

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**



**DETERMINANTS OF EMPLOYEE JOB SATISFACTION: THE CASE
STUDY OF ETHIOPIAN CIVIL SERVICE UNIVERSITY**

*A Thesis Submitted to the Office of Graduate Studies in Partial Fulfillment of
the Requirements for the Master's of Arts Degree in Human Resource
Management*

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Determinants of Employee Job Satisfaction
The Case Study of Ethiopian Civil Service University

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Statement of Declaration

I, Ashenafi Lemma, hereby declare that this thesis entitled “Determinants of employee Job Satisfaction in Ethiopian Civil Service University, Addis Ababa.” submitted by me for the award of the degree of Master of art in Human Resource Management is my original work and it has never been presented in any university. All sources and materials used for this thesis have been duly acknowledged.

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Statement of Certification

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This is to certify that the thesis entitled, “Determinants of Employee Job Satisfaction in the case of Ethiopian Civil Service University, Addis Ababa.” was carried out by Ashenafi Lemma Tekle under the supervision of Dr. Wubshet Bekalu (PhD), submitted in partial fulfillment of the requirements for the degree of Master of art in Human Resource management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA: Analysis of variance

ECSU: Ethiopian Civil Service University

HRM: Human Resource Management

JS: Job Satisfaction

SPSS: Statistical packaging for Social Science

ABSTRACT

The objective of this study is to determine the level of employee job satisfaction and its determinant factors in case of Ethiopian Civil Service University in Addis Ababa. Stratified random sampling and purposive random sampling were used in sampling design. Questionnaire as research instrument was used and was distributed to 170 employees of ECSU administration employees. In total, 150 usable responses were received which were analyzed through SPSS 25.0. Standard procedures were used to process and represent findings. Inferential statistics (person correlation analysis) and multiple regressions were then applied. Results showed significantly positive relationship between nature of job and Career advancement, interpersonal relationships with employee job satisfaction. Results also showed that pay and benefits to be low in Ethiopian Civil Service University and caused dissatisfaction among employees. Implications of the study for Ethiopian Civil Service University management and policy makers in the context of human resource practices include making sure those employees who demonstrate increasing levels of pay and benefit are given increasing levels of satisfaction.

Keywords: job satisfaction, Ethiopian Civil Service University,

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

This chapter introduces about back ground of the study, back ground of the organization, statement of the problem, general and specific objectives of the study, research question, and significance of the study and also scope and limitation of the study.

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definition in organizational research is that of Locke(1976), who defines job satisfaction as ‘pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.

The term 'job satisfaction' therefore refers to the favorableness with which employees view their work and the term 'job dissatisfaction' refers to the unfavorableness with which they take their work (Qasim, Cheema & Syed, 2012).various theories like Maslow’s need hierarchy theory, Herzberg’s motivation- hygiene theory, and Vroom's expectancy model have been extended to describe the factors responsible for the job satisfaction of the employees in the organization.

Employee is one of the key factors of the organization success. No organization can succeed without a certain level of commitment and effort from its employees (Luthans, 2001). Organizations often attempt to satisfy its employees to gain their commitment and loyalty. However, it is not easy for the organizations to be successful in making individuals satisfied because people work for a wide variety of different reasons, some want material success while others might emphasize challenging job (Arnold and Feldman, 1986). From an individual standpoint, job satisfaction might be one of the most desirable outcomes that employees could obtain. From a pragmatic managerial and organization effectiveness

perspective, it is important to know how to measure the level of job satisfaction and how job satisfaction relates to other organizational variables. In recent times there has been a convergence of interest on the efforts by organizations to examine conditions or factors that foster greater job satisfaction and that will make positive contributions to the organization (Bartolo & Fur longer, 2000).

1.2. Background of the Organization

The Ethiopian civil service university (ESCU) was established in 1995 by the Ministry of Education to support the transformation drive of the Ethiopian civil service within the context of the county's development policies and strategies and which is located at Bole Sub-City, Addis Ababa .More specifically, the University aims at building the capacity of the civil service at both federal and regional levels through specialized professional orientation /education, training, research and consultancy programmers and services.

ECSU is currently in the process of re-orienting its training programs to respond to the changing needs of the Ethiopian civil service system and the civil service reform program. It has three campuses in different parts of Addis Ababa.

The institution offers both undergraduate and postgraduate programs in many fields including public financial management, international law, development economics, social security management, public policy studies and urban management since 2007.

ECSU administration staff employees consists a total of 650 employees and categorized based on professional Administration staff and non- professional Administration staff with a range of educational backgrounds, Second degree, First degree, diploma, and certificate .

The University has adequate numbers of administrative support staff. Their qualifications are modest and the majorities (62.9%) of support staff (both professional administration staff and non-professional staff) are females.

The ratio of total number of academic staff to total number of professional administrative staff is 1 to 1:18 which are satisfactory in running the program properly.) States that support

staff have a vital contribution to make in supporting the teaching / learning business of the University. The adequate number of support staff facilitates the smooth and effective functioning of the teaching/ learning process. The administrative support staff facilitates all core business: teaching, research, training and consultancy which are commendable practices for effective functioning.

Support Staff Recruitment and Promotion/Appointment

Under administrative staff, one of the business processes at corporate level is Human Resource Management. One of the duties and responsibilities of this section is to manage the HR aspects of the University. This includes staff recruitment, appraisal, and promotion/appointment. The support staff recruitment, appraisal and promotion are carried on according to the rules and regulation of the Civil Service Ministry of the country.

The University recognized that the tasks of support staff have invaluable support for implementation of teaching / learning core activities of the institution. Moreover, support staffs participate in decision-making processes in the academic councils of the institutes. The appraisal and promotion is indispensable for a smooth workflow and continuous development.

1.3. Statement of the Problem

In recent time with the opening up of the growth of education sector in Ethiopia, a dramatic change has been observed in private and government learning service sectors. This has brought higher employment opportunities, increases in income level, and changes in consumption pattern and consequently there emerges a competitive environment in the country. Particularly, the expansion of private colleges, along with customized services, has created a severe competition in this sector. This intense competition has made observed the support staff turnover from government to private organizations. The employment patterns in the sector have changed its focus to performance and targets rather than experience and

loyalty. Hence, the factor of job satisfaction becomes a primary factor for the administration staff employees which needed attentions so as to achieve the long-term goals of the university. Every individual employee wants satisfaction at job but organization is wasting its resources by focusing on wrong HR practices for employee job satisfaction ((Muhammad, 2012)

Human resources are recognized as the key element in successful business navigation through difficult market conditions, including competition with other organizations. Employees with low job satisfaction can negatively affect a company because they typically lack motivation, perform poorly and possess negative attitudes. In addition, their behavior can also affect other employee's performance. These symptoms can directly affect a company's bottom line. Workers are dissatisfied with their jobs; they are thought to be less productive and more prone to absenteeism and turnover. The pressure of work at a workplace can also negatively influence workers. Long hours, job stress, poor moral and short deadlines tend to create dissatisfaction among workers because it offsets the work life balance and creates problems for workers, This in term creates a push factor that forces workers to look elsewhere as observed by Rahman(2012)

In ECSU, it is observable that HR records and documentation of ESCU the numbers of administration employees are not quite stable and some employees look on other competent organizations, specifically private organizations with in an expectation of better HRM practices, nice work environment and high satisfaction from the job.

Even if ECSU is a government university with good work environment, CSU, HR records and documentation on staff work load report 2017/18in the study it is showed that there is low motivation; absenteeism; turnover and employees spend more time searching other jobs. In this study even though the satisfaction level of employees was measured the determinant factors of employee satisfaction and which factors attributes to more satisfaction and which factors attributes to less satisfaction was not studied. So the purpose of this study is to assess

determinant factors of job satisfaction of employees by using the four variables Nature of job, career advancement, pay and benefit and interpersonal relationships.

1.4. Research Question

The following research questions guided this study.

1. What is the level of satisfaction of employee in Ethiopian civil Service university?
2. What are the factor that affects' the employee job satisfaction?
3. Which factors affect employee job satisfaction more?

1.5. Objective of the Study

1.5.1. General objective of the study

The general objective of this study is to examine the determinant factors of employees' job satisfaction in the case of Ethiopian Civil Service University

1.5.2. Specific Objective

With the above general objective, the study would have the following specific objectives:

- To determine the satisfaction level of employees in Ethiopian Civil Service University
- To analyze the satisfaction level of employees by nature of job, career advancement, pay and benefit and interpersonal relationship in relation to job satisfaction.
- To determine which of the factors affect employee job satisfaction more in Ethiopian Civil Service University?

1.6. Significance of the Study

The findings and results of the study will provide a more reliable in-depth understanding of the factors that affect employee satisfaction. This research used as guidelines and motives for other researchers to conduct researches on related issues. The study of job satisfaction is of great significance for any organization, for several reasons. They are as follows; to the

management institution of Ethiopian Civil Service University administration staffs the findings are expected to provide answers to the fundamental question of why employees stay and what would cause them to leave and to help the organization. The result of this study expected to create an awareness of the level of job satisfaction in Ethiopian Civil Service University. It might provide information and possible solution for the management bodies to contribute their part and motivate for further responsibility. Study on job satisfaction helps the management in gathering information pertaining to job, employee, work environment etc. This, in turn, facilitates the decision-making process and acts as a catalyst in changing or modifying organizational policies, if needed. The study also helps in improving the attitudes of employees towards the present role and responsibilities and develops a sense of belongingness and participation. The result of the study may be used by policy makers and higher officials of the organization as well as to the concerned body to devise different strategies which help to improve areas of job satisfaction of employees.

1.7. Scope of the study

It would have been appropriate if the study could cover the administration staff employees in Ethiopia as a whole, but due to time and financial constraints, the researcher chose to concentrate the study on administration staff employees of Ethiopian Civil Service University. This study however, conceptually delimited to main four variables (nature of job, Career advancement, Interpersonal relationship Pay and benefit towards job satisfaction).

1.8. Limitation of the Study

In this study the researcher conducted this research with few respondents limiting the subject area and the generalization of the study. The researcher may have biases in selecting sample because it may need in-depth level of research and sufficient funds. In addition, since it is not possible to incorporate all factors of job satisfaction in one study, only four specific factors are included in this study.

1.9. Organization of the Study

The research report contains a total of five chapters organized as follows :- the introductory part includes: background of the study, background of the organization ,statement of the problem, objectives of the study, research questions, significance of the study, scope and limitation of the study and organization of the study. The second chapter reviews the related literatures which include the theoretical review and empirical review and conceptual framework ,Chapter three presents the research methodology, design, sampling, data analyses method and research instruments of the study. Chapter four the presentation and analysis of the data collected and interpretation of the findings also included in this chapter. Finally, summary of the findings, conclusions and recommendations are presented in the fifth chapter. At the end of the thesis document, references and a set of appendices are attached.

1.10. Definition of key terms

Career advancement or growth: Opportunities to learn sophisticated skills or progression inside the organization. Shah, Arun Kumar. (1990).

Job satisfaction: Job satisfaction is the collection of feelings and beliefs that people have about their current jobs (Heneman, 2005). Locke (1976) defines job satisfaction as the pleasurable emotional state which emanates from assessment of individual job as facilitating the accomplishment of individuals' job values.

Interpersonal Relationship: employee's relationship with colleagues or peer, and with their respective supervisor. (strees and porter 1991)

Nature of job: the potency of job characteristics in determining how people behave in work situation. (Armstrong, 2006)

Payment and benefits: defined pay as “what an employee gets against his work after fulfilling his duty, include all type of financial and non-financial rewards” or “ pay as payment, in which include many components like basic salary, bonuses, pay for doing extra work and incentives” Heery and Noon (2006),

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This literature review is aimed at providing more inclusive theoretical concepts on factors affecting job satisfaction. The literature review section discuss about job satisfaction. Under this sub section issues like theories of job satisfaction, determinants of job satisfaction and measurement of job satisfaction were addressed.

2.1. Theoretical Literature Review

2.1.1 Definition of Job Satisfaction

The concept of job satisfaction and its definition have continually grown, expanded and unfolded through the previous decades. The concept of job satisfaction was first developed from the Hawthorne studies of the late 1920s and early 1930s by Elton Mayo at the Hawthorne plant of the Western Electric Company in Chicago (Robbins, 2001).

The term 'job satisfaction' therefore refers to the favorableness with which employees view their work and the term 'job dissatisfaction' to the unfavourableness with which they take their work (Qasim, Cheema & Syed, 2012).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

of one's job and work context. This definition is still being debated. It captures the most popular view that job satisfaction is an evaluation and represents both belief and feelings. It is an appraisal of the perceived job characteristics and emotional experience at work. According to Saleh (1981), job satisfaction is a feeling that is a function of the perceived relationship between all that one wants from his/her job/life and all that one perceives as offering or entailing. The emphasis here is on all that one wants, whether it is important for self-definition or not. Luthans (2006) stated that job satisfaction is a pleasurable, or positive emotional state resulting from the appraisal of one's job, or job experience, and is the result of the employee's perception of how well the job provides those things which are viewed as important.

Sowmya1 &Panchanatham, (2011) defined job satisfaction as how much employee's like or dislikes their work and the extent to which their expectations concerning work have been fulfilled

Generally job satisfaction is an attitude employee hold towards his/her job. In other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about his/her job.

2.1.2. Importance of Job Satisfaction

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Specter (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of workers depending on their level of job satisfaction will affect the functioning

and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

2.1.3. Types of Job Satisfaction

Job satisfaction is influenced by many factors including environmental and personal factors, income, nature and social status of the job, organizational prestige, promotion, job security, lack of role ambiguity, and physical job conditions of co-workers (Hadi, Mohsen & Ali Asghar 2015).

Frazier (2005) stated that there are a few elements that affect job satisfaction, which are extrinsic and intrinsic motivating factors, the quality of supervision and social relationships with the work group. Intrinsic motivation, as explained by Haneberg (2010) is interest based and extrinsic motivation is compliance based. By improving intrinsic motivation, the employer can take care of the employees' interest, including their passion, drive, creativity, and energy. Extrinsic motivation, on the other hand, can be improved by giving positive reinforcement to the employees such as raising their salary, giving them compliments, giving them more important tasks and so on.

Various theories like Maslow's need hierarchy theory, Herzberg's motivation- hygiene theory, and vroom's expectancy model have been extended to describe the factors responsible for the job satisfaction of the employees in the organization. Therefore Understanding job satisfaction is critical to the success of an organization and continues to be a major topic of research interest.

2.1.4 Theories of Job satisfaction

2.1.4.1 Abraham Maslow Theory of Motivation

Maslow's theory states that people have a pyramid hierarchy of needs that they will satisfy from bottom to top (Benjamin Ball). Starting from mere physiological subsistence, they cover belonging to a social circle to pursuing your talent through self-actualization. Important to this theory is that Maslow felt that unfulfilled needs lower on the ladder would inhibit the person from climbing to the next step. The needs are divided into two categories: deficiency needs (physiological and safety) and growth needs (belonging, self-esteem and self-actualization). If the deficiency needs aren't satisfied, the person will feel the deficit and this will stifle his or her development (Maslow, 1989). In this respect (Maniram, 2007), stated that factors such as conducive working environment, mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues, the personality-job fit etc. are important factors which will enhance the level of job satisfaction.

2.1.4.2 Herzberg's Two Factor Theory

Based on the study, Herzberg discovered factors that he labeled as motivators, or job content factors, and hygiene factors, or job context. Motivators or job content factors were those that focused on work. These included achievement, work itself, advancement, recognition, responsibility, and growth. Likewise, hygiene factors or job context are defined as factors that are related to job dissatisfaction. Examples of hygiene factors include the company, organizational policies, administration, salary, status, job security, working conditions, personal life, and interpersonal relations (Kelli, 2012).

2.1.4.3. The Dispositional Model of Job Satisfaction

According to the dispositional model of job satisfaction, some employees are consistently more satisfied with their jobs than others, even when they hold different jobs throughout their lives. According to this conceptualization, employees who like the job that they are doing at

one time tend to like the job that they may be doing at another time, even if the job is different.

2.1.4.4 The Value Theory of Job Satisfaction

The value theory of job satisfaction suggests that job satisfaction depends primarily on the match between the outcomes that individual's value in their jobs and their perception about the availability of such outcomes. This theory argues that almost any factor can be a source of job satisfaction so long as it is something that an employee values.

2.1.4.5. The Social Information Process Model

According to this model of job satisfaction, the way employees feel about their job is based on the attitudes expressed by their co-workers. For this reason, an employee who expresses negative feelings about their job can have a negative impact on the job satisfaction of co-workers.

Ramdhani (2008) espouses that it is essential to have knowledge of various theoretical perspectives regarding the motivation of employees, relative to the work environment. It is further suggested that no one theory should be seen as most or least correct but rather that an exploration of all theories and a practical application by trial-and error will be beneficial (Ramdhani, 2008). Kreitner, (2008) indicate that the motivation theory is like a psychological puzzle with all its explanations and recommendations that managers have to unravel.

2.1.4.6. Equity theory

Individuals evaluate their relationships with others by assessing the ratio of their outcomes from and inputs to the relationship against the outcome/input ratio of a comparison other. If the outcome/input ratios of the individual and comparison other are perceived to be unequal, then inequity exists (Maslow, 2005).

2.1.5. Work related factors affecting job Satisfaction

Work factors were also found to influence job satisfaction these includes the nature of job, career advancement, interpersonal relationships and pay and benefit.

2.1.5.1 Nature of job

The nature of the work performed by employees has a significant effect on their level of job satisfaction (Larwood, 1984; Landy, 1989; Luthans, 2006; Griffen and Moorhead, 2009). Robbins et al. (2003) refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results”. Sharma and Bhaskar (1991) assume that most significant influence over job satisfaction of employees appears from the nature of the work given to them. The work itself plays a major role in determining how employees are satisfied with their jobs. Employees tend to prefer challenging jobs that let them apply their abilities and skills and embody a diversity of tasks, freedom, and performance feedback (Arnold and Feldman, 1986). Locke (1976) found that the interesting and challenging of the work itself led to the higher level of job satisfaction. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what’s the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker’s mental and physical well-being (Baron and Greenberg, 1995). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

2.1.5.2 Career advancement or growth

If employees see a path available to move up the position in the company they would be more satisfied with their existing job. Organization can persuade employees to learn sophisticated skills or to demonstrate them what they need to in order to be on a path to progression inside the organization. Mahamuda & Nurul (2011).

Several researchers share the opinion that job satisfaction has a great connection with opportunities for promotion (Pergamit and Veum, (1999;)Sclafane, (1999); Ellickson and Logsdon, 2002; Peterson et al., 2003). Promotion as defined by Heery and Noon (2001) refers to “the action of shifting an employee up the organization hierarchy which will normally bring to an increase of responsibility and status and a better remuneration package among the individuals who are promoted”. Kreitner and Kinicki (2004) mentioned that job satisfaction and the promotion positive relationship relies on supposed fairness by employees. A lot of people will experience satisfaction when they think that they have good future opportunities as supposed by Drafke and Kossen (2002).

This can be interpreted as the opportunities for progression and development in their present workplace or providing better chances to look out for alternative employment. It is assumed that the level of job satisfaction will go down if people think that they have less career advancement opportunities. McCormick (2008) mentioned that job satisfaction among employees with promotional opportunities will rely on the promotions equity.

Training & development may be understood as any attempt to improve current or future performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing their skills and knowledge. The need of training & development is determined by the employee’s performance deficiency. (Susan J. Linz, Anastasia Semykina, 2010)

2.1.5.3 Relationship with co - workers

Having friendly and cooperative coworkers is a modest source of job satisfaction. Ducharme and Martin (2000)'s findings revealed that effective coworker support significantly enhance employee job satisfaction (in Demato 2001).every employee seeks to be treated with respect by those they work with. If employees are in touch with supportive colleagues or peer, they can do their performance in a better and comfortable way(Abbas, 2011).

There are several studies that show that friendly and supportive colleagues enhance the rate of job satisfaction in a working environment (Khaleque and Choudhury, 1984; Johns, 1996; Viswesvaran et al., 1998; Kreitner and Kinicki, 2004; Luthans, 2006). This area of satisfaction is measured by how well employees get along with each other and how well they look up to their fellow employees. Markiewicz et al. (2000) figured out that the close friendships quality was related to both job satisfaction and career success among employees. Berta (2005) finds a similar result after conducting a survey among 1250 Food Brand employees. Riordan and Griffith (1995) found that a positive relationship among co-workers improves the rate of job satisfaction. Their research shows that friendship network among coworkers influence the outcomes of workplace and increases job satisfaction.

2.1.5.4 Pay and benefits

One of the most important factors that affect job satisfaction is salary. Prospect to earn special incentives, such as bonuses, extra paid time off or vacations also bring stimulation and higher job satisfaction. There is no doubt that monetary rewards play a very influential role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. (Bergmann and Scarpello, 2002, Gao & Smyth, 2010))

The study conducted among Clark (1999) shows that changes in workers' pay over-time positively influence their well-being, whereas the current level of pay does not impact on job satisfaction.Leontaridi and Sloane (2001) show that low-pay workers report higher job

satisfaction than do other workers. Borzaga and Depedri (2005) observe that, even in a sector characterized by low average salaries like the social-services sector, employees are more satisfied when their wages increase up to a threshold, but not above that threshold. Clark (2005) the opposite dynamic of job satisfaction with respect to the economic conditions as represented by wages, and to job conditions as represented by working time, is also evident. Diaz-Serrano & Cabral Vieira (2005) show that low-pay worker are likely to have low-quality jobs and consequently less job satisfaction. Siebern-Thomas's (2005) cross-sectional analysis on the European Community Household Panel shows that the correlation between wage and job satisfaction is significant and positive.

Lai (2011) argue that an efficient compensation system result in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay. The study concludes that the intrinsic factors of motivation, including recognition, work, career opportunities, professional growth, responsibility, good feeling about the organization that has a significant correlation with job satisfaction, while hygiene (external) factors have no significant relationship with job satisfaction of employees satisfaction.

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. Jobs that have too little challenge create boredom, but too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction (Katzell, Thompson, and Guzzo, 1992).

Over the years, many studies have attempted to categorize and find out the factors that affect job satisfaction (Abdullah et al., 2011) and found wages as the main factor for job satisfaction, but other factors such as the promotion, recognition of work, and employees loyalty also considered. In addition, salaries and incentives are the most important determinant of job satisfaction (Calisir et al., 2010). Ali and Ahmed (2009) concludes that

due to the changes in reward or recognition programs, there will be a corresponding change in work motivation and satisfaction, this means that if there is a greater focus on remuneration and recognition, can have a positive impact as a result of motivation and thus lead to higher levels of job performance. Moreover positive and significant association found between job satisfaction and management practices such as team work, independence and leadership positions (Hunjra et al., 2010).

Hanif and Kamal (2009), argues that if companies makes favorable strategies and rules for the employees related to pay scales, policy development, staff input, and the work environment, may lead to employee engagement, satisfaction and increased employee loyalty with the organization because satisfied employees are more likely to be welcoming and attentive which attracts customers and the employees not satisfied with the job can lead to customer unhappiness.

2.2. Empirical Review

2.2.1. Nature of work and Job satisfaction

The nature of the work performed by employees has a significant effect on their level of job satisfaction (Larwood, 1984; Landy, 1989; Luthans, 2006; Griffen and Moorhead, 2009). Robbins et al. (2003) refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results”. Sharma and Bhaskar (1991) assume that most significant influence over job satisfaction of employees appears from the nature of the work given to them. In addition, they assert job satisfaction can be achieved by employees if the job requires sufficient variety, discretion, challenge and scope for using an individual’s own skills and abilities. Therefore it can be concluded that nature of work for the above researchers has significant or positive effect on job satisfaction which means that job satisfaction is achieved for jobs which are found to be interesting to employees.

According to Robbins (2001), work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules. Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 1995). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Based on the previous studies, propose the following hypothesis:

H1: Nature of the job has significant effect in determining employee job satisfaction.

2.2.2. Career Advancement (Opportunities for Promotion) and Job satisfaction

Several researchers share the opinion that job satisfaction has a great connection with opportunities for promotion (Pergamit and Veum, 1999; Sclafane, 1999; Ellickson and Logsdon, 2002; Peterson et al., 2003). Promotion as defined by Heery and Noon (2001) refers to "the action of shifting an employee up the organization hierarchy which will normally bring to an increase of responsibility and status and a better remuneration package among the individuals who are promoted". Kreitner and Kinicki (2004) mentioned that job satisfaction and the promotion positive relationship relies on supposed fairness by employees. A lot of people will experience satisfaction when they think that they have good future opportunities as supposed by Drafke and Kossen (2002).

This can be interpreted as the opportunities for progression and development in their present workplace or providing better chances to look out for alternative employment. It is assumed that the level of job satisfaction will go down if people think that they have less career advancement opportunities. McCormick (2008) mentioned that job satisfaction among employees with promotional opportunities will rely on the promotions equity.

Training & development may be understood as any attempt to improve current or future performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing their skills and knowledge. The need of training & development is determined by the employee's performance deficiency. (Susan J. Linz, Anastasia Semykina, 2010).As a result, the following hypothesis was formulated:

H2: Career advancement has significant effect in determining employee job satisfaction.

2.2.3. Relationship with Co-workers and Job satisfaction

There are several studies that show that friendly and supportive colleagues enhance the rate of job satisfaction in a working environment (Khaleque and Choudhury, 1984; Johns, 1996; Viswesvaran et al., 1998; Kreitner and Kinicki, 2004; Luthans, 2006). This area of satisfaction is measured by how well employees get along with each other and how well they look up to their fellow employees. Markiewicz et al. (2000) figured out that the close friendships quality was related to both job satisfaction and career success among employees. Berta (2005) finds a similar result after conducting a survey among 1250 Food Brand employees. Riordan and Griffith (1995) found that a positive relationship among co-workers improves the rate of job satisfaction. Their research shows that friendship network among coworkers influence the outcomes of workplace and increases job satisfaction.

According to Robbins (2003), supportive colleagues are also another factor that is positively related to job satisfaction. Due to the considerable amount of time that employees spend in their job, their colleagues are part of their everyday lives. Friendly and supportive co-workers can increase an employee's job satisfaction. This view can be related to Maslow's hierarchy of needs theory (1954) and refers mostly to employees that wish to fulfill their affiliation needs.

Mowday and Sutton (2002), suggests that job satisfaction is related to employees opportunity for interactions with others on the job. An individual's level of job satisfaction might be a function of personnel characteristics and the characteristics of the group to which

he or she belongs. Some studies have shown that the better the relationship, the greater the level of job satisfaction (Wharton & Baron, 1991).

Good interpersonal relationship play an important role in job satisfaction for two reasons: first, good relationship improves people's interest in staying at work which can maintain high job satisfaction (Hertzberg 1993); second, good relationship may lead to positive intervention, which is proved to be the social information people rely on to form their attitudes towards jobs.

According to Hodson (1997), such social relations constitute an important part of the social climate within the workplace and provide a setting within which employees can experience meaning and identity. Luthans (1998), postulates that work groups characterized by co-operation and understanding amongst their members tend to influence the level of job satisfaction or dissatisfaction. When cohesion evident within a work group it usually leads to effectiveness within a group and the job becoming more enjoyable. However if the opposite situation exists and colleagues are difficult to work with, this may have a negative impact on job satisfaction.

Based on the above discussions, the researcher hypothesizes that:

H3: An interpersonal relationship has significant effect in determining employee job satisfaction

2.2.4. Pay and Benefits and Job satisfaction

The payment is so significant because when workers are satisfied with pay, their behavior and attitude could be influenced towards the desired objective (Onukwube, 2012).

Ivan Howard (2005) defines pay as the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. Previous study shows that monetary compensation is one of the most significant variables in explaining job satisfaction. Hamermesh (2001), found that changes in compensation (increase or decrease) have concomitant impact on job satisfaction levels of employees. Several other

authors maintain that the key in linking pay to satisfaction is not absolute amount that is paid, but rather the perception of fairness (Robbins, 2003).

As Robbins (2003), employees seek pay system that are perceived as equitable, is just unambiguous and in line with their expectations. When pay is perceived as equitable, is commensurate with job demands, individual skill level and community pay standards, satisfaction is likely to be the result. Employees are satisfied when they feel that the rewards they received from their job correspond to their skills and effort. People expect that if they work well in the workplace then their performance will increase and automatically their pay will increase and they will be promoted. It is not solely about the amount of money that receives. They are satisfied when they feel that they have been fairly treated and when the rewards they receive are equal to the ones that their colleagues who have the same skills and exert the same effort. This will cause increase in their job satisfaction level. Employees' dissatisfaction with pay can lower their morale and commitment, increase theft and Enhance employee turnover (Currall et. al., 2005).

Generally, one of the most important factors that affect job satisfaction is salary. Companies need to have an instrument in place to assess employee performance and provide salary increases. Prospect to earn special incentives, such as bonuses, extra paid time off or vacations also bring stimulation and higher job satisfaction. There is no doubt that monetary rewards play a very influential role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. Individuals have infinite needs and money provides the means to satisfy these needs. However, there is no such empirical evidence that asserts pay alone improves worker satisfaction or reduces dissatisfaction (Qasim, Cheema&Syed 2012).

According to the survey taken by Kathawala, Moore and Elmuti (1990) in automobile industry, salary was found to be the prime factor for the motivation and job satisfaction of salaried employees. The survey tried to assess the various job characteristics and the way the

employees ranked them as motivators and satisfiers. The results showed that compensation was ranked as the number one job element for job satisfaction and increase in salary for performance was ranked as the number one job element for motivation. Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization, which in result enhances attraction and retention (Zobal, 2012;) Monocarp, 2009 ;). It also works as communicator when it is given to employee against the services, which shows how much an employee is valuable for its organization (Zobal, 2012).As a result, the following hypothesis was formulated.

H4: Pay and benefits has significant effect in determining employee job satisfaction.

2.3. Conceptual Framework

A conceptual framework is an analytical tool with many variations and contexts. It is used to make conceptual distinctions and organize ideas by using diagrams or charts and the like, so the researcher tries to see the relationship between Independent variables (nature of job, career advancement, interpersonal relations and pay and benefit) and Dependent variable (Job Satisfaction). The researcher chose these four variables due to the fact that previous researchers identified that these variables are the ones affecting employees' job satisfaction more and since the researcher believes that these variables are the ones that suits the study.

Conceptual Framework of the study model

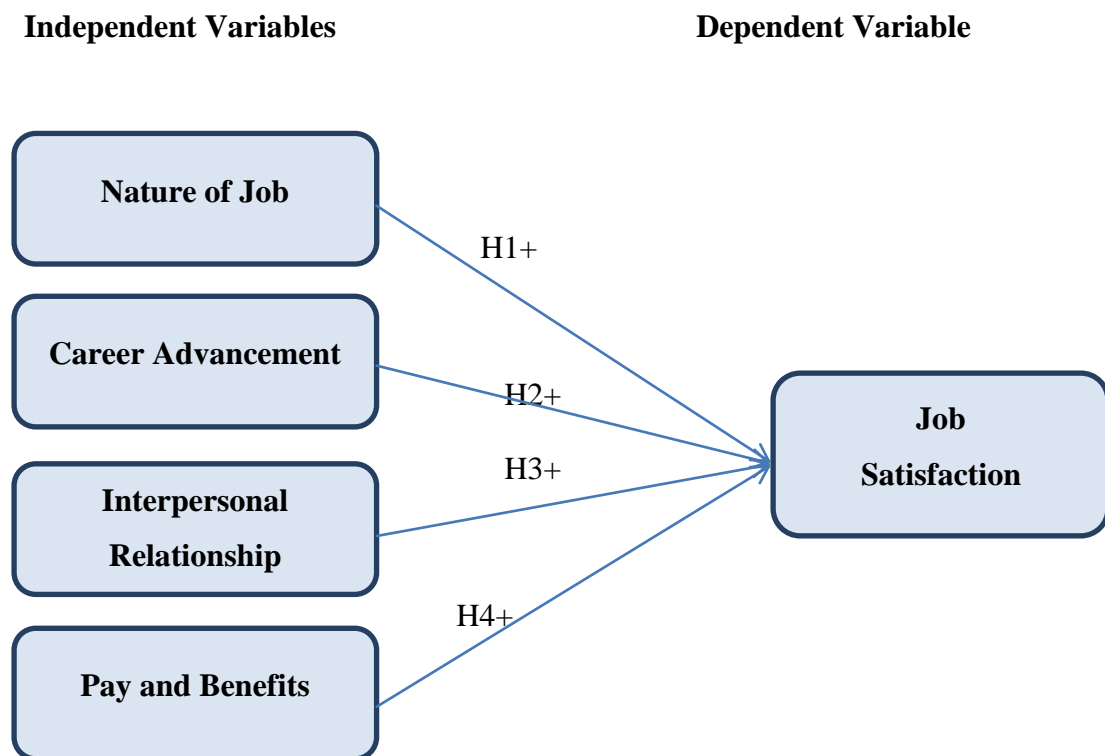


Figure 1: Conceptual Framework

Source: Adapted and modified from ,Netsanet Fantahun (2017)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter describes the research design and research methodology employed in investigating the determining factors of employee job satisfaction in Ethiopian Civil Service University. It details among other things, study design, location of the study, sample size, sampling procedure, instrumentation, data collection and ethical consideration and analysis.

3.1 Research Approach

This research was designed to apply the quantitative technique to conduct the research by using self-administration questionnaire. On this framework because of their validity and reliability target respondents were asked about their attitudes toward specific aspects of job satisfaction which are the Nature of Job, career advancement, interpersonal relationships and pay and benefit.

3.2 Research Design

A research design refers to the framework for the generation of evidences that are suited both to a certain set of criteria and to the research question in which the investigator is interested (Bryman& Bell, 2007). The objective of this study is to explain job satisfaction level and associated factors in Ethiopian Civil Service University in Addis Ababa area using an appropriate sampling technique. The present study is explanatory and inferential research design, as it seeks to discover ideas and insight to bring out new relationship. Research design is flexible enough to provide opportunity for considering different aspects of problem under study. A descriptive research uses a set of scientific methods and procedures to collect raw data and create data structure that describes the existing characteristics of a defined target population (Shiuet al., 2009).

3.3 Target Population of the Study

Cooper and Schindler (2003) define target population as the list of all the elements from which the sample is actually drawn. According to Ethiopian Civil Service University staff employees on job satisfaction. Sample is actually drawn. According to Ethiopian Civil Service University Staff registry, as of 20 th September 2010, the total number of employees in its Human resource document was 650. The figures change per day because of employee suspensions, dismissals, layoffs, quitting, sackings and other activities from the University Human resource department based.

All the employees from Ethiopian Civil Service University constituted the population. The target population included administration staff of Ethiopian Civil Service University. The Human Resource office provided a directory listing from which the sampling frame from the sample was selected. The categories of employees included: (e.g. the procurement, The HRM, The students' service section and the general service).

According to ECSU Staff registry, as of 20th September 2010, the total number of administration staff was 650.

The administrative staffs of the Ethiopian Civil Service University work in four sections. These are:-

- 1) The Procurement, Finance, Property Management section which takes care of all the activities of procurement, finance and property of all business processes.
- 2) The Human Resource Management section which takes care of human resource business and assists top managerial business units of the University in relation to HR activities
- 3) The Students' Services section which is engaged in the overall activities related to boarding, laundry, lodging, catering, recreation and health-related services for the students.

4) The General Services section which comprises the campus security guard service, transport service, technical and maintenance service, printing and duplication service and takes care of management, development and maintenance of the University campus in order to ensure a healthy environment for the University community to study, work and live.

3.4. Sampling Technique

The total sample consisted of all strata (subgroups) of employees; four administration staff. There was four strata staff. Each employee stratum was sub-divided further on basis of sections. With each of the stratum, individual sections numbered.

Table 3.1 Sampling procedure of respondents

No	Sections and Department	Total no of employees	No of employees respondent
1	Procurement, Finance and Property mgt	150	35
2	HR	40	9
3	Student service section	265	61
4	General section	195	45
	Total	650	150

Source: Employee records in the HRM departments of ECSU, 2010

Cooper and Schindler (2003) posit that there are three reasons why a researcher chooses a stratified random sample; to increase a sample statistical efficiency, provide adequate data for analyzing the various sub-populations and enable different research methods and procedures to be used in different data. A systematic random sample was then drawn from each of the strata. Castillo, J. (2009) proposes that in systematic sample, the size of each stratum is proportionate to the population size of the stratum when viewed against the entire population. Saunders, Lewis and Thornhill (2009) extrapolate the advantages of proportionate stratification which include reduced standard error, ensure sample sizes for strata are of their expected size and also split the total variance in a way that maximizes the between strata

variance. Kothari (2004) suggests that in adopting a proportional allocation, the researcher can be able to calculate sample sizes of the four strata; the procurement, The HRM, The students' service section and the general service staff stratum. A sample size (n) of 150 respondents was drawn from a population (N) of size 650 which was divided into four strata of sizes N1 (the procurement) =150, N2 (The HRM)= 40, N3 (The students' service section) =265 and N4 (the general service staff stratum). If P_i represents the proportion of population included in stratum i, and n represents the total sample size, then, (n) in the study was 150 respondents and total population (N) was 650.

Assuming proportional allocation, the sample sizes for the different sizes was calculated as follows; for strata with sizes N1 (the procurement) =150, then $P_1 = 150/650$

$$n_1 = n * P_1 = 150 [150 / 650]$$

$$n_1 = 34.61$$

$n_1 = 35$ respondents.

For strata with N2 (The HRM) = 40

$$\text{Then } P_2 = 40 / 650$$

$$n_2 = n * P_2 = 150 [40 / 650]$$

$$n_2 = 9.23$$

$n_2 = 9$ respondents.

For strata with N3 (The students' service section

$$\text{Then } P_3 = 265 / 650$$

$$n_3 = n * P_3 = 150 [265 / 650]$$

$$n_3 = 61.15$$

$n_3 = 61$ respondents

For strata with N4 (The HRM) = 195

$$\text{Then } P_4 = 195 / 650$$

$$n_4 = n * P_4 = 150 [195 / 650]$$

n4 = 45

n4 = 45 respondents

3.5. Sample Size

Kothari (2004) defines sample size as the number of items to be selected from the universe to constitute a sample. A sample of study is necessary because according to Welmen (2001) the size of the population usually makes it impractical and uneconomical to involve all the members of the population in research project. Therefore, we have to rely on the data obtained from a sample of the population. The minimum sample size was calculated to increase precision, confidence and variability. The researcher worked at a 95% confidence level and a margin error of 5%. This corresponds to Z-score of 1.96. According to (Saunders et.al. 2009, p.581), the following formula can be used to calculate the minimum sample size.

$$n = p\% * q\% * [z / e\%]^2$$

Where:

n is minimum required sample size

p% is proportion belonging to the specified category

q% is proportion not belonging to the specified category

z is z value corresponding to confidence required

e% is margin of error required.

Therefore, the minimum required sample size was calculated by first knowing the values of both p and q. The total number of employees was 650. The procurement numbered 150, The HRM numbered 40, the students' service section staff numbered 265 and the general service staff stratum numbered 195

p% = 40 / 650 equaled to 0.6 or stood at 6%.

Therefore the procurement staff belongs to this specified category. Therefore, 94 is the proportion not belonging to the specified category; q%.

Thus;

$$n = p\% * q\% * [z / e\%]^2$$

$$n = 6*94 * [1.96/5]^2$$

$$= 564*0.154$$

$$= 87$$

The minimum sample size therefore required was 87 respondents. (Saunders et.al, 2009, p.582) observes that where the population is less than 10,000, a smaller sample size can be used without affecting the accuracy using the adjusted minimum sample size. This can be calculated using the following formula.

$$n' = n / 1 + \{n/N\}$$

Where;

n' is the adjusted minimum sample size

n is the minimum sample size already calculated

N is the total population

Thus;

$$n' = n / 1 + \{n/N\}$$

$$n' = 87 / 1 + \{87/650\}$$

$$= 87/1 + 0.133$$

$$= 82.23$$

$$= 82$$

Because of the small total population of 650, the researcher needed a sample size of only 82 but the researcher collects 150 respondents. However the response rate was assumed to be a hundred percent.

3.6 Data Collection Methods and Research Procedures

Secondary data was used as source data. Information from ECSU University Human Resource Department staff registry, journals, reports, book archives, newsletters, government documents, papers presented at conferences and workshops was very useful in data mining. Information on the number of administration staff, number of their peers in management, total number of the employees and the available was collected from the Ethiopian Civil Service University human resource department. Secondary data was also obtained from official records from within and outside the university.

The study adopted a standard structured questionnaire form. A three paged questionnaire was used to collect data from the employee. The structure of the questionnaire was as follows: Section A dealt with demographic characteristics about respondents gender, age, education level, terms of employment, job status , number of years worked and employees salary` . Section B tested independent variables (Nature of job, career advancement, interpersonal relationships and pay and benefits) and section C tested the dependent variable (Employee job satisfaction). The five point Likert scale assigned points 1, 2, 3, 4 and 5 to terms not satisfied, somewhat satisfied, satisfied, very satisfied and extremely satisfied as in the order of the numbers. Two research assistants were recruited to help in the pilot survey for testing the questionnaires and final distribution to the respondents. The pre-test of the questionnaire assisted the researcher to spot weaknesses of the questionnaires and the survey techniques used in the main study. The pilot survey made sure that the questionnaire was clear to respondents and was completed as the researcher's wished. It was used to train field workers and helped estimate response rates and completion times.

3.7. Data Analysis Methods

The data was collected, coded and analyzed. Descriptive statistical methods were then used to analyze the coded data. This included such measures as central tendency, frequency distribution tables and also percentages. The individual responses from the questionnaires

were then data cleaned and coded. Employee job satisfaction, the dependent variable was operationalized into one dimension with different questions. An instrument containing seven question items that tapped the dimensions and elements of employee job satisfaction was then developed. Two sample statements are: (1) I like doing the things I do at work. (2) My job is enjoyable. Responses were then elicited into a five point Likert type scales of terms not satisfied, somewhat satisfied, satisfied, very satisfied and extremely satisfied. Values of 1,2,3,4 and 5 will be given to the scales taking the direction of the question items into account.

Nature of job which was the first independent variable was measured using a self developed questionnaire. Six questions were used to measure the level of satisfaction or dissatisfaction about nature of job according to a five point scale ranging from terms of not satisfied, somewhat satisfied, satisfied, very satisfied and extremely satisfied. Respondents were asked to indicate their level of satisfaction

Career advancement, which was the second independent variable, was measured using a self developed questionnaire. Six questions were used to measure the level of satisfaction or dissatisfaction about career advancement according to a five point scale ranging from not satisfied to extremely satisfy of terms of not satisfied to extremely satisfied Weightings of 1, 2, 3, 4 and 5 were given to responses considering the direction of the question items.

Interpersonal relationships, was another the independent variable, was measured using a self developed questionnaire. Four questions were used to measure the level of satisfaction or dissatisfaction about interpersonal relationships according to a five point scale ranging from not satisfied to extremely satisfied Weightings of 1, 2, 3, 4 and 5 were given to responses considering the direction of the question items.

Pay and benefit, which was also another independent variable, was measured using a self developed questionnaire. Four questions were used to measure the level of satisfaction or dissatisfaction about pay and benefit according to a five point scale ranging from not satisfied

to extremely satisfied Weightings of 1, 2, 3, 4 and 5 were given to responses considering the direction of the question items.

3.8 Reliability and Validity

Table 3.2. Cronbach's Alpha for each independent variable of the study

Dimensions	No attributes	Cronbach's alpha
Job satisfaction	7	.784
Nature of job	6	.878
Career advancement	6	.871
Interpersonal relationships	4	.755
Pay and Benefits	4	.714
Total	27	.894

Source: SPSS reliability result output (2020)

Table 3.3 Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha	
	Based on Standardized Items	N of Items
.894	.895	27

Source: SPSS reliability statistics (2020)

According to biographical and work motivation questionnaire administered to respondents by De Beer (1987) to 150 respondents, it possesses a good internal consistency of more than 0.6. The current study Cronbach's alpha as can be seen in the table is well past and above that value. In the corrected-Total Correlation, items that were less than 0.7 were removed. The questionnaire lacked internal consistency in some variables that had Cronbach's alpha of less than 0.6 were deleted.

3.9. Research Ethics

Respondents are informed that their permission to contribute in the survey is required; they also assure that their privacy would be respect and protect; and that their contributions are treated as confidential. No one is harmed or suffers adverse consequences from this research activity. The questionnaire conducted in a responsible manner at the same time as incorporating values of honesty, clarity, comprehensiveness and accountability. The researcher was also informing respondents that information gathered not be misused.

Ethical issues are also considering. The researcher committed himself to ensure that participant's dignity, privacy and confidence are respected, and that any collected data, particularly anything that may identify a respondent handle correctly. In addition, privacy and confidentiality also guaranteed to all respondents by excluding the respondent's personal details.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

The purpose of this chapter is to present results and analysis of data involved in the study. Accordingly, the reliability and validity test, descriptive statistics of all the variables used in this study and the results of hypothesis testing i.e. the estimated parameters of the correlation and regression equation, their significance, the connection between the independent variables and dependent variable are presented and discussed in detail.

4.1 Demographic Background of the Respondents

The demographic profile of the respondents was presented in this section. The personal profile of the respondents is analyzed as per their gender, age group, marital status, educational level, job status, salary and years of service in the organization. Descriptive statistics was performed on the demographic variables as a means of describing the sample of respondents.

Table 4.1. Demographic Characteristics of Sample respondents

No	Items	Response	
		Frequency	Percent
1	Gender. a. Male b. Female	64	42.7
		86	57.3
	Total	150	100
2	Age a. 20-30 b. 31-40 c. 41-50 d. 51-60 e. 60+	21	14.0
		61	40.7
		36	24.0
		30	20.0
		2	1.3
	Total	150	100
3	Marital Status- a. single b. Married c. Divorced d. other	22	14.7
		119	79.3
		3	2.0
		6	4.0
	Total	150	100
4.	Educational status- a. Diploma b. BSC/BA c. MA/MSc d. Others	13	8.7
		84	56
		51	34
		2	1.3
	Total	150	100
5.	Job Status a. Professional b. Non-professional	60	40
		90	60
	Total	150	100
6.	Salary a. 1001-2000 b. 2001-5000 c. 5001-8000 d. 8001-12000 e. 12000 +	2	1.3
		19	12.7
		49	32.7
		66	44
		14	9.3
	Total	150	100
7	Work Experience- a. 1-3 years b. 4-6 years c. 7-10 years d. 11-15 years e. 16+ years	6	4
		51	34.0
		73	48.7
		10	6.7
		10	6.7
	Total	150	100

According to the demographic characteristics of sample respondents regarding the gender of the respondents, the females contribute 86(57.3%) of the total participants and the remaining 64

(42.7%) is consists by male respondents. This indicated the research will not be subject to disparity which could arise as a result of gender imbalance.

The age distribution of sample results show that, among the respondents, majority falls between the ranges of 31-40 years which constitute a total of 61 respondents which is equivalent to (40.7%). This is followed by age categories of 41-50 constitute 36 (24 %) and 20-30 constitute 21(14 %) and the age groups of 51-60 constitute value with 30 (20%) and older employees 60 years and above 2 (1.3%). This shows that most of the administrative employees of the ECSU are adult this shows that most of the employees are productive work force, if the organization satisfies this group can meet the organizational goals.

The frequency and percentage results of the respondents by marital status shows originally respondents were asked to indicate their status based on four groups namely single, married, widowed and other. The results show that majority of employees are married at 119(79.3%) and follows single 22 (14.7%) and the rest divorced 3 (2%) and others are 6 (4%) this indicates that most of the employees are married. This shows majority of the respondents are married.

From the total respondents the BSC/BA and MA/MSc holders have a lion share which is 84 (56%) and 51(34.7%) of respondents respectively and Diploma holders constitutes 13 (8.7 %). The remaining proportion is coming from the Certificate holders. This indicated that most of the positions in the study organization require BA degree and above education level.

According to job status analysis results of respondents by categorizing professional and non-professional position majority of the respondents 90 (60 %) were in non-professional position that mostly workers are in the non-professional position and, the professional position followed by 60 (40 %) As show in the above result majority of respondents are non – professional groups.

Based on the above table analysis most employees are average salary below fifty percent, the results shows that (41.5 %) which implies that organization should work intrinsic and extrinsic benefits in order to satisfy employees.

Finally the above table presents results of respondents' year of service as a measure of experience on the job. Originally the respondents were asked to indicate their belongingness into 5 groups of 1-5 year intervals. The results showed that the majority of the respondents (47.3%) where have experience of 7-10 years and 48(32%)have experience of 4-6 years and less than 3years work experiences constitute9(13.8%) and about 6 (9.2%) have more than 16+ year experience in the organization . If the organization satisfies the group of employees those work 10 years and below they can stay long in the organization.

4.2 Descriptive Analysis and Interpretation

Responses were measured on five point Likert scale with 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; and 5 = Strongly Agree as used by Mercy (2016) and Worku (2015). To make easy interpretation, the following ranges of values (mean) were assigned to each scale: 1.50 or less =Not satisfied; 1.51- 2.50 = somewhat satisfied; 2.51- 3.49 = satisfied; 3.50 – 4.49 = very satisfied; and 4.50 and greater = extremely satisfied as used by Desalegn (2010).

4.2.1. Descriptive statistics of the nature of job

Table 4.2. Percentage and Descriptive statistics of the nature of job

no	Item How satisfied are you?	Not Satisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Extremely Satisfied	Mean	SD
1	Q1.the availability of resource and supplies needed for the work	4 (2.7%)	47 (31.3%)	61 (40.7%)	30 (20%)	8 (5.3%)	2.94	.914
2	Q2.the available opportunities for improving your skills and knowledge in the course of your work	7 (4.7%)	49 (32.7%)	61 (40.7%)	25 (16.7%)	8 (5.3%)	2.85	.937
3	Q3.Encouragement given for self-thinking while at work	17 (11.3%)	55 (36.7%)	52 (34.7%)	26 (17.3%)	-	2.58	.907
4	Q4.Communication of information about what is going on	18 (10.8%)	42 (30.8%)	50 (33.8%)	38 (23.1%)	2 (1.5%)	2.74	.978
5	Q5.Availability of pleasant physical environment	16 (10.6%)	33 (22%)	61 (40.6%)	37 (24.6%)	3 (2%)	2.69	1.024
6	Q6.Provision of safety appliances at work place	12 (8%)	39 (26%)	55 (36.6%)	39 (26%)	5 (3.4%)	2.73	.748

As shown in the above table 4.2. item 1,the availability of resource and supplies needed for the work 4(2.7%) of the respondents are not satisfied, 47(31.3%) somewhat satisfied, 61(40.7%) satisfied, 30(20%) very satisfied and also 8(5.3%) extremely satisfied. This shows that the majority of the respondents are satisfied.

Regarding to the ability to improve skill and knowledge from my job 7(4.7%) of the respondents are not satisfied, 49(32.7%) of them somewhat satisfied, 61(38.7%) satisfied, 25(20.7%) very satisfied and 8(5.3%) extremely satisfied. So this indicates the majority of respondents are satisfied.

Based on the above table 4.2 item 3, indicates that encouragement given for self-thinking while at work the, 10(6.7%) of the respondents are not satisfied, 46(30.7%) somewhat satisfied, 69(46%) satisfied, 17(11.3%) very satisfied and also 8(5.3%) extremely satisfied. This indicates that the majority of the respondents are satisfied.

As indicated in the above table 4.2 item 4, the Communication of information about what is going on, 18(10.8%) of the respondents are not satisfied, 42(30.8%) somewhat satisfied, 50(33.8%) satisfied, 38(23.1%) very satisfied and also 2(1.5%) extremely satisfied. This shows that the majority of the respondents are satisfied.

Regarding to the statement, availability of pleasant physical environment 16 (10.6%) of the respondents are not satisfied, 33(22%) somewhat satisfied 61(40.6%) satisfied, 37(24.6%) very satisfied and the remaining 3(2%) extremely satisfied. This indicates that the majority of the respondents are satisfied.

Based on the above table 4.2 item 6, indicates that, Provision of safety appliances at work place based on this 12(8%) of the respondents are not satisfied, 39(26%) somewhat satisfied, 55(36.6%) satisfied, 39(26%) very satisfied and the remaining 5(3.4%) extremely satisfied. This shows that the majority of the respondents are satisfied.

Based on this analysis the majority of the respondents are satisfied with the nature of job given by the organization.

Table 4.2.Indicates that the means for nature of job with six items of questions. It appears therefore that the staff in the sample is relatively satisfied. The results show that the highest rated concerns the availability of resource and supplies needed for the work(2.97) followed by Suitability and interest in the Job (2.94), then Provision of safety appliances at work place(2.94) and Ability to improve skill and knowledge from my job (2.85) and Communication of information about what is going on(2.74) The lowest in the nature of job item is Encouragement given for self-thinking while at work (2.58).The grand mean in the

nature of job are (2.83) according to mean measures it indicates that Ethiopian Civil Service University administration staff employees are satisfied.

4.2.2 Descriptive statistics of the career advancement

Table 4.3 Percentage and Descriptive statistics of the career advancement

No	Item How satisfied are you?	Not Satisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Extremely Satisfied	Mean	SD
7	Selection criteria of employees for the training are fair	14 (9.4%)	42 (28%)	57 (38%)	31 (20.6%)	6 (4%)	2.41	.795
8	Q8.The recognition I get for the work I do	7 (4.7%)	41 (27.3%)	58 (38.6%)	42 (28%)	2 (1.3%)	2.41	.868
9	Q9. opportunities for promotion or advancement	24 (16%)	68 (45.3%)	41 (27.3%)	12 (8%)	5 (3.3%)	2.39	.933
10	Q10. The praise I get for doing a good job	13 (8.7%)	46 (30.7%)	71 (47.3%)	17 (11.3%)	3 (2%)	2.71	.832
11	Q11 My company encourages and supports me for professional development	6 (4%)	55 (36.7%)	62 (41.3%)	22 (14.7%)	5 (3.3%)	2.62	.808
12	Q12.Promotion is based on individual's performance and ability	3 (2%)	52 (34.7)	60 (40%)	28 (18.7%)	7 (4.6%)	2.75	.723

Based on the above table 4.3 item 7, Selection criteria of employees for the training are fair, based on this 14(9.4%) of the respondents are not satisfied, 42(28%) somewhat satisfied, 57(38%) satisfied, 31(20.6%) very satisfied and the remaining 6(4%) extremely satisfied. This shows that the majority of the respondents are satisfied.

Regarding to the statement, the recognition I get for the work I do, based on this 7(4.7%) of the respondents are not satisfied, 41(27.3%) somewhat satisfied, 58(38.6%) satisfied, 42(28%) very satisfied and the remaining 2(1.3%) extremely satisfied. This indicates that the majority of the respondents are satisfied.

Based on the above table 4.3. Item 9, the opportunities for promotion or advancement, 24(16%) of the respondents are not satisfied, 68(45.3%) somewhat satisfied 41(27.3%) satisfied, 12(8%) very satisfied and the remaining 5(3.3%) extremely satisfied. This shows that the majority of the respondents are not satisfied.

Regarding to the, The praise I get for doing a good job the majority of the respondents are somewhat satisfied followed by satisfied with the value of 46(30.7%) and 71(47.3%) respectively. And 3(2%) are extremely satisfied and the remaining 17(11.3%) are very satisfied and 13(8.7%) are not satisfied. This indicates that the majority of the respondents are satisfied by the praise I get for doing a good job of the organization.

Based on the above table 4.3 item 11, my company encourages and supports me for professional development, 6(4%) of the respondents are not satisfied, 55(36.7%) somewhat satisfied, 62(41.3%) satisfied, and 22(14.7%) very satisfied and 5(3.3%) are extremely satisfied. This shows that the majority of the respondents are satisfied.

Regarding to the Promotion is based on individual's performance and ability, 3(2%) are not satisfied, 52(34.7%) somewhat satisfied, 60(40%) are satisfied 28(18.7%) are very satisfied and 7(4.6%) are extremely satisfied. This indicates that the majority of the respondents are satisfied by the Promotion which is based on individual's performance and ability.

Based on this analysis the majority of the respondents are satisfied with the career advancement programmers given by the organization.

The results in the table above indicate that career advancement and the six items are as follows Promotion is based on individual's performance and ability which is the highest mean of (2.75) and followed by The praise I get for doing a good job (2.72) then My Company

encourages and supports me for professional development (2.62) the recognition I get for the work I do(2.41) Selection criteria of employees for the training are fair(2.41)opportunities for promotion or advancement(2.39). The grand mean in the career advancement (2.54) according to mean measures it indicates that Ethiopian Civil Service University administration staff employees are satisfied.

4.2.3. Descriptive statistics of the interpersonal relationships

Table 4.4Percentage and Descriptive statistics of the interpersonal relationships

No	Item How satisfied are you?	Not satisfied	Somewhat satisfied	Satisfied	Very satisfied	Extremely satisfied	Mean	SD
13	Q13.possibilities to receive assistance from co-workers when necessary	18 (12%)	50 (33.4%)	42 (28%)	38 (25.3%)	2 (1.3%)	2.73	.988
14	Q14.Mutual Cooperation among people in the organization	12 (8%)	39 (26%)	55 (36.7%)	39 (26%)	5 (3.3%)	2.79	.894
15	Q15. Free discussion between the superiors and employees	14 (9.3%)	42 (28%)	61 (40.7%)	31 (20.7%)	2 (1.3%)	2.45	863
16	Q16. am satisfied with the support I get from my co-workers	20 (13.3%)	75 (50%)	41 (27.3%)	12 (8%)	2 (1.3%)	2.47	989

Based on the above table 4.4 item 13, possibilities to receive assistance from co-workers when necessary 18(12%) of the respondents are not satisfied, 50(33.4%) somewhat satisfied 42 (28%) satisfied, 38(25.3%) very satisfied and the remaining 2(1.3%) extremely satisfied.

This shows that the majority of the respondents are satisfied

Regarding to the statement, mutual cooperation among my co-workers, 12(8%) of the respondents are not satisfied, 39(26%) somewhat satisfied, 55(36.7%) satisfied, 39(26%) very

satisfied and the remaining 5(3.3%) extremely satisfied. This indicates that the majority of the respondents are satisfied by the spirit of cooperation

Regarding to the chance to develop close friendship with my co-workers and superiors, 14(9.3%) are not satisfied 42(28%) are somewhat satisfied 61(40.7%) are satisfied 31(20.7%) are very satisfied and 2(1.3%) are extremely satisfied. This indicates that the majority of the respondents are satisfied.

Regarding to the statement, feeling of being treated equally and support (fairness), 20(13.3%) of the respondents are not satisfied, 75(50%) somewhat satisfied, 41(27.3%) satisfied, 12(8%) very satisfied and the remaining 2(1.3%) extremely satisfied. This indicates that the majority of the respondents are satisfied with the feeling of being treated equally.

The mean results in the table above indicate that interpersonal relationships and the four items are as follows possibilities to receive assistance from co-workers when necessary(2.73) and The chance to develop close friendship with my co-workers(2.39) and followed by Free discussion between the superiors and employees(2.78) then am satisfied with the support I get from my co-workers the recognition (2.91) The grand mean in the interpersonal relationships (2.61). According to the mean measures of satisfaction it indicates that and Results showed that Ethiopian Civil Service University administration staff employees are adequately satisfied.

4.2.4. Descriptive statistics of the Pay and benefits

Table 4.5 Percentage and Descriptive statistics of the Pay and benefits

No	Item	Not satisfied	Somewhat satisfied	satisfied	Very satisfied	Extremely satisfied	Mean	SD
17	I am satisfied with the pay and the amount of work I do	11 (7.3%)	65 (43.3%)	40 (26.7%)	32 (23.3%)	2 (1.3%)	2.72	.984
18	Q18. I am satisfied with the performance Appraisal system of the company.	2 (1.3%)	75 (50%)	39 (26%)	25 (16.7)	9 (6%)	2.86	.934
19	Q19.I am happy with my salary	11 (7.3%)	82 (54.7%)	41 (27.3%)	17 (11.3%)	-	2.72	.963
20	Q20.I am satisfied with the employee welfare and benefits Offered by the company	2 (1.3%)	49 (32.7%)	65 (43.3%)	28 (18.7%)	4 (2.7%)	2.85	.885

The above table 4.5 Item 17 indicates that I feel I am fairly paid in my organization in comparison with similar positions in the market. Based on this 11(7.3%) of respondents said not satisfied, 65(43.3%) somewhat satisfied, 40(26.7%) satisfied, 32(23.3%) very satisfied 2(1.3%) extremely satisfied. So this implies that the majority of the respondents are satisfied when they compare their payment with similar positions in the market.

Regarding to the statement, I am satisfied with the performance appraisal system of the company. Based on this 2(1.3%) are not satisfied, 75(50%) somewhat satisfied, 39(26%) satisfied, 25(16.7%) very satisfied and the remaining 9(6%) extremely satisfied. This indicates that the majority of the respondents are somewhat satisfied.

Regarding the statement, I am happy with my salary 11(7.3%) not satisfied, 82(54.7%) somewhat satisfied, 41(27.3%) satisfied, 17(11.3%) are very satisfied. This indicates that the majority of the respondents are not satisfied.

The above table 4.5 Item 20 indicates that am satisfied with the employee welfare and benefits Offered by the company. Based on this 2(1.3%) of respondents said not satisfied,

49(32.7%) somewhat satisfied, 65(43.3%) satisfied, 28(18.7%) very satisfied, and 4(2.7%) extremely satisfied. So this implies that the majority of the respondents are somewhat satisfied based on the employee welfare and benefits offered by the company other similar organizations.

Table 4.5 shows that mean for pay and benefits with four items, the highest mean is am satisfied with the performance appraisal system of the company (2.8) followed by am satisfied with the employee welfare and benefits Offered by the company (2.85) then I feel I am fairly paid in my organization (2.72) I am happy with my salary (2.72) The Grand mean in the pay and benefit (2.6). According to the mean measures of satisfaction it indicates that and Results showed that Ethiopian Civil Service University administration staff employees are adequately satisfied.

4.2.5 Percentage and Descriptive statistics of items of Job Satisfaction

Table 4.6Percentage and Descriptive statistics of Job Satisfaction

No	Item	Not satisfied	Somewhat satisfied	satisfied	Very satisfied	Extremely satisfied	Mean	SD
21	Q21.Communications seem good within this organization	21 (14%)	35 (23.3%)	87 (58%)	4 (2.7%)	3 (2%)	2.59	0.837
22	Q22.I receive necessary training to do my job well	42 (28%)	65 (43.3%)	31 (20.7%)	8 (5.3%)	4 (2.7%)	2.68	0.978
23	Q23.There is really chance for promotion on my job.	40 (26.7%)	71 (47.3%)	21 (14%)	12 (8%)	6 (4%)	2.69	1.021
24	Q24.Clear promotion criteria's are available in the organization.	11 (7.3%)	32 (21.3%)	70 (46.7%)	35 (23.3%)	2 (1.3%)	2.73	.748
25	Q25. I like doing the things I do at work	31 (20.7%)	37 (24.6%)	50 (33.3%)	25 (16.6%)	7 (4.7%)	2.41	.795
26	Q26. My job is enjoyable	25 (16.6%)	75 (50%)	25 (16.6%)	23 (15.3%)	2 (1.3%)	2.41	.868
27	Q27. I enjoy my co-workers	31 (20.7%)	50 (33.3%)	34 (22.7%)	23 (15.3%)	12 (8%)	2.59	.867

Regarding to the question of Communications seem good within this organization 21 (14%) of the respondents are not satisfied, 35(23.3%) of them somewhat satisfied, 87(58%) satisfied, 4(2.7%) very satisfied and 3(2%) extremely satisfied. So this indicates the majority of respondents are satisfied

Regarding the statement, there is really chance for promotion on my job 40(26.7%) not satisfied, 71(47.3%) somewhat satisfied, 21(14%) satisfied, 12(8%) and the remaining 6(4%) extremely satisfied. This indicates that the majority of the respondents are somewhat satisfied.

Regarding to the Clear promotion criteria's are available in the organization the majority of the respondents are satisfied followed by very satisfied with the value of 70(46.7%) and 35(23.3%) respectively. And 32(21.3%) are somewhat satisfied and 11(7.3%) are not

satisfied and the remaining 2(1.3%) are extremely satisfied. This indicates that the majority of the respondents are satisfied.

Regarding to the statement, I like doing the things I do at work 31(20.7%) of the respondents are not satisfied, 37(24.6%) somewhat satisfied, 50(33.3%) satisfied, 25(16.6%) very satisfied and the remaining 7(4.7%) extremely satisfied. This indicates that the majority of the respondents are satisfied by the statement of I like doing the things I do at work.

Regarding to the statement, my job is enjoyable 25(16.6%) of the respondents are not satisfied, 75(50%) somewhat satisfied, 25(16.6%) satisfied, 23(15.3%) very satisfied and the remaining 2(1.3%) extremely satisfied.

The above table 4.6 Item 20 indicates that I enjoy my co-workers. Based on this 31(20.7%) of respondents said not satisfied, 50(33.3%) somewhat satisfied, 34(22.7%) satisfied, 23(15.3%) very satisfied, and 12(8%) extremely satisfied. So this implies that the majority of the respondents are somewhat satisfied based on the good relationships with co-workers.

Based on this analysis the majority of the respondents are satisfied with the job satisfaction items given by the organization.

Table 2.6 shows that the mean and standard deviation results of job satisfaction with seven items, The highest mean in this items is Clear promotion criteria's are available in the organization (2.73) followed by There is really chance for promotion on my job(2.69) then I receive necessary training to do my job well (2.68) I enjoy my co-workers and Communications seem good within this organization (2.59) My job is enjoyable and I like doing the things I do at work(2.41). The grand mean in the job satisfaction items (2.59) According to the mean measures of satisfaction it indicates that and Results showed that Ethiopian Civil Service University administration staff employees are adequately satisfied.

Table 4 .7. Descriptive Statistics Results of the Study Variables

	N	Mean	Std Deviation
Nature of job	150	2.83	0.92
Career advancement	150	2.54	0.83
Interpersonal relationships	150	2.61	0.94
Pay and benefit	150	2.41	0.94
Job satisfaction	150	2.59	0.87
Valid N(list wise)	150		

Mean Value Key: ≥ 4.5 = Very High, 3.51-4.51= High, 2.51-3.5= Moderate, 1.51-2.5= Low; < 1.5 = Very Low (Crewel, 2012).

The above table 4.7 indicates that nature of job, career advancement and interpersonal relationships are relatively have moderate Mean (2.99, 2.96 and 2.92) respectively. This shows that the majority of the respondents are satisfied by the nature of job, career advancement and Relations with co-workers of the Ethiopian Civil Service University. On the other hand pay and benefit and job satisfaction have low mean value i.e.2.13 and 2.49respectively. Therefore this shows that the majorities of the respondents are less satisfied by Pay and benefit job satisfaction of ECSU. So the institution in order to satisfy its employees and to achieve its vision and mission easily and to win its competitors of others it expects more and more especially for the two parts i.e. payment and job satisfaction must be improved or take an adjustment mechanisms.

4.3 Pearson correlation analysis

Table 4.8 Pearson Correlation analysis of independent and dependent variables

		Job Satisfaction	Nature of Job	Career Advancement	Interpersonal Relationships	Pay and Benefit
Job Satisfaction	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	150				
Nature of Job	Pearson Correlation	.836**	1			
	Sig. (2-tailed)	.000				
	N	150	150			
Career Advancement	Pearson Correlation	.706**	.635**	1		
	Sig. (2-tailed)	.000	.000			
	N	150	150	150		
Interpersonal Relationships	Pearson Correlation	.695**	.750**	.527**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	150	150	150	150	
Pay Benefit	Pearson Correlation	.478**	.554**	.426**	.469**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	150	150	150	150	150

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

Source: From data analysis

Source: SPSS Correlation result output, 2020

Table 4.8 presents the correlation matrix of the study variables. For interpreting correlation coefficient intervals: 0 to 0.20 corresponds to a very weak relationship; 0.21 to 0.40 corresponds to a weak relationship, 0.41 to 0.60 corresponds to a moderate relationship, 0.61 to 0.80 corresponds to a strong relationship, and 0.81 to 1.00 corresponds to a very strong relationship, Cohen (2003).

Significant positive correlations were observed between the Independent variables and the Dependent variables. Among indicators of the independent variables of nature of job, career

advancement, pay and benefit and interpersonal relationships with the variables of employees' job satisfaction (Kennedy, 2008)

The study findings were subject to correlation analysis to determine the relationship between Job satisfaction and the independent variables. The study used Pearson's correlation coefficient in order to quantify the strength of the relationship between the variables. The Pearson product moment correlation coefficient determines the strength of linear associations between two variables and is denoted by r which can take a range of values from +1 to -1. A value of 0 indicates that there is no association between two variables, a value of greater than 0 indicates a positive association that is as the value of one variable increases so does the value of the other variable. A value less than zero indicate a negative association that is the value of one variable increase the value of the other variable decrease.

Table 4.8 reveals a significant positive correlation between nature of job and job satisfaction ($r = .836$, $p < 0.01$), followed by career advancement ($r = .706$, $p < 0.01$) interpersonal relationships ($r = .695$, $p < 0.01$), pay and benefit ($r = .678$, $p < 0.01$). Among the independent variables nature of job, career advancement and interpersonal relationships are strongly positively correlated with job satisfaction, while pay and benefit moderately positively correlated with job satisfaction. According to Bartz 1999, $r = 0.8$ or higher interpreted as very high correlation, $r = 0.6-0.8$ interpreted as strong correlation, $r = 0.4-0.6$ interpreted as moderately correlated, $r = 0.2-0.4$ interpreted low correlation and 0.2 or lower considered as very low.

4.4 Regression Analysis

The regression analysis was conducted to know by how much the independent variable explains the dependent variable. It is also used to understand by how much each independent variable explains the dependent variable there for ,regression analysis of the independent variable and Job satisfaction was conducted and the result of regression analysis are presented as following:

Table 4.9 Regression analysis Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.870 ^a	.757	.751	1.56587	.757	113.139	4	145	.000	1.741

a. Predictors: (Constant), Pay Benefit, Career Advancement, Interpersonal Relationships , Nature of Job

b. Dependent Variable: Job Satisfaction

Source: from data analysis

The regression analysis model summary shows that with F-value of 129.731 and p-value <0.000 the model has a good fit.

R² is a measure of how much of the variability in the outcome (in this case Job satisfaction) is accounted for by the predictors (i.e. factors of Job satisfaction). As shown in the above table, R² value is 0.757, which means that the mentioned factors of job satisfaction as a whole causes 75.7 % of the variation in the employees job satisfaction. This suggests that the model is quite significant in explaining the variances. The significance result at p < 0.05(0.000) provides support for the significant. Moreover, it is possible to see that there are other 24.3 % contributing factors for job satisfaction of employees in the organization. This is left for other researchers to conduct further research.

Table 4.10 Regression Analysis (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1109.638	4	277.410	113.139	.000 ^b
	Residual	355.532	145	2.452		
	Total	1465.170	149			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Nature of job, career advancement, Interpersonal relationships, Pay and Benefit.

The above ANOVA table, demonstrates the overall model significance, and this board help us to make sure the above model (on model summary table) is statistically significant predictor of the outcome i.e. employees job satisfaction and it is evidenced that the model is statistically predictor of employees' Job Satisfaction for the reason that the p value is less

than .001 therefore, a significant amount of employees is influenced by the job satisfaction dimensions which constitutes nature of job, career advancement, Pay and benefit and Interpersonal relationships. Furthermore, it can be concluded as, the overall regression model is significant, $F= 113.139$, $p < .001$, $R^2= .691$ (i.e., the regression model is a good fit of the data).

Table 4.11 Regression Coefficients of job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.256	.736		3.066	.003
	NJ	.556	.069	.572	8.045	.000
	CA	.338	.063	.285	5.326	.000
	IPR	.187	.093	.125	1.998	.048
	PB	-.029	.077	-.019	-.379	.705

a. Dependent Variable: JS

The Beta (β_1) coefficients which is 0.556 is standardize regression coefficient which indicates that there is a change in standard deviation in the predicator variable (Nature of job) will result a change of 55.6%standard deviation in the dependent (job satisfaction).As the value if positive and significant, then there is a positive relationship between the predictor (Nature of Job) and the outcome.

The Beta (β_2) coefficients which is 0.338 is standardize regression coefficient which indicates that there is a change in standard deviation in the predicator variable (Career advancement) will result a change of 33.8 %standard deviation in the dependent (job satisfaction).As the value if positive and significant, then there is a positive relationship between the predictor (Career advancement) and the outcome.

The Beta (β_3) coefficients which is 0.187 is standardize regression coefficient which indicates that there is a change in standard deviation in the predicator variable(Interpersonal relation)will result a change of 18.7 % standard deviation in the dependent (job

satisfaction).As the value if positive, then there is a positive relationship between the predictor(Interpersonal relation) and the outcome.

The Beta (β_4) coefficients which is -0.029 is standardize regression coefficient which indicates that there is a change in standard deviation in the predicator variable (Pay and benefit) will result a change of 2.9 % standard deviation in the dependent (job satisfaction).As the value if negative, then there is a negative relationship between the predictor (Pay and benefit) and the outcome. But it's not significant

The regression model equation is, therefore, $y = B + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4$

Where: B=Constant and $b_1 - b_4 =$ beta values for each variable

When the values from the table are computed, the equation then, the regression model becomes: Job satisfaction(Y) =2.256+0.556*(x1) +0.338*(x2) +0.187*(x3) + (-0.029)*(x4)

The above table shows that all independent variables except pay and benefit factors (sig.value=0.705)), the remaining factors are statistically significant since sig. value = 0.00<0.05, and are making a significant contribution to the prediction of the model

Table 4.12 Hypothesis

Hypothesis	Type of hypothesis	Description of the hypothesis	Finding
H1	Ha	There is significant and positive relationship between Nature of job and job satisfaction.	Accepted
H2	Ha	There is significant and positive relationship between career advancement and job satisfaction.	Accepted
H3	Ha	There is significant and positive relationship between Interpersonal relationship and job satisfaction.	Accepted
H4	Ha	There is not significant and negative relationship between pay and benefit and job satisfaction.	Not supported

From the results in Table 4.12 it is observed that except pay and benefit the other variables, nature of job, Carrier advancement and interpersonal relationship have significant contribution to job satisfaction of employees

H1: Nature of the job has significant effect in determining employee job satisfaction. Similar results found that, Nature of the work performed by employees has a significant effect on their level of job satisfaction; Griffen, 2009) Therefore it can be concluded that nature of work for the above researchers has significant or positive effect on job satisfaction which means that job satisfaction is achieved for jobs which are found to be interesting to employees.

H2: Career advancement has significant effect in determining employee job satisfaction. Kreitner and Kinicki (2004) mentioned that job satisfaction and the promotion positive relationship relies on supposed fairness by employees. A lot of people will experience satisfaction when they think that they have good future opportunities. Therefore, it can be concluded that career advancement has positive and significant effect on job satisfaction.

H3: Interpersonal relationships have significant effect in determining employee job satisfaction. Riordan and Griffith (1995) found that a positive relationship among co-workers improves the rate of job satisfaction. Their research shows that friendship network among coworkers influence the outcomes of workplace and increases job satisfaction.

According to Robbins (2003), supportive colleagues are also another factor that is positively related to job satisfaction. Due to the considerable amount of time that employees spend in their job, their colleagues are part of their everyday lives. Friendly and supportive co-workers can increase an employee's job satisfaction.

H4: There is not significant and negative relationship between pay and benefit and job satisfaction. However, a survey conducted by Young et al., (1998) in the public sector failed to identify any significant relationship between pay and satisfaction. Similarly, the study by Brainard (2005) amongst postdoctoral researchers found pay and benefits to be weakly associated with job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

This chapter presents summary of the major findings, conclusion, recommendations of the study and implications for future research will be addressed, based on the analysis of the research data, the discussion, and the interpretation of the findings in the previous chapter.

5.1. Summary

This study had one major objective: To examine the determinant factors of employees Job satisfaction. A case of Ethiopian Civil Service University, It had four specific objectives which were to determine the satisfaction levels of nature of job, Career advancement, interpersonal relationships and pay and benefit of Ethiopian Civil Service University staff employees. A descriptive research design was used and data was collected by use of questionnaires administered to administration staff of Ethiopian Civil Service University. Stratified random sampling and purposive random sampling were used in sampling design. Systematic sampling was used with proportional allocation on the four strata. A sampling frame with a total population of 650 with four strata consisting of numbering procurement 150, The HRM 40, the students' service section 265 and the general service staff stratum 195 served as the target population.

Pilot survey was done on a sample of 15 members of staff who were not involved in the main study. Pilot survey made sure that the questionnaire was clear to respondents, trained two field workers and helped to estimate response rates and completion times. Piloting assisted the study to obtain some assessment of the question's validity and the likely

reliability of the data that was to be collected. Descriptive statistical methods with measures like distribution tables, frequency distribution, and central tendency were used on data collected from questionnaires. The data was collected by a questionnaire based on literature. The questionnaires were dropped and picked taking approximately two months to achieve the minimum sample of 150 respondents. The data was then coded, cleaned and then thematised. This was then analyzed using the Statistical Package for Social Sciences (SPSS) version 25.0. The three major approaches of data analyses used were descriptive statistics, inferential statistics (Pearson's Correlation Coefficient) and standardized multiple regressions. A sample of 150 employees from Ethiopian Civil Service University filled in a five-point Likert scale questionnaire which was divided into three sections. Section A included demographic factors, section B tested the predictor variables (Nature of job, career advancement, interpersonal relationships and pay and benefit) while section C tested the criterion variable (job satisfaction). A five point Likert scale assigned points 1,2,3,4 and 5 to terms not satisfied, somewhat satisfied, satisfied, very satisfied and extremely satisfied respectively

The results of the study indicated that more females participated in the research than males but by only a slight margin and more respondents were in the age of 30-40 years old adult this shows that most of the employees are productive work force, if the organization satisfies this group can meet the organizational goals and most of the employees who participated in the research earned less than Ethiopian birr 8:000 which explained a salary distribution is low.

Descriptive statistics indicated that nature of job presented the highest mean score in affecting employee satisfaction to Ethiopian Civil Service University staff. This was derived from satisfaction from conditions of the job itself. This was closely followed by career advancement and interpersonal relationships also moderately affected employee satisfaction whereas Pay and benefit had the lowest mean score . The results indicated that Ethiopian Civil Service University employees have low satisfaction with the pay and benefit provided.

At the same time, results indicated that nature of job and career advancement was quite high satisfaction to employees. Nonetheless, salary and benefits had a very low mean indicating employee lack of satisfaction and motivation. Descriptive statistics from the study showed positive trend of the variables.

Descriptive statistics in form of arithmetic means and standard deviation were computed for the dimensions of employee job satisfaction assessed by the questionnaire. It was observed that the mean values were the lowest. These were the areas which were most likely to be affected by low satisfaction. Therefore, it showed that Ethiopian Civil Service University staff in the current sample was most likely moderately satisfied.

Pearson Product Moment Correlation Coefficient was computed for determining relationships between independent variables (Nature of job, career advancement, interpersonal relationships and pay and benefit) job satisfaction. The results showed that there was statistically strong positive relationship between all the variables of employee job satisfaction. The results indicated that the relationship between pay and benefit and job satisfaction was low significant. The lowest value corresponded to pay and benefit while the highest value was nature of job.

From the R square value it is shown that 55.7% of variation in employees' job satisfaction is explained by the job satisfaction dimensions.

From the multiple regression analysis it is observed that nature of job, career advancement and interpersonal relationships dimensions have positive and significant impact on employees' job satisfaction. On the other hand pay and benefit have relatively not significant impact on employees' job satisfaction.

5.2 Conclusions

The results of this study indicate that administration employees in Ethiopian Civil Service University are low satisfied by pay and benefit and the variables contribute to a small extent in improving their job satisfaction. This means that if more focus is placed in pay and benefit

in Ethiopian Civil Service University management, there could be a resultant positive impact on university staff and hence result in higher levels of job satisfaction. However, the results of the findings may be specific only to Ethiopian Civil Service University and may not be generalized to other universities in Ethiopia.

Nevertheless, Ethiopian Civil Service University management may use the outcomes of the research study to check its current Human resource programs. This will be particularly effective if the focus addressed the needs of all administration employees with different job statuses. From the research, the mean values for pay and benefit were the lowest. This shows that employees are low satisfied. On the other hand, when the nature of work is conducive, workers are friendly, they are paid for what they work, and their job is secure; can grow within Ethiopian Civil Service University, their satisfaction then remains high.

5.3 Recommendations

Based on the findings and conclusions of the research the following recommendations were forwarded to improve and develop the employees' level of satisfaction in the Ethiopian Civil Service University managements.

The study indicated that the respondents are not fully satisfied with their nature of job. In order to enhance the organization should look further in the nature of the job that may affect employees' attitude and pave the way to make positive changes and improve employee attitude for a higher job satisfaction.

Ethiopian Civil Service University management should also provide the employees with more organizational freedom and respective autonomy. Employees' should participate in decision making so that they feel that their opinions are important for development of the organization. Some culture of celebration should be created in which channel of communications can be constructed to inform levels of management of employees achievements, assisting employees in overcoming obstacles and increase job satisfaction.

Lack of communication between employees in Ethiopian Civil Service University administration employees and management was found to be weak and should be improved. This would automatically increase satisfaction. Employees considered salary and benefits as inadequate for their needs.

Management should ensure that no large remuneration gaps exist among the different levels of activities. Furthermore, it should be equitable and performance linked. Above all, management should better the available pay and benefit to achieve higher and greater levels of employee job satisfaction. Consequently, pay and benefit should possess an objective criterion of performance which can be viewed by the employees as fair. This would be a powerful communication of trust and support to Ethiopian Civil Service University administration employees.

5.4 Future Research

This study examined employees' job satisfaction at ECSU administration staff employees by selecting specific variables. However, there are so many variables not included in this study. In addition, the researcher limited to administration support staff; academic staffs are not included in the study. Thus, it is recommended for future researchers to further assess factors affecting job satisfaction by incorporating additional variables. It is also recommended for future research to include academic staff employees.

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APPENDIX
ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
MA IN HUMAN RESOURCE MANAGEMENT

Dear respondents!

My name is Ashenafi Lemma; I am a graduate student at Addis Ababa University School of Commerce in HRM-Program. You are being invited to participate in a research study about determinants of employee job satisfaction in the case of Ethiopian Civil Service University. The objective of this research project is to investigate determinants of employee job satisfaction in ECSU. In order for the survey to give a true picture, your genuine response will have a great impact. So feel free and respond to the questions in the way you really feel. Your answer will be kept strictly confidential and will only be used for research purposes.

General Instructions

- There is no need for writing your name
- In all cases where answer options are available please make a tick mark (✓) in the appropriate box where the choice is appropriate for you.

Section A: Demographic characteristics

1. Gender: Male Female
2. Age group 20-30 31-40 41-50 50-60 60+
3. Marital status: Single Married Divorce Other
4. Educational Level: Certificate Diploma Degree MA/MSC
Other
5. Job status (work position) _____
6. Work experience in year _____
7. Salary :(1000-2000) (2001-5000) (5001-8000) (8001-12000)
(15.000+)

PART –TWO

The following questions are presented on a five point Likert scale. If that aspect is much better than you expect it could be choose 5 Extremely satisfied (ES), if that aspect is even better than you expected it could be choose 4 very satisfied (VS), if that aspect is what you would like it to be choose 3 satisfied(S), choose 2 somewhat satisfied (SS) and if that aspect is much poorer that you would like it to be choose 1 Not Satisfied (NS)

Please rate the following Statements by ticking “√” only one box on the right side with the response that you think best represent your feelings and/or attitudes

Dear respondent here is my address, contact me for any inconvenience

Name: Ashenafi Lemma

Email: ashelemma12@gmail.com .Thank you

Section B

No	Statement on the factor job of satisfaction How satisfied are you?	Not Satisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
A. Nature of work						
	1.the availability of resource and supplies needed for the work					
2	The available opportunities for improving your skills and knowledge in the course of your work.					
3	The job gives me a chance to use my personal initiative or judgment in carrying out the work.					
4	Communication of information about what is going on					
5	Availability of pleasant physical environment					
6	Provision of safety appliances at work place					
B. career advancement						
7.	Selection criteria of employees for the training are fair					
8.	The recognition I get for the work I do					
9.	opportunities for promotion or advancement					
10.	The praise I get for doing a good job					
11.	My company encourages and supports me for professional development					
12.	Promotion is based on individual's performance and ability					
C. Interpersonal relationship						
13	possibilities to receive assistance from co-workers when necessary					
14	Mutual Cooperation among people in the organization					
15	Free discussion between the superiors and					

	employees					
16	I am satisfied with the support I get from my co-workers					
D.Pay and Benefits						
17	I get decent income for the job I perform					
18	I am satisfied with the performance appraisal system of the company					
19	I am happy with my salary					
20	I am satisfied with the employee welfare and benefits offered by the company					
Section C						
Job Satisfaction Survey		Not Satisfied	Somewhat Satisfied	Satisfied	Vey Satisfied	Extremely satisfied
21	Communications seem good within this organization					
22	I receive necessary training to do my job well					
23	There is really chance for promotion on my job.					
24	Clear promotion criteria's are available in the organization					
25	I like doing the things I do at work					
26	My job is enjoyable					
27	I enjoy my co-workers					

Thank You