significantly positive. (Cross,2018) In another related paper with a title of organizational culture and job

satisfaction which focused on a critical review it also showed that job satisfaction is influenced and predicted by employees understanding of organizational culture (Dimitrios,2014).

In another research by Abbas a professor of management on the relation between organizational culture and job satisfaction which was conducted across four industries on Jordan showed that there are two most common prevailing cultures. The first one was power where personal power instead of organizational power was highly showed. The higher management wants pure obedience from the lower management and also the general employees. The other was role power where organizations mostly depend on the rules and procedures set. But here also the rules are set not to enforce order and objectivity rather to show the supremacy of the higher management. He used random sampling consisting 24 management and non-management employees. The result showed that there was a significant correlation between employee job satisfaction and power/role culture (Abbas,2001).

Sayeduzzafar, Mohammad and Pretty (2017) have also conducted a study on organizational culture and job satisfaction in organized retail sector by distributing questionnaire to 436 sample employees of organized retail sectors. The aim of the study was to determine the level of job satisfaction and organizational culture in the organized retail sector, as well as the relationship between the two, and to make appropriate recommendations to management for enhancing job satisfaction and improving organizational culture in the retail sector. According to the results of the report, there is a strong positive association between organizational culture and job satisfaction. Furthermore, organized retail sectors have a moderate level of organizational culture and job satisfaction, and it is the management's duty to enhance organizational culture by exploring the dimensions of cultural components.

2.2.2. Salary, benefits and job satisfaction

Compensation in recent years have become subject of interest for managers in many organizations. Bozeman & Gaughan stated that “the perception of being paid what one is worth predicts job satisfaction” (Bozeman & Gaughan,2011). Tomasz’s paper on employee compensation and job satisfaction in healthcare organization in Poland used qualitative method to conduct the research. And he has found that an increase in compensation systems also brought an increase in employee job satisfaction (Tomasz,2015). On a related paper conducted on primary, secondary school and college teachers to check the effect of compensation on employee

job satisfaction which used a data collection mechanism of questionnaires with a sample of 250 teachers showed a significant relation between compensation and job satisfaction. The analysis tool they used to confirm that was SPSS 17.0 software (Dhanonjoy,2019)

A study on the effect of materials benefits on job satisfaction by Akash tried to research the effect of employee benefits like housing allowance, bonus, medical insurance for self and family and many others have on the satisfaction of employees. After conducting the research on a sample size of 50 employees who work at the company it was found that there was a relation between material benefits and employee job satisfaction (Akash, 2020). On a related paper which was conducted on higher education institution it tried to check the effect of rewards and benefits on job satisfaction. Job satisfaction is critical when it comes to attract skilled lecturers and also for better research development in universities. The researcher employed quantitative approach with sample size of 279 lecturers. The result showed that compensation has significant effect on job satisfaction however employee benefits did not show significant effect on job satisfaction (Calvin, 2018).

According to Marwan (2012), most of the authors agreed that raising salaries and benefits is the magical way to increase the job satisfaction. Thus, when businesses evaluate and boost employee salaries on a regular basis, job satisfaction shoot up, resulting in increased work motivation and improved human performance, and better service quality.

Grey (2017) has also carried out a research on the relationship between compensation and employee job satisfaction at a hotel in Zimbabwe. The research focused on the impact three components of compensation (financial, indirect financial and non-financial) have on job satisfaction, where the financial part includes wages, salaries, commissions and bonuses, indirect financial includes all the employees' benefits, and non-financial encompassing friendly co-workers' relationship, promotion, recognition, task autonomy, and career development. The study was conducted on all of 120 employees at Flamboyant Hotel and the employees were found to be unhappy with their work, according to the findings. The vast majority of workers expressed dissatisfaction with the company's direct financial benefits, although the indirect financial compensation that includes things like housing allowance, social security, and health care, was showed better levels of satisfaction by the workers.

2.2.3. Training and development and job satisfaction

In higher education institutions there is always a need for rapid change because of science advancements and technology changes. In order to cope up with that such institutions should promote a good training and development programs the will bridge the ever-changing knowledge gap or they will end up being obsolete. And in doing so institutions will also improve the motivation and satisfaction of their employees. (Narendra,2016) On a paper conducted in technological education institution of western Greece tried to see the how training an organizations human resource affect the employees job satisfaction. They have employed a quantitate research method with sample of 278 school teachers. The result from paper showed that training has an effect on employee job satisfaction (Giorgos, 2018).

These days most organizations understood the benefit of investing on training and development programs. The reason for that is a trained employee could do his job in much faster and quality way which later reflect on the whole performance of the origination. Shavita on her paper aimed in comparing satisfaction level of employees before and after the training. She has used a random sampling techniques consisting of 50 employees from different private organization is Delhi. The result showed that there is a higher satisfaction level of employees at their job after the training (Shavita,2015).

Govand and Inji (2015) have conducted a study on the impact of training and development have on job satisfaction in Erbil's private banks, recognizing the importance of investing in employees through training and development to improve their performance. There were 89 participants in their sample, and the data was analyzed using multiple regression analysis. According to the findings of the study, training and development have a significant and positive effect on the level job satisfaction in private banks in Erbil. Similarly, an empirical study conducted by Epiphany (2014) was tried to explore the relationship between employee training and development and job satisfaction in Uganda Management Institute. The study was conducted on sample size of 118 respondents and cross-sectional survey design was used. The finding revealed that there is a linear relationship between training and developments and employees' job satisfaction, thus Uganda Management Institute must consistently maintain employees' training and development in order to improve employee job satisfaction.

2.2.4. Performance Appraisal and job satisfaction

According to the many conducted researches, performance appraisal helps to encourage employees towards achieving company objectives. On a jointly written paper with a title of “impacts of performance appraisal on employees’ job satisfaction and organizational commitment” tried to see the impact performance appraisal has on job satisfaction. The paper used descriptive kind of research design with questionnaires as data collection method. Also stratified random sampling with 200 respondents was used. The data which was collected from the microfinance institutions in Ghana was analyzed using regression and correlation. The final result showed that there is a positive relation between performance appraisal and employee job satisfaction assuming the appraisal process is fair (Ramous, Yunui, Lavish, Zipporah & Issac, 2016).

It’s well-known that performance appraisal has an impact of an originations success. But a little has been done on the perception that both supervisors and employees have towards performance appraisal since that is critical for the success of the entire process. So the aim of the paper was the study the relation between perception of performance appraisal and job satisfaction. The primary goal of any performance appraisal system should be to evaluate and improve employee performance, so the fairness in the process is critical. Survey conducted on bank employees shows positive relation between performance appraisal perception and job satisfaction (Abdelhadi, Jamal & Andre, 2015) On a related paper conducted to investigate the effect of performance evaluation on job satisfaction showed a positive relation when monetary outcomes are used, but produced negative relation when monetary outcomes are not used. The paper used a longitudinal sample of 1200 respondents which was then analyzed later with regression and produced the above result (Kamplotter,2014).

A study on the Impacts of Performance Appraisal on Employees’ Job Satisfaction and Organizational Commitment has been conducted on 200 sample respondents Microfinance Institutions in Ghana. The study has used Regression analysis and correlations to analyze the collected data and employee job satisfaction is found to be positively linked to and influenced by fairness in the appraisal system, according to the research, which links appraisals with promotion, task clarification, and performance feedback (Ramous et al., 2016). Similarly, a study conducted by Victoria (2012) on the effects of performance appraisal on job satisfaction at

Kenya Commercial Bank have showed that a positive relationship among those factors. The author has found that the performance appraisal methods that Commercial Bank of Kenya have been using which are balanced score card as the main method and 360-degree feedback method for management level staff, has a positive impact on employee motivation and general job satisfaction.

2.2.5. Perceived organizational support and job satisfaction

Based on previous researches, perceived organizational support varies from individual to individual, but now POS differs over time even for a single employee. Florence in her paper tried to see the weekly POS of employees. General questionnaire was taken from 20 employees followed by an online questionnaire for 12 consecutive weeks. The result showed that weekly POS predicts positive weekly wellbeing of the employees (Florence,2016). On another related paper by Khan tried to investigate the predictive effects of perceived organizational support on job satisfaction. He used correlational research design and incidental-cum random sampling which took 61 teachers from different schools. The result showed that there is positive relation between perceived organizational support and job satisfaction (Khan,2017).

According to a study conducted by Mary (2015), perceived organizational support has a positive relationship with job satisfaction, implying that a high level of perceived organizational support contributes to a higher level of job satisfaction. Yen, Ying, and Bang (2015) have also conducted a study on relationships of perceived organizational support and job satisfaction in Taiwan Hospitality Service Industry. The study was conducted 176 participants and the study finding revealed that perceived organizational support has a positive and significant impact on job satisfaction, so the management of Taiwan Hospitality Service Industries need to improve human resource policy.

2.3. Conceptual Framework

Conceptual framework is the part where the researcher tries to organize ideas both the researchers and the literature by using diagrams or charts. It shows the relationship between independent and dependent variables. Based on the literature review on employee job satisfaction and the preliminary assessment done with meetings held across different section of the company; organizational culture, perceived organizational support, performance appraisal,

training and development and salary and benefits were selected by the researcher as independent variables affecting employee job satisfaction.

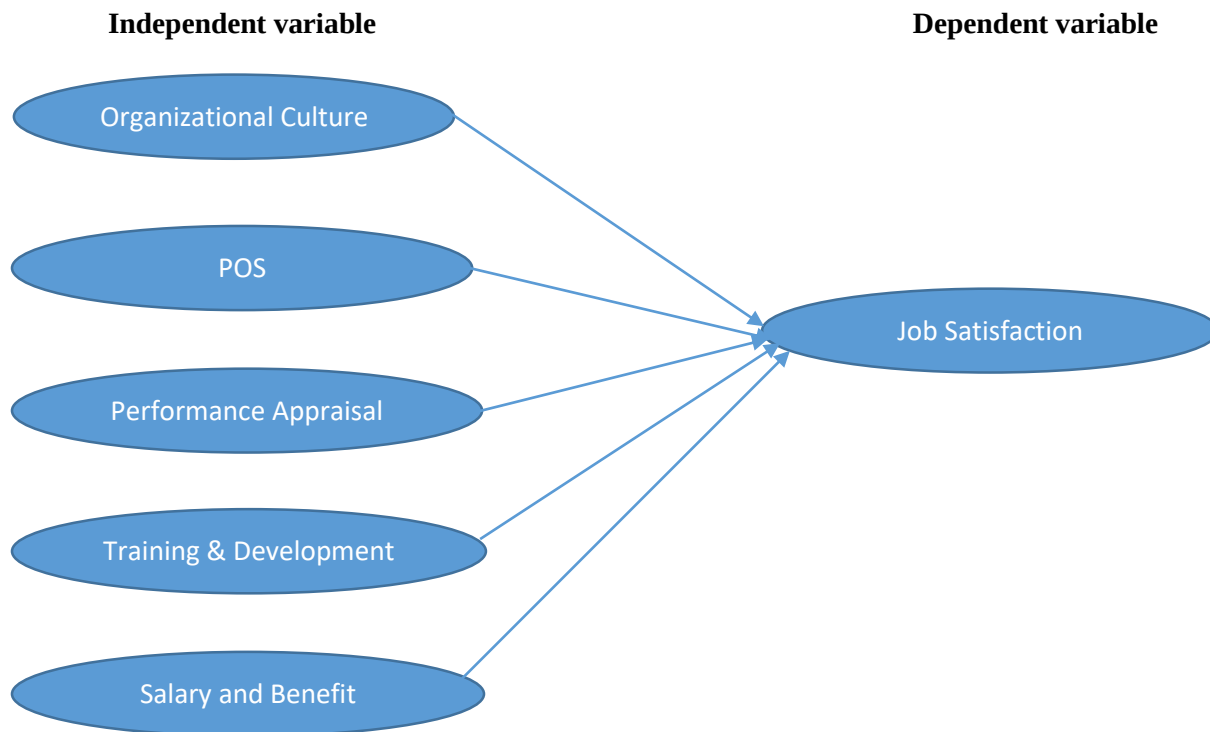


Figure 2.1 Conceptual Framework of study

Source: Developed by the researcher based on literature review

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

This chapter covers the overall methodology and design used in the study. It consists of the research approach, research design, source of data, data collection methods, population and sampling techniques, data analysis methods and finally validity and reliability.

3.1. Research Approach

Selection of the research approach depends on the purpose of the study and the research questions stated (Alhamadni et al.2006). In general, there are three types of research approach: quantitative, qualitative and mixed. Quantitative approach focuses more on the statistical analysis of data which is gathered through questionnaires and surveys with close ended responses (Babbie,2010). Whereas qualitative research approach focused on more of an open ended type of questions so as to better gather information from the respondent. This approach not only gather what the respondent think but also the reason behind it (Johnson et al. 2007, p. 123). The last approach is the mixed one, where we employ both quantitative and qualitative approaches when gathering the data so as to have a better understanding of the research problem (Creswell,2003). On this paper the researcher used quantitative kind of research approach.

3.2. Research Design

Research design is all about how the researcher goes about answering the research questions (saunders, Lewis & Thornhill, 2007). According it Burns and bush research design is the framework of the methods and procedures applied when collecting and analyzing the data. There are three types of research design: exploratory, descriptive and explanatory. Descriptive research is used when the researcher wants to describe the phenomenon being studied. It consists questions like how, when, where and who. Whereas exploratory research mainly focused on examining a problem. Usually such method is applied when not much is known about the problem and it answers the question why. The last one which is Explanatory research is used to explain the relationship and differences between certain phenomenon's (Burns & Bush, 2003).

The researcher in this study has used the explanatory research design in order to determine the clear relationships between the independent variables (organizational culture, salary & benefits, training & development, performance appraisal and perceived organizational support) and dependent variable (Job satisfaction). The paper will also use the cross sectional filed survey in order to gather data at one specific point in time.

3.3. Population and Sampling Techniques

Sampling is the process of selecting some elements from the entire population. The reason for taking samples instead of using population is the time and budget constraints. Due to the same reason the researcher will use sampling and the target population which is going to be used for this study is employees who work at Ethiopian Airline head quarter offices. According to Saunders, Lewis and Thornhill there are two major types of sampling techniques. The first one is probability sampling where each elements of the population have equal and non-zero probability of being selected. The other technique is non probability sampling where sampling is based on convenience and personal judgment and the probability of being selected is unknown (Saunders, Lewis and Thornhill, 2007).

For this study the researcher will use a mixed approach which combined both probability and non-probability sampling. Since Ethiopian Airline is an international organization and have offices in multiple countries/continents the researcher has used convenience sampling method from non-probability sampling to choose among the offices. Then to select sample from the population being selected above the researcher has used random sampling method from probability sampling.

For sample size it is good to have a larger number so that the generalization from sample to population would be more reliable. The researcher for this study has used Taro Yamane (1967) formula to determine the sample size for known population.

$$n = \frac{N}{1 + N(e^2)}$$

Where “n” is the sample size, “N” is population size, “e” is the level of precision and the equation assumes 95% confidence level and 0.05 sampling errors. The population selected by convenience sampling is employees who work at head quarter office of Ethiopian airlines. After

checking permanent employee's number from Ethiopian Airlines database, the researcher found that value of N is 13439.

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{13,439}{1 + 13,439(0.05^2)}$$

$$n = \frac{13,439}{34.5975} = 388$$

So as we can see from the above computation the number of samples that have been selected from Ethiopian Airlines head quarter office is 388. Out of 388 sample respondents requested to fill the questionnaire, 10 of them did not respond and 8 of them were disqualified. The response rate was calculated as 370/388 and resulted 95%, which is considered very good.

3.4. Data Source

There are two source of data, the first one is primary data and the second one is secondary data. Primary data is a data that is gathered fist hand from the respondent by the researcher through different mechanisms like questionnaires, interviews and observations. Secondary data is data gathered from previously studied papers and they can be in the form of magazines, websites, and books. Secondary data is much simpler and less cost to gather when compared to primary data. But considering credibility primary data is the go to choice. When conducting this paper, the researcher is going to use primary data gathered from Ethiopian Airlines head quarter employees through structured questionnaires where later the result has been analyzed using SPSS (statistical package for social sciences) software.

3.5. Data Collection Methods

For any study to be good it needs a precise and accurate data and for that the data collection method used play an important role. As stated before putting credibility in mind the researcher has used primary data. And for collecting the primary data the researcher has used questionnaires. The questionnaires' have closed ended questions so as to reflect quantitative type

of data. The questionnaires are distributed to employees who work at the headquarters of Ethiopian airlines. The five point Likert scale with (5) strongly agree, (4) agree, (3) neutral, (2) disagree and (1) strongly disagree are going to be used. The questionnaires were prepared to better identify the respondent's perception on the different employee satisfaction factors. The questionnaire was adopted from other papers by Spector (Spector, 1994) and Boontharika (Boontharika,2010) for job satisfaction, Cameron and Quinn (Cameron and Quinn, 1999) for organizational culture, Saks (Saks, 2006) for salary and benefit, perceived organizational support and performance appraisal and Stringer (Stringer ,2006) for, Ameeq & Hanif (Ameeq & Hanif, 2013) for training and development. Pilot test has also been conducted in order to make sure the importance of the content and also to check whether the questions are clear or not.

3.6. Model Specification

The purpose of this study is to show the effect and relative importance of organizational culture(OrgCul), Perceived organizational support(PerOrgSup), performance appraisal(PerApp), training and development(TrainDev), salary and Benefit(SalBen) on employee job satisfaction(JobSats). The regression model that is used is stated as the below:

$$\text{JobSats} = \beta_0 + \beta_1 \text{OrgCul} + \beta_2 \text{PerOrgSup} + \beta_3 \text{PerApp} + \beta_4 \text{TrainDev} + \beta_5 \text{SalBen} + \varepsilon$$

3.7. Data Analysis Methods

First the data was collected from the respondents through questionnaire. Once the data is collected it was arranged and organized so as to make it ready for analysis. To analyze the data collected the researcher has used descriptive statistics and multiple linear regression. The descriptive statistics method was used to analyze and describe the summaries of basic features of the data.

The multiple linear regression was used to see the relative importance of each independent variable (organizational culture, salary & benefits, training & development, performance appraisal and perceived organizational support) with respect to job satisfaction. The multiple linear regression model has included the R squared, the ANOVA. Both descriptive statistics and multiple linear regression were conducted on SPSS software.

3.8. Validity and Reliability

Reliability indicates the consistent measurement across time without error. Whereas validity shows how accurate an instrument is at measuring what it's supposed to measure. In any research conducting reliability and validity test is crucial so that the consistency of the finding and goodness of the measure will be known. The researcher in this study has used Cronbach's alpha of each factors of employee job satisfaction to test the reliability.

Pilot test is a method that is used to check the validity and reliability of a data (Ranjit, 2011). For this research pilot test has been conducted on 40 employee's responses in order to check if there is a need for amendment on the instruments used. And the result computed showed that the Alpha value for each variable is greater than 0.70 which is acceptable. Since the alpha value is greater than 0.70, it indicates the reliability of the instrument.

Table 3.1: Cronbach's Alpha result for the pilot test

Variables	Alpha value	No. of Items
Organizational Culture	.935	5
Perceived Organizational Support	.889	5
Performance Appraisal	.917	5
Training and Development	.946	5
Salary and Benefit	.922	5
Job satisfaction	.917	6
Reliability of total scale	.981	31

Source: Researcher's own survey

3.9. Ethical Considerations

Ethics is about the moral principles that guide the behavior of a person while interacting with others (Copper and Schindler, 2003). In this study all ethical consideration like informed

consent, confidentiality and privacy were kept. Before collecting the data, the objective and purpose of the study has been clearly informed to the participants. The data gathered was used solely for the purpose of the research study. In addition to that, the identity of the respondents was also kept private.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter mainly focuses on the presentation, analysis and interpretation of the data collected from the employees of Ethiopian airlines. First the reliability test for the variables used and the descriptive statistics result of demographic factors are discussed. On the next part the linear regression assumption tests, the regression result and finally the interpretation on the regression results are presented in detail.

4.2. Reliability Analysis

Reliability test is essential in order to make sure that the measurement across time is consistent. Cronbach's alpha is the tool used to measure the above stated consistency. According to Eze, an alpha value which is greater than 0.60 is considered acceptable (Eze,2008). As we can see from the below table the Cronbach's alpha value for all variables is greater than 0.60 which is above the acceptable value.

Table 4.1: Reliability test

Variables	Alpha value	No. of Items
Organizational Culture	.919	5
Perceived Organizational Support	.882	5
Performance Appraisal	.920	5
Training and Development	.946	5
Salary and Benefit	.917	5
Job satisfaction	.916	6

Reliability of total scale	.978	31
-----------------------------------	-------------	-----------

Source: Researcher's own test

4.3. Descriptive statistics Analysis

Descriptive statistics result describes and analyzes the summaries of basic features of the overall data. First the descriptive statistics of the demographic factors is discussed, then the satisfaction level and finally the mean and standard deviation is presented. The overall data gathered for each variable is 370.

Table 4.2: General Information of respondent's

Catagory	Items	Frequency	Percentage
Gender	Female	198	53.5%
	Male	172	46.5%
	Total	370	100.0%
Age	<= 25	49	13.2%
	26-35	119	32.2%
	36-45	98	26.5%
	> =46	104	28.1%
	Total	370	100.0%
Education Level	Diploma	0	0%
	BA/BSC	209	56.5%
	MA/MSc	161	43.5%
	PhD and above	0	0.0%

	Total	370	100.0%
Service Year	< 2 Years	24	6.5%
	2-5 Years	89	24.1%
	6-10 Years	167	45.1%
	>10 Years	90	24.3%
	Total	370	100.0%

Source: Researcher's survey data output (2021)

From the above data gathered from respondents, we can see that females are the majority with a percentage of 53.5%, whereas male respondents are 46.5%. This shows there is a balance in gender. For Age, we can see that for age group ≤ 25 has a percentage of 13.2, for group 26-35 has a percentage of 32.2, for group 36-45 the percentage is 26.5 and for group ≥ 46 has a percentage of 28.1. from the age data we can conclude that Ethiopian airlines has employees from different mix of age.

For education level, we have 56.5% of employee's with education level of bachelor's degree and 43.5 % of master's degree which shows the majority of the employees have bachelor's degree. From the service year data, we can see that the group 6-10 years include the majority of the employees with a percentage of 45.1.

Table 4.3: Degree of satisfaction of Employee's response

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Performance Appraisal	Frequency	0	41	37	106	186	370
	Percent	0%	11.1%	10%	28.6%	50.3%	100%
Training and	Frequency	0	71	20	72	207	370

Development	Percent	0%	19.2%	5.4%	19.5%	55.9%	100%
Salary and Benefits	Frequency	6	34	45	70	215	370
	Percent	1.6%	9.2%	12.2%	18.9%	58.1%	100%
Organizational culture	Frequency	8	23	68	70	201	370
	Percent	2.2%	6.2%	18.4%	18.9%	54.3%	100%
Perceived organizational support	Frequency	0	17	72	75	206	370
	Percent	0%	4.6%	19.5%	20.3%	55.7%	100%
Job satisfaction	Frequency	17	61	18	268	6	370
	Percent	4.6%	16.5%	4.9%	72.4%	1.6%	100%

Source: Researcher's survey data output (2021)

The above data shows the level of satisfaction of employees towards the different variables of the study. For Performance Appraisal, Training and Development, Salary and Benefits, Organizational culture and Perceived organizational support the data shows that majority of the employees strongly disagree with a percentage of 50.3,55.9,58.1,54.3,55.7 respectively.

And for job satisfaction the majority lays on disagree with a percentage of 72.4. from the data we can conclude that the majority of the employees are dissatisfied with their job.

Table 4.4: Mean and standard deviation of the variables

No.	Item	Mean	Standard Deviation
1	Performance Appraisal	1.82	1.008

2	Training and Development	1.88	1.170
3	Salary and Benefits	1.77	1.081
4	Organizational culture	1.83	1.070
5	Perceived organizational support	1.73	.930
6	Job satisfaction	2.5	.944

Source: Researcher's survey data output (2021)

The above table shows the mean score and also the deviation from the mean of the variables Performance Appraisal, Training and Development, Salary and Benefits, Organizational culture, Perceived organizational support and job satisfaction.

The mean for Performance Appraisal, Training and Development, Salary and Benefits, Organizational culture, Perceived organizational support and job satisfaction are 1.82, 1.88, 1.77, 1.83, 1.73 and 2.5 respectively with standard deviation of 1.008, 1.170, 1.081, 1.070, .930 and .944 respectively. Perceived organizational support and Job satisfaction has the lowest deviation from the mean whereas Training and development has the highest deviation from the mean when compared to the rest of the variables.

4.4. Pearson's Correlation Analysis

Correlation is a tool used to analyze the strength of association among variables. When the correlation coefficient value is ± 1 then we say there is perfect relationship between the variables and when the correlation coefficient value goes towards 0, then the relationship between the variables will become weaker (Cohen & West, 2003).

Table 4.5: Pearson Correlation Matrix between the study variables

Correlations							
		PerApp	TrainDev	SalBen	OrgCul	PerOrgSup	JobSats
PerApp	Pearson Correlation	1	.820**	.821**	.710**	.807**	.876**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	370	370	370	370	370	370
TrainDev	Pearson Correlation	.820**	1	.797**	.724**	.846**	.885**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	370	370	370	370	370	370
SalBen	Pearson Correlation	.821**	.797**	1	.735**	.775**	.877**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	370	370	370	370	370	370
OrgCul	Pearson Correlation	.710**	.724**	.735**	1	.779**	.807**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	370	370	370	370	370	370
PerOrgSup	Pearson Correlation	.807**	.846**	.775**	.779**	1	.899**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	370	370	370	370	370	370
JobSats	Pearson Correlation	.876**	.885**	.877**	.807**	.899**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	370	370	370	370	370	370

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Correlation output (2021)

From the above table we can see that the sign of the correlation coefficient is positive and the significance value is less than 0.01 for all variables. So from that we can conclude that there is positive and significant relationship between the independent variables (performance appraisal, organizational culture, training and development, salary and benefit, perceived organizational support) and the dependent variable (Job satisfaction).

4.5. Classical Linear Regression Model Assumptions

Regression is a statistical method that is used to investigate the relationship between dependent and independent variable (Aron,1994). Since we have more than one independent variable, multiple linear regression is used. OLS method is used to estimate the parameters of the regression model. For the OLS method to be accurate there are few assumptions that need to be met. And in this section the different tests (homoscedasticity, normality, multicollinearity and

linearity) are discussed in order to make sure the data passes the basic assumptions of classical linear regression model.

4.5.1. Normality Test

Normality test is used to check whether the error terms are normally distributed between their mean and variance or not. And in regression it is considered that independent variables be normally distributed. Because of the relative high size of the data histogram is used to test the normality. For the error to be normally distributed the majority data in the graph is supposed to be symmetric about the mean and the histogram chart should be bell shaped.

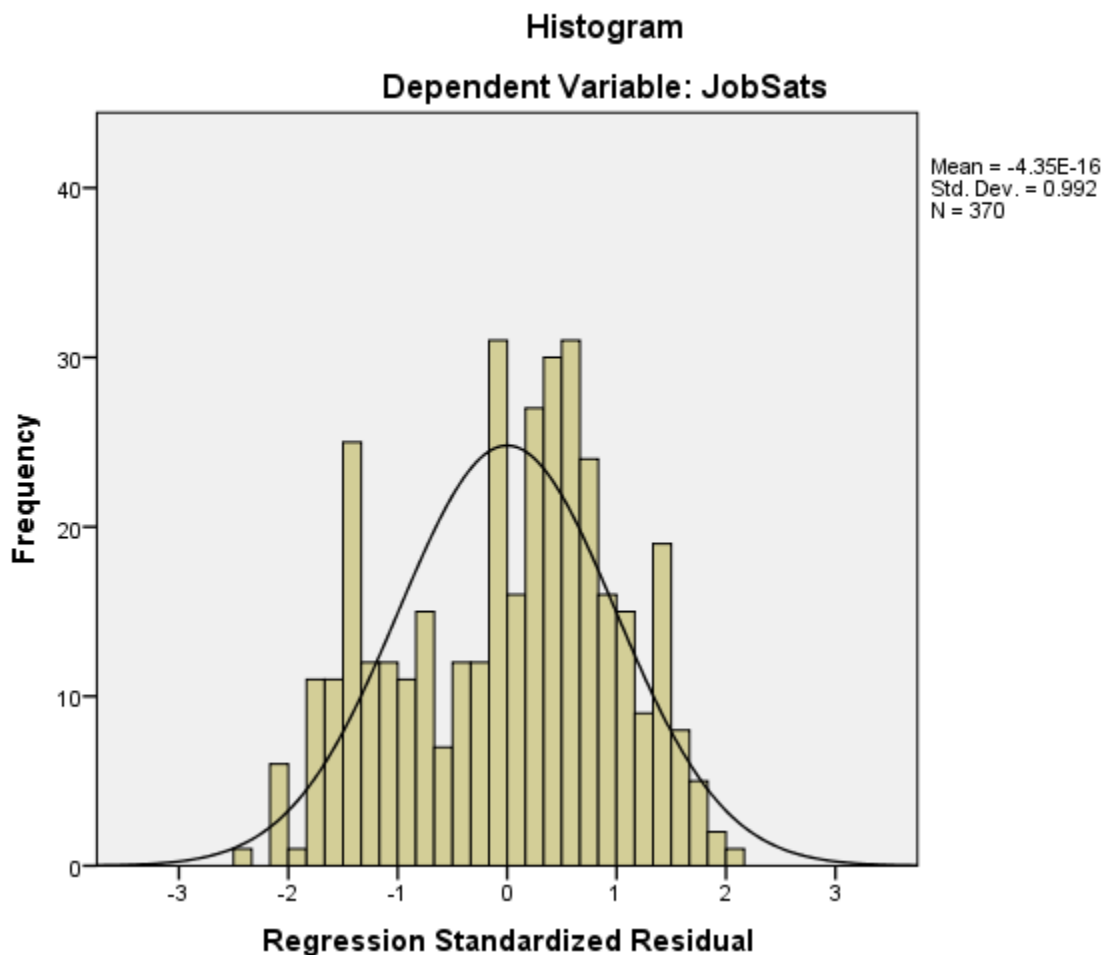


Figure 4.1: Histogram

4.5.2. Linearity Test

The other assumption is linearity in which the relationship between independent and dependent variables must be linear. The linear regression equation should be in $Y = a + bX$ form where x is the independent variable, y is the dependent variable and b is the coefficient. The normal probability plot was employed to test linearity using SPSS software. And as we can see from the below output of the Normal P-P plot the relationship is linear as the points are close to the straight line.

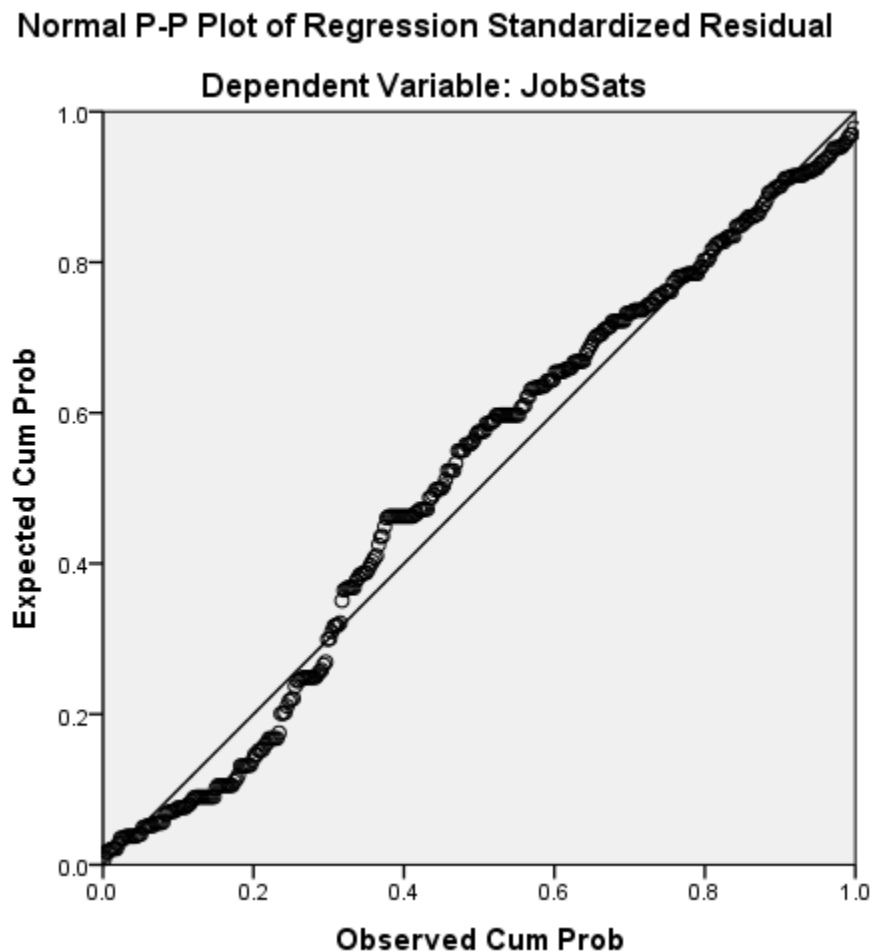


Figure 4.2: Normal P-P Plot

4.5.3. Homoscedasticity Test

Homoscedasticity is a situation where the variation in random disturbance term is the same for different values of independent variables. And the absence of that, where there is variation in the error term across observations of the independent variables we say that there is heteroscedasticity problem (Weisberg,2005). we used scattered plot to check if there is heteroscedasticity problem. If the dots in the scattered plot diagram are diffused and not forming a regular pattern they we can say that there is no heteroscedasticity problem. From the below figure we can see that the dots are scattered and not forming regular pattern like cone –shaped, which shows that we do not have heteroscedasticity problem.

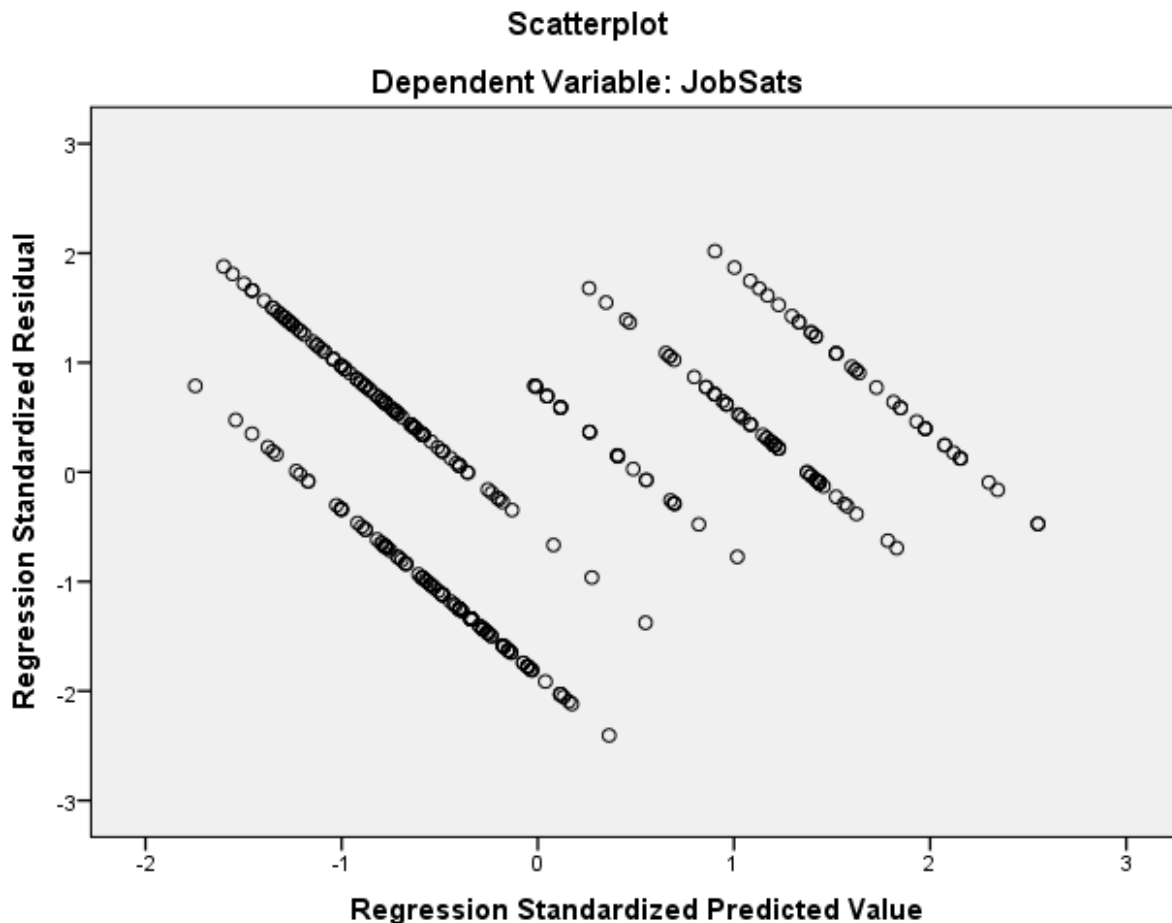


Figure 4.3: Scatter Plot

4.5.4. Multi-collinearity Test

Multi-collinearity is a situation where some or all independent variables are highly linearly related in the case of multiple linear regression model (Brooks,2008). When such problems happen it makes it difficult to explain the effect of the independent variables on the dependent variable by undermining their significance. In order to solve this problem, we either need to drop variables which have dependencies with each other or additional variables should be added. For testing multi-collinearity problem, we have used values of tolerance and VIF. A tolerance value greater than 0.10 and variance inflation factor(VIF) value ranging somewhere in between 1 and 10. From what we can see from the below output the tolerance value for all variables is greater than 0.10 and the VIF values are in the range of 1 to 10.

Table 4.6: Multi-collinearity

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	PerApp	.233	4.283
	TrainDev	.215	4.644
	SalBen	.256	3.902
	OrgCul	.348	2.878
	PerOrgSup	.207	4.823

a. Dependent Variable: JobSats

Source: Researcher's survey data output (2021)

4.6. Discussion of Regression Results

Multiple linear regression has been used to examine the relationship between the independent variables (Performance Appraisal, Training and Development, Salary and Benefit, Organization Culture, Perceived Organizational Support) and the dependent variable (Job Satisfaction) in Ethiopian Airlines.

Table 4.7: Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.958 ^a	.919	.917	.271

a. Predictors: (Constant), PerOrgSup, SalBen, OrgCul, PerApp, TrainDev

Source: Researcher's won computation (2021)

From the above table we can see that the value of Adjusted R square is 0.919, and that indicates that from the total variation in the dependent variable (Job satisfaction), 91% of it is explained by the dependent variables (Performance Appraisal, Training and Development, Salary and Benefit, Organization Culture, Perceived Organizational Support). The rest which is 9% is explained by other factors that are not included in the model.

Table 4.8: ANOVA Output

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	301.745	5	60.349	821.051	.000 ^b
	Residual	26.755	364	.074		
	Total	328.500	369			

a. Dependent Variable: JobSats
b. Predictors: (Constant), PerOrgSup, SalBen, OrgCul, PerApp, TrainDev

Source: Researcher's won computation (2021)

From the above ANOVA output we can see that the p value is 0.00. At 5 % significance level, the p value we got is significant since its smaller than 0.05. This shows that the independent variables have strong significant influence on the dependent variable and the sample data provides sufficient evidence to conclude that the regression model was well fit.

Table 4.9: Coefficient of independent variables

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.787	.031		25.260	.000
PerApp	.176	.029	.188	6.065	.000
TrainDev	.156	.026	.194	6.012	.000
SalBen	.221	.026	.254	8.585	.000
OrgCul	.101	.022	.115	4.531	.000
PerOrgSup	.302	.033	.297	9.053	.000

a. Dependent Variable: JobSats

Source: Researcher's won computation (2021)

In the above table we can see that the constant is 0.787, performance appraisal has p value of 0.00 and coefficient of 0.188, training and development has p value of 0.00 and coefficient of 0.194, salary and benefit has a p value of 0.00 and coefficient of 0.254, organizational culture has a p value of 0.00 and coefficient of 0.115 and perceived organizational support has a p value of 0.00 and coefficient of 0.297. Since the p value for all independent variables is 0.00 which less than 0.05, we can conclude that all independent variables (Performance Appraisal, Training and Development, Salary and Benefit, Organization Culture, Perceived Organizational Support) are statically significant.

According to the above regression result, beta of performance appraisal is positive and the p value is less than 0.05 making it positively significant. which is consistent with the findings of Ramous, Yunui, Lavish and Zipporah (Ramous, Yunui ,Lavish, Zipporah & Issac, 2016) who reported that there is positive relationship between performance appraisal and job satisfaction , beta of training and development is positive and the p value is less than 0.05 making it positively significant which is consistent with the findings of Giorgos (Giorgos, 2018) and Shavita (Shavita,2015) who reported that there is positive relationship between training and development and job satisfaction, beta of salary and benefit is positive and the p value is less than 0.05 making it positively significant which is consistent with the findings of Tomasz (Tomasz,2015) and

Akash (Akash,2020) who reported that there is positive relationship between salary and benefit and job satisfaction, beta of organizational culture is positive and the p value is less than 0.05 making it positively significant which is consistent with the findings of Cross (Cross,2018) who reported that organizational culture has a clear effect on job satisfaction and the effect was significantly positive and finally beta of perceived organizational support is positive and the p value is less than 0.05 making it positively significant which is consistent with the findings of Khan (Khan,2017) who reported that there is positive relation between perceived organizational support and job satisfaction holding other variables constant.

4.7. Hypothesis Testing

On chapter one we have discussed the developed hypotheses by the researcher showing the relationship between the independent variables (Performance Appraisal, Training and Development, Salary and Benefit, Organization Culture, Perceived Organizational Support) and the dependent variable (Job Satisfaction). Based on the beta and p value, the mentioned hypotheses are tested and the results are discussed below.

Hypothesis 1- stated that there is significant and positive relationship between organizational culture and job satisfaction. As we can see from table 4.9 (beta=0.115, p= 0.00) the beta is positive and p value is less than 0.05 for the variable organizational culture. From this we can conclude that Organizational Culture has significant and positive relationship with Job Satisfaction, hence accepting the hypothesis.

Hypothesis 2- stated that there is significant and positive relationship between perceived organizational support and job satisfaction. As we can see from table 4.9 (beta=0.297, p= 0.00) the beta is positive and p value is less than 0.05 for the variable perceived organizational support. From this we can conclude that Perceived Organizational Support has significant and positive relationship with Job Satisfaction, hence accepting the hypothesis.

Hypothesis 3- stated that there is significant and positive relationship between performance appraisal and job satisfaction. As we can see from table 4.9 (beta=0.188, p= 0.00) the beta is positive and p value is less than 0.05 for the variable performance appraisal. From this

we can conclude that Performance Appraisal has significant and positive relationship with Job Satisfaction, hence accepting the hypothesis.

Hypothesis 4- stated that there is significant and positive relationship between training and development and job satisfaction. As we can see from table 4.9 (beta=0.194, p= 0.00) the beta is positive and p value is less than 0.05 for the variable performance appraisal. From this we can conclude that Training and Development has significant and positive relationship with Job Satisfaction, hence accepting the hypothesis.

Hypothesis 5- stated that there is significant and positive relationship between salary and benefit and job satisfaction. As we can see from table 4.9 (beta=0.254, p= 0.00) the beta is positive and p value is less than 0.05 for the variable salary and benefit. From this we can conclude that Salary and Benefit has significant and positive relationship with Job Satisfaction, hence accepting the hypothesis.

Table 4.10: Summary of Hypotheses

Hypotheses	Description	Result
H1	There is significant and positive relationship between organizational culture and job satisfaction	Accepted
H2	There is significant and positive relationship between perceived organizational support and job satisfaction	Accepted
H3	There is significant and positive relationship between performance appraisal and job satisfaction	Accepted
H4	There is significant and positive relationship between training and development and job satisfaction	Accepted
H5	There is significant and positive relationship between salary and benefit and job satisfaction	Accepted

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

In the previous chapter we have discussed the analysis and the interpretation on the data of the study. And in this chapter we will first discuss the conclusion and later we will present future recommendations based on the findings of this research paper.

5.1. Conclusions

In today's business job satisfaction is one of the most critical concepts that is related with the performance of an organizations. Whenever employee job satisfaction increases employee's motivation and productivity will also increase hence increasing the performance of the organization.

From the different literatures reviewed it's was found that training and development, salary and benefit, organizational culture, performance appraisal, perceived organizational support has effects on employee job satisfaction. In this study 370 sample data was gathered from head quarter employees of Ethiopian Airline with structured questionnaire in order to determine the effects that the above mentioned variables have on job satisfaction. The result showed that all variables has a positive significant relationship with job satisfaction.

In this study, according to the analysis on the data gathered it's was founded that majority of the employees who work at Ethiopian airlines are not satisfied with their job. The order in which the relative importance of the different factors (performance appraisal, organizational culture, training and development, salary and benefit, perceived organizational support) affecting employee job satisfaction from high to low are: perceived organizational support, salary and benefit, training and development, performance appraisal and organizational culture, making POS the factor that has the most effect.

5.2. Recommendations

The findings from the study showed that the variables performance appraisal, organizational culture, training and development, salary and benefit, perceived organizational support are significant and positively affect employee job satisfaction. And because of that giving attention to those variables is critical in order to improve the satisfaction of employees at Ethiopian Airlines. Based on the findings, the researcher presents the below recommendations:

- Salary and benefit: even though human resource has done salary survey on the market it's not up to date. To reduce employee job dissatisfaction Ethiopian Airlines should assess the market and adjust salary and benefits periodically.
- Performance appraisal: since today's business is very competitive and companies needs to meet strategic objective, it's critical for organizations to keep their employee's performance high. In doing so organizations should not use this performance appraisal method to punish but rather to assess the performance of their employees in order to help them improve if they are weak and reward them if they are strong in order to motivate. Such methods will improve satisfaction of the employees.
- Perceived organizational support: managers should care about their employee's well-being and value their contribution. If that happens employee's satisfaction will increase.
- Organizational culture: Ethiopian Airlines has a lot of good cultures like work, grooming culture. But there are few that the management has to work on like lesser control and better autonomy which will impact the satisfaction of the employee.
- Training and development: Both training and development are important in increasing the motivation, hence increasing the satisfaction of the employees. So management should prepare different training programs starting from in-office mentoring to bigger development programs so that employees would improve their skills and knowledge. And this will increase the staff's confidence and job satisfaction.

5.3. Future Research Area

This paper investigates employee job satisfaction at Ethiopian Airlines by taking specific factors. But there are other factors that are not included. Management staffs were not included in the study and also only quantitative research design was used. So it is recommended for future researchers to find additional variables and study the relationship they have with employee job satisfaction, include management and contrat employees, use longitudinal study to capture employee perception at different periods and also use mixed type of research design which includes both qualitative and quantitative research design approaches.

Reference

- Abbas, J. A. (2001). Organizational culture and job satisfaction in Jordan. Research gate, Berlin.
- Abdelhadi, N., Jamal, B., & Andre, L. (2015). Performance appraisal and employee satisfaction: The role of trust towards supervisors. American research institute for policy development.
- Akash, B. (2020). A study on the effect of material benefits on job satisfaction. Research gate, Berlin.
- Alderfer, C. (1969). An empirical test of a new theory of human needs. *Organizational Behavior and Human Performance*, 4(2), 142-175.
- Alhamadni, M., Aljaderi, A., Qandelji, A., Bani Hani, A., & Abuzeneh, F. (2006). Research Methodology; First Book: The basics of scientific research (1st ed.). Amman Arab University for Graduate Studies.
- Ameeq, A. U., & Hanif, F. (2013). Impact of training on employee's development and performance in hotel industry of lahore, pakistan. *Journal of business studies quarterly*, 4(4), 68-82.
- Anju, K. (2015). A study on job satisfaction of employees in BPCL-KOCHI Refinery Limited, Ambalamugel Research gate, Berlin.
- Aron, A. (1994). *Statistics for Psychology* (International Inc ed.). Prentice-Hall, New Jersey.
- Babbie, E.R. (2010). The practice of social research (12th ed.). Belmont, CA.
- Bassett, J. N., & Lloyd, G.C. (2005). Does Herzberg's motivation theory have staying power? *Journal of Management Development*, 24(10), 929-943.
- Boontharika, B. (2010). Job Satisfaction of THAI Airways Cabin Crew.
- Bozeman, B., & Gaughan, M. (2011). Job Satisfaction among University Faculty: Individual, Work, and Institutional Determinants. *Journal of Higher Education*, 82(2), 154-186.
- Brooks, C. (2008). Introductory econometrics for finance (2nd ed.) Cambridge University Press, New York.

- Burns, A., & Bush, R. (2003). *Marketing Research: Online Research Applications* (4th ed.). Prentice Hall, New Jersey, p120.
- Calvin, M. (2018). Impact of compensation and benefits on job satisfaction. Research gate, Berlin.
- Cameron, K., & Quinn, R. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). San Francisco (CA), Jossey-Bass.
- Chen, J., Eldridge, D. (2012). Are standardized performance appraisal practices really preferred? A case study in China, *Chinese Management Studies*, 4(3), 244 – 257.
- Chien, G. C., Yen, I. Y., & Hoang, P. Q. (2012). Combination of theory of planned behaviour and motivation: an exploratory study of potential beach-based resorts in Vietnam. *Asia Pacific Journal of Tourism Research*, 17(5), 489-508.
- Chiradeep, B. (2020). What is Job satisfaction? Definitions, importance, statistics, and examples. Retrieved June 24, 2020 from <https://hr.toolbox.com/articles/what-is-job-satisfaction-definition-factors-importance-statistics-and-examples>.
- Cole, G.A. (2002). *Personnel and Human Resource Management Practice* (5th ed.).
- Cooper, D.R., & Schindler, P.S. (2003). *Business Research methods*, (8th ed.). McGraw-Hill Irwin, Boston.
- Creswell, W. (2003). *Research Design: Qualitative, Quantitative and Mixed Approaches* (2nd ed.). Sage publication: California, p13-15.
- Cross O. D. (2018). Impact of organizational culture on job satisfaction in organizations. Research gate, Berlin.
- Currall, S.C, Towler, A. J., & Judge, T.A. (2005). Pay Satisfaction and Organizational Outcomes. *Personnel Psychology*, 58, 613-640.
- Dhanonjoy, K. (2019). Impact of compensation factors on teachers' job satisfaction: An econometric focus. Research gate, Berlin.
- Dimitrios, B. (2014). Organizational culture and Job satisfaction: A review. Research gate, Berlin.

Eisenberger, R., Huntington, S., Hutchison, T., & Sowa, T. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71, 500-507.

Epiphany, O. P. (2014). The Relationship between Employee Training and Development and Job Satisfaction in Uganda Management Institute: An Empirical Study. *Global Journal of Commerce & Management Perspective*, 3(4),182-188.

Ethiopian distribution and sales channels. (n.d.). Privacy Shield Framework. Retrieved Feb 27,2020 from <https://www.privacyshield.gov/article?id=Ethiopia-Distribution-and-Sales-Channels>

Eze, C. U., Sin, K. T., Ismail, H. & Siang, Y. P. (2008). ISPs' Service Quality and Customer Satisfaction in the Southern Region of Malaysia. p290-299.

Florence, S. (2016). Perceived organizational support and well-being: A weekly study. Research gate, Berlin.

Geert, H., Gert, J. & Michael, M. (2010). *Cultures and Organizations*.

Giorgos, P. (2018). Training of human resources and job satisfaction. Research gate: Berlin.

Govand, A., & Inji, S. (2015). The Impact of Training and Development on Job Satisfaction: A Case Study of Private Banks in Erbil. *International Journal of Social Sciences & Educational Studies*, 2(1).

Graham, G. (1982). Understanding human relations. The individual, Organizations and management. Science Research Associates, Chicago Inc.

Grey, R. (2017). The Relationship Between Compensation and Employee Job Satisfaction: A Study at A Hotel in Zimbabwe (Master's Thesis). Near East University, Nicosia.

Henderson, L.N. & Tulloch, J. (2008). Incentives for retaining and motivating health workers in Pacific and Asian countries. *Human Resources for Health*, 6(18), 1-20.

Hoppock, R. (1935). Job satisfaction, Harper and brothers, New York, p.47

Importance of job satisfaction. (2019). How important is job satisfaction in today's workplace? Retrieved June 25 2020 from <https://www.villanovau.com/resources/hr/importance-of-job-satisfaction-in-the-workplace/>

Ivancevich, J. M. (1998). Human Resource Management (7th ed.). Irwin, McGraw Hill.

Jane, J. (2014). Influence of work life balance policies on employee job satisfaction in Kenyan's banking sector. IOSR.

Kamplotter, P. (2014). Performance appraisals and job satisfaction. German institute for economic research, Berlin.

Khan, A. (2017). Perceived organizational support and personality dimensions as predictors of job satisfaction. Research gate, Berlin.

Kotter, J. P., & Heskett, J. L. (1992). Corporate Culture and Performance. Free press, New York.

Luddy, N. (2005). Job Satisfaction amongst Employees at a Public Health Institution in the Western Cape. University of the Western Cape, South Africa.

Luthans, F. (2006). Organizational Behavior (11th ed.). Irwin, McGraw-Hill

Maley, J. (2013). Hybrid purposes of performance appraisal in a crisis. *Journal of Management Development*, 30(10), 1093 - 1112.

Marcin, W. (2017). Organizational conditioning of job satisfaction. A model of job satisfaction. Research gate, Berlin.

Marsh, B., & Kleiner, B.H. (1998). *Management research news*, 21(4/5).

Marwan, T. Z. (2012). The Shape of the Relationship Between Salary and Job Satisfaction: A Field Study. *Far East Journal of Psychology and Business*, 7(1), 1-12.

McGregor, D. (1960). The human side of enterprise. McGraw-Hill, New York.

Mishra, P. K. (2013). Job satisfaction. *IOSR Journal of Humanities and Social Sciences*.

Morrman, R.H., Neihoff, B.P., & Organ, D.W. (1993). Treating employees fairly and organizational citizenship behavior: sorting the effects of job satisfaction, organizational commitment and procedural justice. *Employees' responsibilities and rights Journal*.

Narendra, S.C. (2016). Training and development and job satisfaction in education sector. Research gate, Berlin.

Nega, R. (2017). Employee job satisfaction. Vandana publication, India.

Nunvi, G. P. (2006). Business Organization, and Management (3rd ed.).

Palling, C., Hooper, P., & Thomas, C. (2014). The sustainability in Air Transport. Ashgate, United Kingdom.

Pushpakumari (2008). The impact of job satisfaction on job performance: An empirical analysis. Retrieved July 13, 2020, from <https://www.semanticscholar.org/paper/the-impact-of-job-satisfaction-on-job-performance%3a-Pushpakumari/7e2b6e2d1b932c9dab6a0ab668e8a42c121d1202> .

Ramous, A., Geyunui, L., Zipporah, A. & Issac, O. (2016). The impact of performance appraisal on employees' job satisfaction and organizational commitment: A case of Microfinance Institutions in Ghana. *Canadian centre of science and education*.

Sahin, F. (2012). The mediating effect of leader-member exchange on the relationship between Theory X and Y management styles and affective commitment: a multilevel analysis, *Journal of Management & Organization*, 18 (2), 159-174.

Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.

Saleh, S. (1981). A structural view of job involvement and its differentiation from satisfaction and motivation. *International Review of Applied Psychology*, 30(1), 17–29.

Saunders, M., Lewis, P., & Thornhill, A. (2007). Research Methods for Business Students (5th ed.). Pearson Education Limited, England

Sayeeduzzafar, Q., Mohammad, S. M., & Pretty, B. (2017). Organizational culture and job satisfaction: A study of organized retail sector. *Journal of Business and Retail Management Research*, 12(1).

Schein, E. (1990). Organizational Culture. *American Psychologist*.

Shavita, D. (2015). Job satisfaction and training of employees. Research gate, Berlin.

SHRM, (2016). Employee job satisfaction and engagement: revitalizing a changing workforce. Retrieved June 25, 2020 from <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/pages/job-satisfaction-and-engagement-report-revitalizing-changing-workforce.aspx> .

- Sirajul, & javed (n.d.). Analyzing the satisfaction by length of service and employment status. *International journal of management science and business research*, New York
- Spector, P.E. (1994). *Industrial and Organizational Psychology: Research and practices*. New York.
- Stephen, P. R. (2009). *Organizational Behaviour: International Version (13th ed.)*. Pearson Higher Education.
- Stringer, L. (2006). The link between The Quality of the Supervisor-Employee Relationship and the Level of the Employee's Job satisfaction. *Public Organization Review*, 6, 125-142.
- Titiev, M. (1959). *Introduction to cultural Anthropology*. Henry Holt & Company, New York.
- Tomasz, I. (2015). Employee compensation and job satisfaction in healthcare organization in Poland. Research gate, Berlin.
- Victoria, M. K. (2012). Effects of performance appraisal on job satisfaction at Kenya Commercial Bank (Master's Thesis). University of Nairobi, Kenya.
- Vroom, V. H. (1964). *Work and motivation*. John wiley and sons, New York, p.99.
- Wahba, M., & Bridwell, L. (1976). Maslow reconsidered: a review of research on the need hierarchy theory, *Organizational Behaviour and Human Performance*, 15(2), 212–240.
- Wasif, A. (2016). Understanding the concept of job satisfaction, measurements, theories and its significance in the recent organizational environment. Research gate, Berlin.
- Weisberg, S. (2005). *Applied linear regression (3rd ed.)*. John Wiley and Sons, Minnesota.
- Wiess, H., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective events at work relationship job satisfaction and job involvement. *Journal of Applied psychology*.
- Yen, K. k., Ying, Y. S., & Bang, L. C. (2015). The Study on Relationships of Perceived Organizational Support and Job Satisfaction in Taiwan Hospitality Service Industry. *Technology, Innovation and Industrial Management*, Italy.

1	Authority is delegated so that employees can act on their own					
2	Teamwork is used to get work done, rather than hierarchy					
3	Innovations are encouraged					
4	I am able to fulfil my work role while maintaining a healthy work life balance					
5	Decisions are made at the levels where right information is available					

No.	Perceived organizational Support	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My organization is supportive of my goals and values					
2	Help is available from					

	my organization when I have a problem.					
3	My organization really cares about my well being					
4	My organization cares about my opinion					
5	My organization shows great concern for me					

No.	Performance Appraisal	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The basic objective of performance appraisal is clear					
2	The performance appraisal system works fairly/ equitably					
3	The performance appraisal system adopted by the firm is					

	able to measure the real performance of employee					
4	I was asked for input during the appraisal process by my supervisor					
5	Performance appraisal system helps employees to gain insights into their strengths and weaknesses					

No.	Training and Development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Training and development opportunities are available for me					
2	The training I have taken is relevant to my job.					
3	The organization put enough budgets for					

	the training and development.					
4	Training and development programs are well planned exercise in the company.					
5	My Organization considers Training as part of organizational strategy					

No.	Salary and benefit	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am satisfied with my pay/salary and benefits.					
2	I cannot earn better salary if I work with other companies.					
3	I feel appreciated by the organization when I think about what					

	they pay me.					
4	I am satisfied with company benefit (e.g. medical service, transportation service, house allowances, sick leaves, etc..)					
5	I feel that benefits I receive are compatible to the environmental and operational risk.					

Overall Employee Job Satisfaction

No.	Job satisfaction	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The job provides steady employment					
2	I enjoy working with my co-workers					
3	There are chances for advancement in this job					
4	My supervisor is competent in doing his					

	job					
5	My job is enjoyable					
6	The amount of work I do and the pay are compatible					

Appendix II: Pilot test

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.981	31

Appendix III: Cronbach's Alpha Test

Case Processing Summary

		N	%
Cases	Valid	370	100.0
	Excluded ^a	0	.0
	Total	370	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.978	31

Appendix IV: Descriptive Statistics for Demographic Factors

Statistics

		Gender	Age	Education_Level	How long have you been working for the Company?
N	Valid	370	370	370	370
	Missing	0	0	0	0

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	F	198	53.5	53.5	53.5
	M	172	46.5	46.5	100.0
	Total	370	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<=25	49	13.2	13.2	13.2
	26-35	119	32.2	32.2	45.4
	36-45	98	26.5	26.5	71.9
	>=46	104	28.1	28.1	100.0
	Total	370	100.0	100.0	

Education_Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA/BSc	209	56.5	56.5	56.5
	MA/MSc	161	43.5	43.5	100.0
	Total	370	100.0	100.0	

How long have you been working for the Company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<2 Years	24	6.5	6.5	6.5
	2-5 Years	89	24.1	24.1	30.5
	6-10 Years	167	45.1	45.1	75.7
	>10 Years	90	24.3	24.3	100.0
	Total	370	100.0	100.0	

Appendix V: Descriptive Statistics for Level of Satisfaction

Statistics

		PerApp	TrainDev	SalBen	OrgCul	PerOrgSup	JobSats
N	Valid	370	370	370	370	370	370
	Missing	0	0	0	0	0	0

Frequency Table

PerApp

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	186	50.3	50.3	50.3
	Disagree	106	28.6	28.6	78.9
	Neutral	37	10.0	10.0	88.9
	Agree	41	11.1	11.1	100.0
	Total	370	100.0	100.0	

TrainDev

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	207	55.9	55.9	55.9
	Disagree	72	19.5	19.5	75.4
	Neutral	20	5.4	5.4	80.8
	Agree	71	19.2	19.2	100.0
	Total	370	100.0	100.0	

SalBen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	215	58.1	58.1	58.1
	Disagree	70	18.9	18.9	77.0
	Neutral	45	12.2	12.2	89.2
	Agree	34	9.2	9.2	98.4
	Strongly Agree	6	1.6	1.6	100.0
	Total	370	100.0	100.0	

OrgCul					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	201	54.3	54.3	54.3
	Disagree	70	18.9	18.9	73.2
	Neutral	68	18.4	18.4	91.6
	Agree	23	6.2	6.2	97.8
	Strongly Agree	8	2.2	2.2	100.0
	Total	370	100.0	100.0	

PerOrgSup					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	206	55.7	55.7	55.7
	Disagree	75	20.3	20.3	75.9
	Neutral	72	19.5	19.5	95.4
	Agree	17	4.6	4.6	100.0
	Total	370	100.0	100.0	

JobSats					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	1.6	1.6	1.6
	Disagree	268	72.4	72.4	74.1
	Neutral	18	4.9	4.9	78.9
	Agree	61	16.5	16.5	95.4
	Strongly Agree	17	4.6	4.6	100.0
	Total	370	100.0	100.0	

Appendix V: Mean and Standard Deviation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
PerApp	370	1	4	1.82	1.008
TrainDev	370	1	4	1.88	1.170
SalBen	370	1	5	1.77	1.081
OrgCul	370	1	5	1.83	1.070
PerOrgSup	370	1	4	1.73	.930
JobSats	370	1	5	2.50	.944
Valid N (listwise)	370				