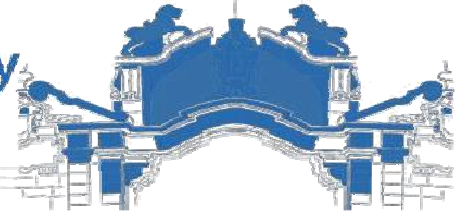




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**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MASTERS OF BUSINESS ADMINISTRATION PROGRAM**

The cause of job dissatisfaction of Employees in case of Ethiopian shipping and Logistics Service Enterprise (ESLSE) and Modjo Dry Port

**A Thesis Submitted to School of Graduate Studies of Addis Ababa University
in Partial Fulfillment of the Requirement for the Degree of Master in
Business
Administration in Management**

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Advisor: - Dr. Lakew Alemu

ADDIS ABABA, ETHIOPIA

April, 2021

Statement of Declaration

I, hereby, declare that, this thesis entitled “The cause of job dissatisfaction of Employees in case of Ethiopian shipping and Logistics Service Enterprise (ESLSE) and Modjo Dry Port” in partial fulfillment of the requirement of the Degree of Masters in Business Administration in Management with the guidance and support of the research supervisor. This study is my original work and that has not been presented for any degree or diploma program in this or any other university/institutions, and that all source of materials used for the thesis have been duly acknowledged.

Declared by: Dawit Getachew

Signature: _____

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis prepared by Dawit Getachew, entitled: The cause of job dissatisfaction of Employees in case of Ethiopian shipping and Logistics Service Enterprise (ESLSE) and Modjo Dry Port and submitted in partial fulfillment of the requirements for the Degree of Master Business Administration complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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List of Acronyms

CB= Compensation and benefits

CD= Career Development

EEI= Employee Engagement Index

ESLSE= Ethiopian Shipping and Logistics Service Enterprise

HQ= Head Quarter

HR= Human Resource

HRM= Human Resource Management

HRT= Human relation theory

JS= Job Satisfaction

MDP= Modjo Dry Port

MSQ= Minnesota Satisfaction Questionnaire

OT= over time

SHRM= Society for Human Resource Management

WE= Work Environment

r = Pearson Coefficient of Correlation

Abstract

Job satisfaction is a backbone of any organization. Employees are an asset of an organization needs to remain satisfied to achieve vision of the organization. The purpose of this study is to explore factors those influence employee job satisfaction in Ethiopian Shipping and Logistics service Enterprise and Modjo dry port. The study investigated the management-employee relationship, work environment, compensation and benefit and career development as the variable that cause job satisfaction or dissatisfaction.

This research is cross-sectional survey. Quantitative research design and correlation research approach applied for this study. A self-administered questionnaire was used for data collection from the employees of selected ESLSE and Modjo dry port different departments using Stratified Random Sampling techniques. 297 questionnaires distributed, all distributed questionnaire were collected and used for further analysis.

SPSS software was used to analyze the gathered data with Correlation analysis and multiple linear regressions. The dimensions of employee satisfaction assessed through reliability and validity tests using Cronbach's alpha tests to confirm that the model applied and the questionnaire design was appropriate. The result of the study showed that, strong and significant positive association between the management-employee relationship, career development, compensation and benefit, working environment with job satisfaction. Therefore, it's forwarded for the top management of the ESLSE and MDP management body to improve the above variables in the organization.

Key Words: management-employee relationship, career development, compensation and benefit, working environment and Job Satisfaction

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Human Resource is one of the most precious assets that every organization had. A failure or success of a company success highly depends on satisfied/dissatisfied employee within the organization. Increasing employee's satisfaction within the organization results in increased employee motivation towards their activity; So that motivated employees perform their task with a great commitment. These will result in increase a company performance, less turn over, increased customer satisfaction, less absent and create a competitive organization in general. As Omah and Okechukwu (2019) stated, positive and negative attitudes of employees arises from job satisfaction/dissatisfaction level that the employee perceives from its organization, a committed work force who are satisfied with their work improves organizational performance, decrease absenteeism, low turnover and creates high positive staff morale among employees. Sree and Satyavathi (2017) stated, the dynamic nature of business environment imposes several challenges to organizations so that satisfying its employee is one of the major challenges to cope up with the changing environment and to stay in the competition. By providing good working condition the business has to satisfy its employees in order to increase efficiency, effectiveness, productivity and job devotion of employees (Sree & Satyavathi, 2017). Employees are the most important asset of the organization; stand to be very significant components that determine the driving force of strength of the organization; furthermore, to deliver substantial quality services, the organization requires satisfied and excellent employees otherwise if the employees of an organization are not satisfied and excellent in their job, it would not be able to deliver substantial quality services. (Subramaniam & Basheer, 2017)

The definition of satisfaction has been given by many authors in their studies. It was found in the study of Ali (2016) that Job satisfaction is a pleasure felt developed after ones' expectation or desire or requirement have been met, how much an individual

pleased, comfortable or satisfied with his/her job. Robert Hoppock (1935) also defines job satisfaction as, a person to say satisfied truthfully with his/her carrier the combination of three aspects has to be maintained i.e. psychological, physiological and environmental circumstances. As well as Feldman and Arnold (1983) describe job satisfaction as, "Job satisfaction will be defined as the amount of overall positive affect (or feelings) that individuals have towards their jobs".

From the stated definitions of Job satisfaction by different authors, there are two aspects identified. The firstly, Job satisfaction is an internal emotion of a worker which is unseen but expressed by sense of own pleasure or a positive feeling individuals develops towards their job. Secondly, not a single factor that causes satisfaction to occur but a combination of psychological, physiological and environmental situations that leads to satisfaction.

This study aimed to identify the cause of job dissatisfaction of Employees in Ethiopian shipping and Logistics Service Enterprise and Modjo dry Port. ESLSE is one of the most influencer of our country (Ethiopia) economy. Sezer and Abasiz (2017) described Logistics Company as "The logistics industry, which exhibited great development during recent years globally, is the Lifeblood of economies".

Ethiopian Shipping and Logistics Services Enterprise (ESLSE) is one of the oldest public enterprises in the Country. The Enterprise has celebrated its 50th year anniversary since its establishment as the former Ethiopian Shipping Lines Enterprise on 17 May 2014 in Djibouti. The Enterprise acquired its present name and organizational setup following the merger of three public enterprises, which used to operate as separate entities as Ethiopian Shipping Lines Share Company, Dry Port Services Enterprise and Maritime and Transit Services Enterprise. ESLSE provide International Marine Transport and Coastal services to and from Djibouti Port, through the Ports of: China, Gulf and Indian sub-Continent, Korea, Singapore, Japan, Indonesia and South Africa. Shore handling services at Djibouti branch with its CLT (Container Lifting Trucks), trucks, truck trailers, tractors and forklifts of various machineries. Also Multimodal and Uni-modal service provisions of import and export cargoes. In addition, facilitating Dry port as a point of destination to Ethiopian's imports and a point of consolidation for exports, where goods are loaded and

unloaded; goods temporary storage, un-stuffed/stuffed made ready for transport, and release to their destinations.

Modjo Dry Port is the largest port among the nine (Semera, Diredawa, Hawasa, Kality, Gelan, Kombolcha, Woreta, Mekele) dry Ports in Ethiopia. As the largest port in the country, Modjo Dry Port handles about 80 % of the nation's import and export of goods and has a capacity to accommodate 17,539 TEU (twenty equivalent unit) containers at a time. Currently MDP annual container handling capacity has reached up to 136,038 TEU and for more handling capacity by the aid of World Bank expansion activities are under construction.

As Melash (2018) stated in his study, Ethiopian Shipping and logistics Service Enterprise (ESLSE) is one of the organizations which face with high rate of employee turnover in the last few years and this leads to poor organization performance which in turn affects on organizational effectiveness. When employees release the organization, it create work over load to other coworker this will affects the company performance until the position is occupied by hiring competent employee. The organizations spend lot of money on the recruitment and training of new staff members each year due to high turnover rate. There are numerous complaints from the customers regarding the performance of employees at the ESLSE, for lack of service quality and long delay periods for enterprise services, this may due to service delivery by unsatisfied employee. The tendency of employee's to release the company may also due to dissatisfaction of workers on their job. The study of Alam and Asim (2019) which was conducted on the level of employee satisfaction and turnover intension in different hospital found in Pakistan, Karachi, by collecting data from 400; states that, the intention of employee's to leave or stay in the organization is mainly related with satisfaction as a main factor.

Generally the emphasis of this research paper is to discover the main factors that help to create the concern of employees towards his/her job. So, this study will help the supervisors and organizations to better understand about causes of employee dissatisfaction hence help the organization to develop satisfaction level of employees and how effectively they can encourage their employees to carry out their job.

Therefore, studying of the job satisfaction of those who work in Ethiopian Shipping and Logistics Service Enterprise and MDP is very crucial as their activities highly affect the economy of a given country and also as their satisfaction determine their performance as well to reduce turnover intension. In order to meet the perception of employee's it is important to identify factors those affect employee's satisfaction level within the company (ESLSE and MDP).

1.2. Statement of the Problem

Managers of the company and HR agents need to know how to handle loyal employee by ensuring satisfaction and committed workforce to the organization. Measuring employee satisfaction is one of the major concern areas of Human resource. After measuring the satisfaction level of the employees a concerned body should be take a necessary corrective action towards improvements of aspects of satisfaction identified. As a precondition in order to increase customer service quality, responsiveness and increasing productivity ensuring employee's satisfaction as high as possible is important for companies (Sageer et al., 2012).

Having satisfied employee or lack of it has an impact on productivity and employee – management relationship; workers whom feel rewarded and enjoy their job realize the success of the any organization. Ended whenever lacking satisfied employee in the company at the same time, it will be difficult to find interested employee to be hired in the company from marketplace (Javed et al., 2014).

Compensation is a tangible and intangible reward which employees gain from their organization; salary as one component of benefit, it must be fair as per the contributions of the employees which helps to rise a sense of ownership for the employee also non-financial rewards has to be provided for employees for their contributions (Yamoah, 2014). In most studies a reward in the form of pay/money was taken as the only effective way to satisfy employee but in contrast to these conclusion in the study of Odunlade (2012) revealed that money is not always effective means of motivating employee. Divide motivation into two as extrinsic and intrinsic; the Extrinsic motivation such as pay and benefits and controlled by an external factors and intrinsic motivation which arise

from the work itself, therefore, money is not the only effective way to motivate behavior, monetary rewards are not compromising intrinsic motivation in most work settings (Ogunlade,2012). A combination of monetary benefit and the work itself has a positive significant effect on employee satisfaction. Irrespective of the size of an organization, profitability level, or market share staff motivation and cd (career development) crucial strategic considerations for all organizations (Kefelegn, 2016). In addition to motivating employee, Shujaat et al (2013) states, career development is crucial at individual and organizational level because it is not possible to plan for the career without identifying the needs of organization and competencies of employees. Career development activities such as commitment to professional development, development opportunities, for learning and professional growth and training for skill development are among important factors to increase employees' motivation.

Whenever there is a good harmony between supervisor and subordinate, the satisfaction level increases. The following studies identified as supporting this connection. Tsitmideli et al (2016) stated that, the relationship developed between supervisors and coworkers affects job satisfaction as a main factor; they also proved that subordinates' psychology affected positively whenever recognition of the work and open communication exists with their supervisor. Supervisors has a major role such as identifying which areas of their employees need to be improved, encouraging employees to join the training program and facilitating conditions to apply the learned skills upon their job; in absence of supervisor "the transfer of training process cannot be successful" so that providing effective and efficient supervisory support could enhance job satisfaction (Qureshi & Hamid, 2017).

A relationship between Work Environment and Employee job satisfaction as explained by Ramli (2019) work environment (WE) has a positive significant effect on increasing job satisfaction; A communication made between leaders and employees and between employees will creates satisfied employee, a satisfied employee will have enhanced performance. When there is a good communication developed among staffs the team working spirit will lead to better performance which collectively help organization in maximizing their profit and customer satisfaction. Again the study of Agbozo et al (2017) approved

that as the working environment one of the most crucial factors which influences the level of satisfaction as well as employee's motivation; work environment determines robustly the productivity level of employee's within the organizations.

Maslow's hierarchy of needs according to Gawel (1997), still had a broad applicability in business world. Additionally Khan et al., (2010) argued that, the foundation for job satisfaction theory is laid by Maslow's hierarchy of needs; as this theory is the first motivation theory. Maslow identified five levels in his need hierarchy (Luthans, 2011:163).

1. Physiological needs: The needs of hunger, thirst, sleep, and sex are some examples.
2. Safety needs: security need/physical protection
3. Love needs: corresponds to the affection and affiliation needs.
4. Esteem needs: The needs for power, achievement, and status are some of this level.
5. Needs for self-actualization: People who have become self-actualized are self-fulfilled and have realized all their potential.

Barling (1977) in his critical review of the application of Maslow's motivation theory in industry identified that, the application of Maslow's theory to the industrial situation makes a basic whenever the knowledge of all respondents on the subject assumed to be same.

sila and sirok (2018) studied factors of employee satisfaction in a transportation and logistics services company and stated that Unlike in other sectors such as healthcare, education, public administration, the police, the army and tourism, as well across industries, research into employee satisfaction is underdeveloped in the field of transportation and logistics.

ESLSE (Ethiopian Shipping and Logistics Service Enterprise) had a huge responsibility of delivering services for importers, exporters and investor i.e. sea-transport and as a logistics hub for imported/exported goods. To contribute more to the rapid economic growth of the country, the company has to improve and upgrade organizational capacity to become competitive shipping and logistics organization.

ESLSE, as a public enterprise with high responsibilities in connecting the country with the rest of the world in trade, requires updating itself on its internal improvement needs and employees' satisfaction and to remain competitive and deliver effectively on its mandates by providing better services to meet its employees' expectation and with commitment to embrace an employee focused management culture.

Since most of empirical research studies conducted using qualitative method were focused on factors such as monetary benefit, job security, staff supervision, value conflict, unfairness, lack of control, performance appraisal, promotional opportunities, communications, work load, insufficient reward, company policy, working condition, recognition and motivation determines as the main causes of Job dissatisfaction. This study used quantitative method, to contribute additional knowledge in the context of management relationship with employee job satisfaction as a cause of satisfaction in case of ESLSE and MDP, as it is directly connected to their success and growth at work and that may employee behaviors are largely a function of the way they are managed. Other variables such as work environment, career development and compensation and benefit in relation to employee satisfaction in ESLSE and MDP also under study. From the above arguments, ESLSE, as a unique public enterprise with high responsibilities in connecting the country with the rest of the world in trade, requires updating itself on its internal improvement needs and employees' satisfaction. This study investigate the current satisfaction of employees on terms and conditions of employment and employees' perception in the ESLSE and MDP so that proposes strategies to increase employee satisfaction and recommendations for improving organizational performance and thereby increase customer satisfaction.

1.3. Research Questions

- ❖ Is there a relationship between management and employee job satisfaction?
- ❖ How career development affects employee job satisfaction?
- ❖ Does compensation and benefit has impact on employee job satisfaction?
- ❖ What kind of association exists between working environment and employee job satisfaction?

1.4. Objectives of the Study

1.4.1 General Objective

The main objective of the research is to determine the causes of employee job dissatisfaction in Ethiopian shipping and Logistics Service Enterprise head office and Modjo Dry Port.

1.4.2 Specific Objectives

The study is targeted to achieve the following specific objectives.

- ✓ To evaluate the relationship between employees with Management and job satisfaction of employees.
- ✓ To assess the relationship between career development and job satisfaction of employees.
- ✓ To evaluate the relationship between compensation and benefit with job satisfaction of employees.
- ✓ To assess the relationship between working environment and job satisfaction of employees.

1.5 Significance of the Study

Ethiopian shipping and logistics service enterprise is one of the native huge public enterprises merged from three organizations and established under ministry of council regulation no. 255/2011. Now days under this company there are branches of port and terminal located in different places of the country to facilitate the import and exports of goods. There are nine dry ports under ESLSE located in Ethiopia throughout different parts of the country. Modjo dry port is the largest of all by handling 80% of imported cargo of the country. The main Services delivered by this port are: handling the import-export good, loading and unloading import-export goods, containerizing goods and unpacking containerized goods, serving as a temporary storage place, custom clearance service, banking and insurance service.

ESLSE, as a public enterprise with high responsibilities in connecting the country with the rest of the world in trade, requires updating itself on its internal improvement needs and employees' satisfaction. As the main logistics center MDP has to update itself through maximizing employee satisfaction.

The study enables the organizations (ESLSE and MDP) to identify their employees' job dissatisfaction levels and may help to formulate more effective strategy that enhances their employees' motivation, quality of supervision and promotion scheme and there by increases their competitiveness. It serves us a reference material for both human resource practitioners and the organization.

1.6 Scope of the study

This study was limited to employees who work in Head Office of Ethiopian Shipping Logistics Service Enterprise (ESLSE) and Modjo Dry port. It does not consider the entire dry port branch offices (Kombolcha, Woreta, Semera, Kality, Gelan, Diredawa, Mekele and Hawasa) of the enterprise and the paper covers the cause of job dissatisfaction. The study variables also limited to Management – employee relationship, Career development, Compensation and benefit and Work Environment as a factor which affects level of employee satisfaction.

1.7 Limitation of the study

There were two basic limitations identified in this study. First is, the data was collected from certain group of employee's in the enterprise (ESLSE and MDP) so that it might not be a representative of other Logistics company. Secondly, there were limited recent literatures on job satisfactions in Ethiopia specifically in the context of Logistics Company.

1.8 Organization of the Study

The paper is organized in five parts. The first chapter relates to the introduction to the study, a description of purpose and the significance of the study. It also highlights the research objectives and scope of the study. The second chapter covers related literature review of published study. This is done to establish a theoretical foundation for the study. The third chapter shows the methods which used to answer the research questions and fulfill the purpose of the research. Next to that, the fourth chapter focuses on the data analyses and presents the research findings. Finally, the last chapter ends by forwarding conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature Review

2.1.1 Human Resource Management Definition

HRM (Human Resource Management) is broad in scope that covers all aspects of how employed people in organization and how they are managed. Multiple activities covered by human resource management such as SHRM (strategic human resource management, human capital management, knowledge management, organization development, resourcing (human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations and employee well-being (Armstrong, 2010).

2.1.2 DEFINITION AND IMPORTANCE OF JOB SATISFACTION

Job satisfaction is one of the most important phenomena within an Organization because many issues ranging from job design to leadership are developed. Different authors have distinctive approaches towards job satisfaction definition. A few of the foremost commonly cited definitions on job satisfaction are analyzed within the content that follows. Locke (1976) defines Job satisfaction as, a positive emotional state or pleasurable feeling arising from better performance of own task and job experience. Again Luthans (1995) define Job satisfaction as “a result of employees’ perception of how well their job provides those things that are viewed as important”. Level of job satisfaction of individuals may differ even in the same organizational setup because of their perception.

2.1.3 Theories of Job Satisfaction

There are different theories endeavoring to explain job satisfaction in the literature, among these theories, major ones are categorized into: content theories, process theories, Affective Event Theory, Job characteristics theory, scientific management, human relation and Organizational Justice theory.

Unutmaz (2014) stated that Content theories distinguish factors leading to job satisfaction or dissatisfaction and recommend that job satisfaction come true when employees' need for growth and self actualization are met by their job; Process theories attempt to describe the interaction between factors for job satisfaction and explain job satisfaction by looking at how well the job meets one's desires and values.

2.1.3.1 Content Theories

2.1.3.1.1 Maslow's Hierarchy of Human Needs

Among fundamental different motivational theories Maslow's hierarchy of need is one of the leading. According to Maslow's theory, human needs divided into five categories, "Physiological or Basic Needs", "Security or Safety Needs", "Belonging or Affection Needs", "Esteem or Ego Needs" and "Self-Actualization Needs". According to Maslow, before proceeding to the next layer of the hierarchy people has to satisfy the lower level of need. As an example: when basic needs like food, shelter etc (physiological needs) are satisfied then security needs followed, in the same way other order of needs followed until self actualization meet. Each worker of an organization prefer to move to the next level after achieving the needs they want as per their desire in the low level, then, the old need loses its significance since it is fulfilled (Unutmaz, 2014).

2.1.3.1.2 The ERG Theory

Existence-Relatedness-Growth Theory was Clayton suggested by Alderfer (1969). As Alderfer concluded, needs could be categorized into three classes instead of five. These are: existence needs or psychological and safety needs; growth and relatedness needs; Existence needs are more related to Maslow's physiological and safety need classifications; Relatedness needs are similar to Maslow's belongingness and esteem needs which involve interpersonal relationships; Growth needs are associated with Maslow's esteem and self-actualization needs which is similar with the attainment of one's potential (Barnet & Simmering, 2006). This theory doesn't consider Safety/ security need and esteem or ego need when compared with Maslow's hierarchy of needs.

Alderfer and Maslow's theories are related with one another, but Alderfer (1969) recommended that when a person is ceaselessly incapable to meet upper-level needs, the lower

level needs ended up the major determinants of their motivation. In other words, the ERG theory contrast from the hierarchy of needs in which it recommends that lower-level needs must not be totally satisfied before upper-level needs become satisfied (Burnet & Simmering, 2006). Opposed to Maslow's Theory, ERG theory states that the upper layer of the need may satisfy before the lower one. Alderfer also expressed that people are motivated by moving forward and inverse between these levels (Ramprasad, 2013). But, in the case of relatedness satisfaction increases, growth wants tend to increase whereas existence desires decrease (forward movement). (Unutmaz, 2014)

2.1.3.1.3 McGregor's Theory X & Theory Y

Theory X and Theory Y presented by Douglas McGregor, compares managers and employees relationship through diversified assumptions. (De Cenzo & Robbins, 1994). Theory X mainly assumes that, employees dislike work and have tendency to avoid it. This kind of individual must be persistently controlled and threatened with discipline in order to succeed the desired aims. According to Theory Y, employees who are responsible and committed for their job have self-direction or self-control (Gerçeker, 1998). According to McGregor, Theory Y is considered as more substantial and more job involvement, autonomy and obligation; given workers, increase individual motivation (De Cenzo & Robbins, 1994).

2.1.3.1.4 Herzberg-Two Factor Theory

Frederick Herzberg (1959) has introduced two-factor theory of motivation. According to Herzberg, the motivation factors are divided into two dimensions, "motivators" and "hygiene". Certain factors that could directly motivate employees and cause satisfaction are intrinsic factors. Herzberg calls these factors "motivators" which give the intrinsic satisfaction, and leads to self-actualization and grow. The motivators are based on individual perceptions and internal feelings; such as achievement, experience, the work itself, responsibility, changing status through promotion and opportunity for growth and advancement. Whereas, "hygiene" factors, which lead to extrinsic satisfaction and cause dissatisfaction, include; supervision, inter-personal relationships, recognition, manage-

ment, company policy and administration, promotion, salaries and benefits, status, job security and physical working environment (Waheed, 2011).

According to Herzberg's two-factor theory, the main determinants of employee satisfaction are intrinsic factors, because employees are motivated to obtain more of intrinsic values. If the motivator factors are not available by the institution, employees will be dissatisfied, as, dissatisfaction is caused by hygiene factors. Absence of hygiene factors contribute to job dissatisfaction but their existence may not contribute to satisfaction. When the hygiene factors are not fulfilled, dissatisfaction occurs but they do not motivate individuals (Ghafoor, 2012).

According to this theory, extrinsic factors such as improvement of salary, benefits and safety will prevent employees from becoming dissatisfied but will not motivate them to exert additional effort toward better performance (Barnet & Simmering, 2006). But changing the intrinsic factors by providing some factors such as autonomy, opportunities, responsibility, recognition, skills and careers will help to motivate workers, so that it is better for managers to focus on such alternatives.

On the other way, Herzberg's motivation-hygiene theory is also criticized on certain points. The theory does not clearly state the differences between the satisfaction and dissatisfaction. These two factors are called motivators and hygiene. Any factor that causes dissatisfaction may contribute to satisfaction for any other country. Since people have different needs and expectations, this difference is hard to put into effect. According to researcher having opposite view, only motivator or hygiene cannot predict level of satisfaction (Stello, 2011).

2.1.3.1.5 Need for Achievement and Basic Needs Theory

Theory of Need for Achievement was developed by McClelland (1951, 1961) and Atkinson (1964). According to this theory individuals' needs are divided into three psychological needs .i.e need for affiliation, for power, and for achievement. The need for affiliation refers a desire to establish social relationships with others. The need for power predicts a desire to control one's environment and influence others. The need for achievement indi-

cates a desire to set challenging goals, take responsibility, and obtain performance feedback (Garrin 2014).

The main conclusion of this theory is that when one of these needs is strong in an individual, it has the potential to motivate that individual behavior leads to its satisfaction. Therefore, managers have to focus to develop an understanding of to what level of their employees has these needs, and to what extent their job structured to satisfy their needs (Higgins, 2011).

2.1.3.2 Process Theories of Job Satisfaction

2.1.3.2.1 Expectancy Theory

An American psychologist, Edward C. Tolman, presented “Expectancy Theory” in the 1930s. Expectancy can be defined as a belief, which concerns a specific activity following by a specific outcome (Lunenburg, 2011).

This theory states that individual behavior is motivated by the expectations. A person can decides to behave in a way to achieve the desired reward, motivates himself/herself to select a specific behavior that will lead to the reward they desire for (Ugah and Arua, 2011). For example, if workers need more money to satisfy their needs, they have to work hard then they will receive more money for their need.

Victor Vroom (1960s) applied the ideas of behavioral research which was introduced by Tolman. This theory describes expectations in which a person's effort is determined by the outcomes in which expected and the values of outcomes in a person's mind (Liao, et al., 2011). In other words, the concept of expectancy depends on individual perception and behavior. Also, Locke (1976) states that needs are regardless of what the individual's wants, while values are subjective depending on the standards in the individual's mind. It implies that while individuals have similar basic needs, value of the needs contrasts as per individuals' standards. As indicated by Expectancy Theory, there is solid relationship between the effort, the performance, and rewards they get from their effort and performance. When employee's expected performance is an output of strong effort, performing better will be resulted in reward they become motivated (Lunenburg, 2011).

Vroom (1960) introduced three fundamental factors in his theory: expectancies, instrumentalities, and valences:

Expectancy: is the degree to how much individuals believe that putting much effort leads to a better level of performance.

Instrumentality: is the degree to how much people expect a given level of performance results in certain outcomes or rewards for their activities they perform;

Valence: is the degree to which the expected outcomes are attractive or unattractive. In contrast to the content theories, expectancy theory considers a complexity of motivation process so that it is not a simplistic approach as Content theory. Differently in contrast to the substance opinion, hope hypothesis recognizes complexities of inspiration measure so it's anything but a shortsighted methodology. Vroom's expectancy theory doesn't give explicit suggestions about the things that motivate workers, rather than; it provides a process, which reflects individual differences in work motivation as per the individual performance. Expectancy theory provides guidelines for enhancing employee motivation by defining the individual's effort-to-performance relation as well as expectancy and performance to reward expectancy (Lunenburg, 2011).

The concept of this theory is that if workers accomplish their task harder and put more effort and perform better at work, then they are rewarded or compensated. If expected compensation and actual outcome will not be balanced, this may lead employees to dissatisfaction. Worrell (2004) concluded that if employees receive less than what they have expected or feel and believe to have been threatening unfairly, and then dissatisfaction may occur. So that, managers should ensure their employees to believe that high effort will leading to valued rewards (Lunenburg, 2011). Vroom (1964) also pointed out that the job satisfaction from seven perspectives; compensation, the supervisor, the colleagues, the working environment, the job content, the promotion, and the organization itself.

In addition, Porter and Lawler in the late 1960s, more elaborate the Vroom expectancy model, which is called the Porter-Lawler Expectancy Model. In fact the basic concept of

the Porter-Lawler model was based on Vroom's model, the Porter-Lawler model was more complex than Vroom's. It states that increased effort for accomplishing the task does not immediately lead to better performance because individuals may not conduct the necessary abilities needed to achieve better level of performance, or they may lack positive perception or skill to perform necessary task which expected to do (Barnet & Simmering, 2006).

Job satisfaction is feeling of individual about different aspects or perceptions of his/her job. This feeling results from the balance between reasonable and fair outcomes of employee's perception. The concept of "frame of reference" refers to standards used while making an evaluation of employees' level of satisfaction. These standards developed from experiences and expectancies of employees at their work area and make comparisons and judgments using these references for evaluation (Sun, 2002).

2.1.3.2.2 Equity Theory

Equity Theory is a motivation theory but there are important points about satisfaction and dissatisfaction related to employees in their work area. According to Adams (1963, 1965), satisfaction is determined by the input for performing the task and the outcome balance. He concluded that, a balance between inputs and outcomes has to be aim of employees to satisfy. Inputs are factors that an individual try to capacitate him/herself such as educational level, experience, ability, skill, effort, responsibility, age and effort, in the other aspect outcomes are factors like work insurance, recognition, salary, opportunity, promotion, status, performance and good working conditions (Holtum, 2007).

The degree of equity is defined as the relationship between inputs and outputs in which employees make a comparison between their contributions with rewards. At this stage, if employees feel themselves as not being fairly treated or if the reward they get may under their expectation, this will result in dissatisfaction. If the rates of reward are low than others in comparison meaning inequality increases then employees try to increase their rewards through searching for other means of alternatives. If this is not, employee's decrease their contribution and performance. In the other way, if this rate is higher than another's rate, feeling of guilt may arise. Under-reward is one factor for dissatisfaction in

addition over reward also can lead to dissatisfaction and feeling of guilt (Al-Zawahreh & Al-Madi, 2012). By pointing out social comparisons, Adams's Theory made a significant contribution to motivation theory. Expectancy theories focus on the relationship between performance and reward but, Adams's theory proposed that motivation process is more complex and employees evaluate their rewards by social comparisons.

2.1.3.2.3 Discrepancy Theory

According to Discrepancy Theory, the difference that has been involved between received outcome levels and desired outcome levels determine the satisfaction level. When received reward or outcome level is below one's expectation outcome level, dissatisfaction may occur Katzell (1961) and Locke (1968) proposed that perceived discrepancy is important, and satisfaction is determined by the difference between wants and reward and what employee's expect to receive (Atasoy, 2004).

2.1.3.2.4 Job Characteristic Theory

Hackman and Oldman (1976) develop Job Characteristic Model. It concluded that job characteristics are the best indicator of job satisfaction, as per this assumption, job satisfaction is affected by interaction of task, workers and organizational characteristics (Green, et al., 2001). According to Job Characteristic Model, job satisfaction is categorized into three psychological states; experienced meaningfulness of the work, experienced responsibility for outcomes of the work, knowledge of the actual results of the work activities. Skill variety, task identity and task significance are the three experienced meaningfulness of job characteristics.

Hackman and Lawler (1971) studies provide a significant back ground for the study of the Hackman-Oldham model (1975), their model stated job characteristic approach with the six job classifications: 'autonomy, variety, feedback, task identity, friendship opportunities and dealing with others' (Atasoy, 2004).

2.1.3.2.5 Goal-Setting Theory

Locke and Latham developed Goal Setting Theory, according to this theory; goal setting is one of the most important components of job satisfaction for determination of employee satisfaction. Goal-setting theory explains in detail the importance of specific goals in gaining motivation and satisfaction. In goal setting process, in order to get satisfied on emotions and desires, people has to achieve goals (Luthans, 1995). One of the outcomes of the findings of goal setting theory is the higher performance necessitated by specific and difficult goal. In the other way, if effective feedback process exists goal setting would be most effective means. Therefore, it is better for manager to assess the reasons why objectives are reached or not, rather than giving punishment (Luthans, 1995).

2.1.3.3 Affective Event Theory

Cranny et al., (1992) define job satisfaction as "an emotion to a job that results from the one's expectation of actual outcomes with those that are desired ". According to this finding, job satisfaction is dependant up on the outcome that resulted from an activity accomplished by an individual. Emotional experiences around work area, used to evaluate satisfaction level partly not as a whole; To some extent satisfaction results from abstract thought about one's job which depends on individual perception; In the evaluation of Job satisfaction, both affective experiences and belief structures has a main role (Weiss & Cropanzano1996).

2.1.3.4 Job characteristics theory

To reduce employee turnover and absenteeism and create job satisfaction all important variables must exist in work settings; Motivation, satisfaction, performance and attendance have a positive correlation for those who have the strong desire for feeling of accomplishment and growth in their duties. In the contrary, Individuals who are low on growth need strength may feel uncomfortable to perform their job and dissatisfied (Khalil.A, 2017). Fulfilling important variable may not completely reduce employee turnover and absenteeism because satisfaction of an individual is highly dependent upon individuals' perception; the comfortable work setting for some individuals may not seems well for others based on their attitude.

2.1.3.5 Scientific management theory

J.Paramboor, et al., (2017) states about the theory of scientific management as time consuming, for reorganizing the institution, it needs mental revision which takes a lot of time for work, study, standardization of the firm and its specialization in addition, while making the organization productive workers give a lot of energy then suffer due to concentrating the overloaded activities within the organization; quality of the product and the institution may decline when excessive time and energy is consumed at work. The loss of excessive time and energy due to overloaded activities may lead to dissatisfaction so that managers need to assign persons based on their potential and readiness physically and mental qualities.

As stated by Boddy (2008), there are five basic principles of scientific management:-

1. “Use scientific methods to determine the one best way of doing a task, rather than rely on the older ‘rule of thumb’ methods”;
2. Suiting task needs with a person best much in physical and mental qualities to perform the specific job;
3. In order to follow procedures correctly teaching, training and developing the workers is very crucial;
4. To motivate employees use financial incentives to make them accomplish their goals and perform their tasks appropriately;
5. Making planning and organizing the responsibility of the manager rather than the worker.

2.1.3.6 Human relation theory

Cooley (2016) classifies human relations theory of organizations into three main components. “First, the theory places an emphasis on the importance of the individual”. In order to maximize the productivity of the workers it requires idiosyncratic characteristics of individual who responds to his or her environment; second, the association between workers which is not formal in the work place but important for workers that influences productivity level; the third is about importance of participative management workers are more happy and motivated to work appropriately and productive when engaged into important workplace decision.

HRT give priority for human being to be treated as a human being not like a machine (Chand, 2017). According to this theory human being is considered as a valuable asset of the company or the organization. Whenever human being is treated like human then motivated for more productivity that why this theory emphasis on treating human as human not a machine. An employee, informal organizations, and participative management are the three features of HRT; the main asset of the organization is their employees for skills they acquired; therefore employees has to be respected and treated well because it will leads them to high productivity (Tirintetaake, 2017).

2.1.3.7 Organizational Justice Theory

Cropanzano and Molina (2015), states “when workers believe that they have been treated justly, they tend to show higher job performance, better work attitudes, and lower levels of stress”. Justice categorized into three classes: distributive justice, procedural justice and interactional justice (Cropanzano & Molina, 2015).

➤ Distributive justice

Distributive justice infers the fairness in case of reward and resources distributed between employees in an organization. As Jasso et al., (2016), distributive justice encompasses three key actors: Allocator, Observer and Rewardee and four main terms: Actual Reward, Just Reward, Justice Evaluation and justice Consequences. Idea of the Just reward for the rewardee formed by observer; actual reward to the rewardee assigned by allocator; Justice or injustice of the actual reward received by the rewardee will be assessed by observer and generating the justice evaluation. A person may play one, or two, or all three parts of justice when justice maintained. Different studies has showed that unfair treatment or feelings of unequal treatment may leads to negative employee behavior such as theft; oppose to this feeling of equity most of the time leads to job satisfaction, commitment towards their task and organizational citizenship behavior (Hitt, et al., 2009).

➤ Procedural justice

Distributive justice focuses on the event outcomes but procedural justice focuses decision making processes used to determine the outcome (Quarles, 1994). To make substantive

decision, Procedural justice refers to the perceived fairness of the process and procedures (Taye, 2018). In his study Quarles (1994) states that, employee dissatisfaction may arise from the inequities or unfairness in the evaluation criteria for promotion and reward system. How fairly employees treated in the company will lead to Job satisfaction (Worrell, 2004). When employees are miss-treated in their job, loose opportunity they have to acquire or corrupted system in promotion or reward system leads to dissatisfaction, dissatisfied lost his/her commitment which may affect the productivity of the organization.

➤ **Interactional justice**

Bies (2001) states, other than distributive justice/formal outcomes and procedures of the outcome/procedural justice, individuals evaluate fairness in the form of social or communication criteria. Meaning that, they give attention to how they are treated by others. As broadly defined by Cropanzano and Molina (2015), Interactional justice categorized into two, interpersonal justice and informational justice; Interpersonal justice pertains to the dignity and fair transaction which would avoid personal attaches, refrain from unnecessary harshness and eschew bigotry; Informational justice, when things go wrong it is important for provision of relevant evidences. For mitigating negative feelings arise from unfairness such accounts are crucial and effective (Shaw, et al., 2003).

2.1.4 Factors that affect Job Satisfaction

The factors affecting job satisfaction are divided into two main the determinant factors: environmental factors and personal factors as per the study of Spector (1997). Working conditions, career development, rewards, supervision, co-workers and communication are among Environmental factors. Personal factors are demographic variables such as gender, educational level, and seniority. (Unutmaz, 2014)

2.1.4.1 Environmental Factors

Environmental Factors such as Salary, promotion, supervision, work, and co-worker assumed as main factors that can change the level of job satisfaction. Giving less attention to job satisfaction resulted in several difficulties in every organization; therefore, it is very crucial to recognizing impressive factors on job satisfaction and improves its levels to better satisfaction (Mehrad, 2016).

2.1.4.1.1 Working Conditions

Working conditions has a contribution towards job satisfaction; it consists of the physical and social conditions at the work. A worker want to accomplish their task in a comfortable, safe environment, a clean, modern and enough-equipped environment and work in good conditions such as appropriate temperature, lighting and noise. As an example, people can be disturbed at work area when they are distracted by noise such as telephones, conversations or crowding and absence of temperature or lighting causes strain (Unutmaz, 2014).

2.1.4.1.2 Career Development

If an organization lacks career development programs in its entire structure, it may lose talented employees through time. By only implementing a career development program organizations will not completely avoid all valuable talented employees, but they can decrease the risk of losing them, so this program is essential for all employers, those components of career development which are motivated employees are: Education, Capability, Network and Experience (Shaito, 2019).

2.1.4.1.3 Compensation and Benefits

Base-pay rewarding techniques is the only reinforcing traditional monetary reward systems, traditional monetary reward such as reinforce employees for walking up to the pay window or for opening an envelope. These traditional rewarding system or pay plans certainly have come up short of having the intended impact on improving employee performance at all level. Despite the problems with traditional pay approaches monetary rewarding system, money is still a very important reward to employees at all levels (Luthans, 2011).

Employees are motivated when Compensation and Benefits are related with their desire. It indicates what an employee wants after performing a certain task or activity. Certain studies categorize rewards into two categories as; extrinsic rewards and intrinsic rewards. Extrinsic rewards such as money, promotion and benefits and Intrinsic rewards include having a sense of achievement, being part of a team success, being appreciated by supe-

riors because of a good performance and feeling recognized. Employees Job satisfaction increases with all these feelings and returns (Unutmaz, 2014).

2.1.4.1.4 Supervision

A commitment between employee and organization mainly consists of attachment between employee and his/her immediate supervisor so that knowing Employees' thoughts and feelings about their immediate supervisors are important for employers. If supervisors are considered as supportive, helpful and kind people by their subordinates then the organization perceived as positive by employees. However, if supervisors do not have positive relationship as per employee's perception then the employees perceive the organization negatively (Emhan, et al., 2014).

2.1.4.1.5 Co-worker

In terms of job satisfaction, Interaction between employees working together is an important factor. Many workers meet their socialization needs within their organization since they spent most their time at work. As Locke stated, even though it is must not to make friendships, employees prefer to work with people being friendly, supportive, and cooperative and having the same values and expectancies with them. Although some people, do not like their job and spending time with their co-workers because they can't make them happy at work. In the other way, some employees face difficulties to get along with other workers, this may have a negatively impact on job satisfaction. Working alone may cause feeling senseless towards job because it creates the feeling of socially loneliness, and this may result in job dissatisfaction (Başar & Basım, 2015).

2.1.4.1.6 Communication

Communication within workplace between workers and supervisors is essential for organizations in terms of job satisfaction. According to Ozturk, et al., (2014), there are two different dimensions of internal communication in organizations formal/managerial and informal. Formal communication such as; giving oral presentation and giving feedback, on the other hand, informal interaction like; communication with each other determines dimensions of communication in the organization. Effective interaction and communica-

tion among staffs and supervisors is important to improve job satisfaction; on the other way, lack of communication among employees causes dissatisfaction.

2.1.4.1.7 Workload

An imbalance between environmental demands and individual capabilities leads to Work-related stress.

In order to describe this situation that rise from imbalance between environmental demand and individual capabilities the term of 'workload' is used. Spector (1997) defines workload as demands placed on the employee or workers by the job. Effort which requires both mental and physical ability is termed as Qualitative workload. For instance, having to lift heavy material and solving difficult mathematics problems both cause qualitative workload on employees. However, quantitative workload refers to the amount of work that the employee must do whether it is mental or physical activity, (Bos, et al., 2013).

2.1.4.2 Personal Factors

2.1.4.2.1 Gender

There are many studies studied the relationship between gender and job satisfaction. There are different outcomes about this issue. Some of them concluded that women are more satisfied than men are; some of them proposed the opposite, due to the fact that men and women have different social roles in the community so that they may have different expectancies at their job. For instance, women give more interest to working environment or comfortable condition and social relationship, but men are more satisfied with factors such as pay and promotion opportunities. This may be resulted from the difference in social role of each gender, in which expectancy of women are relatively less than men regarding payment or promotion are, so, women can be satisfied with more (Unutmaz, 2014).

2.1.4.2.2 Age

In the literature many studies examined the relationship between age and job satisfaction. Various types of age and job relationships have been reported across studies such as;

negative linear, positive linear, inverted U-shaped, U-shaped, or inverted J-shaped, or no significant relations. Such different assumptions or results have left the true nature of the relationship unresolved. In any studies age failed to explain a substantial proportion of linear variance in job satisfaction measure. This indicates that, age as a chronological variable, is not a feasible predictor of job satisfaction (Bernal, et al., 1998).

2.1.4.2.3 Educational Level

Most researchers in their study indicate that when the level of education increases, job satisfaction may decrease. Highly educated workers may predict more payment comparable with their educational level, so that they become dissatisfied with their work if it requires performing the repetitive tasks. Requirements/qualifications of jobs ought to be fitted with educational level of employee; in any case, if educational level of a employee is so high for requirements of the job, this may causes dissatisfaction. Among multiple reasons of dissatisfaction among highly educated people, one is to have higher levels expectation for their job (Green, et al., 2001).

2.1.4.2.4 Seniority

Seniority determines that, the duration of employees working in their jobs within the same organization. There are different studies and different conclusions on the relationship between seniority to job satisfaction. Some of studies states that as age increases the familiarity with work content and work environment also increase this may leads to increase of job satisfaction due to seniority develops. In the other way, some studies suggest that job satisfaction and seniority are oppositely correlated, as seniority increases job satisfaction decreases as shown in De Santis and Durst's study (Green, et al., 2001).

2.2 Empirical Literature Review

Etuk and Aloba (2014) indicated that, Determinants of job dissatisfaction among employees in formal organizations in Nigeria reported that both monetary benefits and job security had significant relationship with workers' job dissatisfaction. Specially, the study indicated that monetary benefits and job security function play a great role to remove dissatisfaction, while the absence of both factors may create dissatisfaction among employees. However monetary benefits in particular depict the most significant relationship with job dissatisfaction when compared to job security. No significant relationship observed between Staff supervision and employees' job dissatisfaction, implying that Staff supervision availability or unavailability will not significantly affect employees' satisfaction level. This study consisted of employees of the United Cement Company (UNICEM) by taking sample population for study, Mfamosing, in Cross River State, Nigeria. They used Explanatory research design To obtain data regarding factors that determine job dissatisfaction from subjects and the sampling method they adopted was the multistage sampling technique to select one hundred and twenty (120) respondents. By using chi-square analyses they suggested that the strongest factor to job dissatisfaction among the subjects of this investigation was monetary incentives. They recommended that giving due attention for monetary benefits and job security will be a result for both performance and overall output to be affected positively as well as employees' attrition from their job will be minimized to a lower level. In their study that (Jianguo and Frimpong, 2017) Job dissatisfaction is the psychological condition of an employee brought about by the unraveled conditions at work. Factors such as work load, lack of control, unfairness, value conflict and insufficient reward are some of the causes of Job dissatisfaction to happen.. It is said that, "job dissatisfaction is the loss of meaning in one's world". Employee's strength will be exhausted physically and emotionally due to prolonged stress and frustration. low productivity, high turnover rate and cost and poor employee morale in an organization is the result of exhaustion. 88% of the questioner that they distributed in the case of Barfuor Investment limited, a wood processing company in Ghana, indicated that the facets of job satisfaction such as Company Policy, Supervision, Relationship with the head, Working Condition, Salary and Relationship with co-workers significantly affect the level of job satisfaction among company workers. By using Microsoft

excel for analysis for reliability test to certify their credibility of an output. As per their conclusion, the private sector in Ghana employee dissatisfaction is one of the major concerns of every manager and that strategic solution should be used included whenever drafting organization policies, Herzberg's factor analysis regarding company policy gives due attention for a high destructive force associated with company policy may arise. In addition, in order to reduce causes of workers dissatisfaction availing salary competitive with related local market and improving managers – employee relation are significant in downsizing level of dissatisfaction; meaning increasing satisfaction. As Taye (2018) used a cross-sectional survey and quantitative approach to examined determinants of job satisfaction of employees in Ethiopian private commercial banks in Addis Ababa City, His study showed workplace environment, recognition, motivation, promotion and benefits has a significant positive association with job satisfaction. Therefore, he forwarded a recommendation for the top management of the private banks to implements a program to increase job satisfaction and as a result employee performance, it may lead to the added benefits for sustaining and improving its success in the banking sector. The researcher used Correlation analysis and multiple linear regressions model to analyze the gathered data with SPSS software.

2.3 Conceptual Framework

Under this chapter related literatures concerning JS were reviewed. The literature confirms that factors such as monetary benefit, job security, staff supervision, value conflict, un-fairness, lack of control, performance appraisal, promotional opportunities, communications, work load, insufficient reward, and company policy, working condition, recognition and motivation have an effect on job satisfaction or dissatisfaction. This chapter also identified other contributing factors that are linked to job as they are crucial in this study. The conceptual frame work developed for this study is presented as follows:-

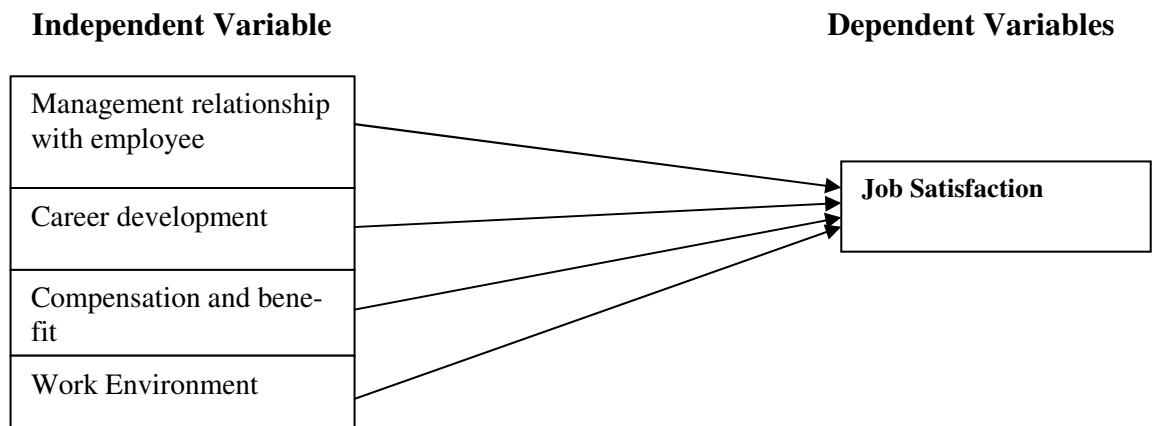


Figure 1: Conceptual framework

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This chapter discusses research methodology used in carrying out the study in Ethiopian shipping and logistics service enterprise head office and Modjo dry Port. It consists of research design, research approach, data type and source, data gathering technique and instruments, population and sampling techniques, methods of data analysis and ethical issues of the study.

3.1 RESEARCH DESIGN

The research design used for this study was Quantitative in Nature. Creswell (2012) stated, quantitative research is a type of research in which the researcher decides what to study, asks specific narrow questions, collects numeric (numbered) data from participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner. Quantitative methods are research techniques that are used to gather quantitative data, data that can be sorted, classified, measured (MacDonald & Headlam, 2008). Also Apuke (2017) states that, “a quantitative research method deals with quantifying and analysis variables in order to get results; It involves the utilization and analysis of numerical data using specific statistical techniques to answer questions like who, how much, what, where, when, how many, and how”. To achieve the objectives, therefore the study adopts a quantitative research approach, as the methodology to provide a quantifiable statistical analysis of the responses to the survey.

3.2 Research Approach

The objective of this study was to identify causes of job dissatisfaction so that to assess the relationship between the independent variables and Job satisfaction. The independent variables are working environment, compensation and benefit, career development and management quality and the dependent variable is job satisfaction.

Hence, to understand and to study the relationship between the dependent and independent variable of the study objective, the type of research design used for the study was correlation research design. According to Reid (1987) Correlation research used for study to determine whether there is a significant association between two variables. In order to predict an outcome from one or more variables, to identify type of association between the factors and explaining complex relationships of multiple factors and predicting an outcome from one or more predictors correlation research method is useful, as stated by Creswell (2005). Therefore, regression analysis was used to investigating the relationship among the variables and the influence of independent variables on job satisfaction.

3.3 Data Type and Source

Both Primary and secondary source of data were used to undertake the study. The information gathered through questionnaires from chosen respondents for primary data. According to Ajayi (2017), “primary data is one which is collected for the first time by the researcher while secondary data is the data already collected or produced by others”. Primary data was obtained from top management and employees of Ethiopian Shipping and Logistics Service Enterprise and Modjo dry port through questionnaire. Secondary source on the other hand, was collected from printed materials, company reports and books. The works of other researchers and publications (mainly, journals, thesis, and on-line resources) and Internet also used.

3.4 Data Gathering Technique and Instruments

The questionnaire was used to gather the primary data from the employees of the ESLSE head office and Modjo dry port. For the purpose of this study, close question items were used to measure dependent and independent variable. The Likert-type scale method used to the range of responses: strongly disagree, disagree, Neutral, Agree, and strongly agree, with a numeric value of 1-5, respectively.

As job satisfaction is something that individuals perceive in an organization, the measuring instrument used in this research therefore structured in such a way that data on individual’s perceptions were gathered. The measuring instrument can be described as a self-

report questionnaire, which the participants have to indicate the degree to which they agreed or disagreed with each statement in every dimension in the questionnaire.

The questionnaire totally consist 48 questions. The questionnaire composed of three parts: Questions on personal characteristics of respondents, general questions on employee satisfactions and questions on the variables (Management relationship with employee, Career development, Compensation and benefit, work environment). To collect data, the questionnaires were adapted from the model used by the Society for Human Resource Management (SHRM) and Minnesota Satisfaction Questionnaire (MSQ).

Minnesota Satisfaction Questionnaire is one of the popular measures of job satisfaction in use developed in 1967 by Weiss and Associates (Prando, 2006). As stated by Worrell (2004), Minnesota Satisfaction Questionnaire used to measure employee's level of satisfaction in specific aspects of employees. The MSQ was used to measure the dependent variable Satisfaction.

In addition to MSQ, the SHRM model used to measure the independent variables. The SHRM model has four aspects of employee job satisfaction comprehensive with dimensions which host a number of subareas within each dimension. Those major aspects are employee Relationship with management, Career development, Compensation and Benefits and Work environment. Among many activities SHRM undertakes is Employee Job Satisfaction and Engagement annual Survey. The purpose of employee survey is to identify factors that influence overall employee satisfaction and engagement in the workplace (SHRM, 2014). This information helps to provide insight on employee preferences and highlight key areas for organizations to consider as they develop and enhance initiatives for organizational improvement. In addition to English language, the questionnaire was translated into Amharic Language to reduce language barrier.

3.5 Sampling Design

3.5.1 Target Population

The sampling units of this research paper were 297 sample respondents from a total of 1,151 employees (726 from Ethiopian Shipping and Logistics Service Enterprise, head

Office and 426 from Modjo Dry Port). Therefore, representative sample of these employees calculated based on formula for sample size determination.

3.5.2 Sampling Frame and Sampling Technique

The researcher use cross-sectional survey to assess employees' satisfaction from strata of employees of ESLSE in its various sectors, departments, sections, and gender composition picked randomly from the strata using Stratified Random Sampling techniques. Stratified sampling technique described by Taherdoost (2016) as

“Stratified sampling is where the population is divided into strata (or subgroups) and a random sample is taken from each subgroup. A subgroup is a natural set of items. Subgroups might be based on company size, gender or occupation.” All departments in ESLSE head office and MDP addressed in order to gain relevant data using probability sampling techniques to select a sample from this population.

3.5.3 Sample Size

Among 1152 total employees of Ethiopian Shipping and Logistics Service Enterprise and Modjo dry port, employees under 34 different departments, the researcher used the following formula to determine the sample size which is developed by Yamane (1967).

$$n = N / (1 + N(e)^2)$$

Where:

N= population size =1152

n= sample size

e= level of statistical significance set (5% =0.05)

Therefore, the sample size (n) = $1152 / (1 + 1152 * (0.05)^2) = 1152 / 3.88 \approx 297$

As indicated above to determine the sample size, this study was employee a confidence interval of 95%. The justification for this is that to have manageable sample size by considering the resources and time constraints and also to determine the sample size of each stratum using proportionate sampling as follows:

$$n_i = (n * N_i) / N$$

Where:

n_i = sample of i^{th} strata

n = targeted sample = 297

N_i = population of i^{th} strata

N = Total population = 1,152

Based on the above formula to determine the sample size of each stratum is describes as follows.

Table 1: Sample size determination

ESLSE, Head Office			
No.	Department	Number of population each	Sample select from $(n_i = (n * N_i) / N$)
	CEO		
1	CEO staffs	9	2
2	Change management	11	3
3	Ethics and Follow up	2	1
4	Gender and social affair	5	1
5	Internal audit	10	3
6	Legal, Insurance and claims department	18	5
7	Planning and business development department	15	4
	Corporate Service		
8	Corporate Service staffs	4	1
9	Corporate communication Service	9	2
10	Finance and Accounts	153	39
11	Human Resource Management and development	35	9
12	Information Communication and Tech-	35	9

	nology		
13	Procurement Department	26	7
14	Property administration and General service Department	103	26
	Freight Forwarding Service		
15	Freight Forwarding Service Sector Staffs	3	1
16	Marketing and special support	6	2
17	Multimodal	79	19
18	Uni- modal	39	10
	Port and terminal service		
19	Port and terminal service staffs	4	1
20	Inland port operation coordination department	19	5
21	Port and Facility Development Department	22	6
	Shipping Service Sector		
22	Shipping Service Sector staffs	2	1
23	Commercial department	60	15
24	DPA department	2	1
25	Operation department	25	6
26	Technic department	30	8
Total		726	187
Modjo Dry Port			
27	Branch Manager Office	9	2
28	ICT	5	1
29	Port safety and security	52	13
30	Terminal operation	148	38
31	Technique	129	33
32	Finance	15	4

33	General Service	50	13
34	Clearing Operation	18	5
Total		426	110

Therefore, the researcher select a sample of 19 from CEO staff, 93 Corporate Service, 32 Freight Forwarding Service, 12 Port and Terminal Service, 31 Shipping Service Sector from ESLSE (HQ).

From Modjo dry port; 2 from Manager Office, 1 from ICT, 13 from Port safety and security, 38 from Terminal operation, 33 from Technique, 4 from Finance, 13 from General Service, 5 from Clearing Operation. In general, a total of 297 sample size; 187 from ESLSE and 110 from MDP were under study.

3.6 Method of Data Analysis

The data has analyzed using statistical techniques to analyze the information, as this study is quantitative in nature. The data was entered and analyzed using SPSS 25 version. The dimensions of employee satisfaction were assessed through reliability and validity tests using Cronbach’s alpha tests. “Cronbach’s alpha is one of the most widely used measures of reliability in the social and organizational sciences” (Bonett & Wright, 2014).

Correlation analysis statistical tools were used to align with the objectives of the research. Regression analysis employed to determine the effect of independent variables on dependent variable. Thus, both the strength of the relationship between variables and the influence of independent on dependent variable assessed.

3.7 Validity and Reliability

3.7.1 Validity

Ghauri and Gronhaug (2010) states, validity is how well the collected data represents the area under study. Validity also defined by other author as “measure what is intended to be measured” (Field, 2005). Validity is all about the collected data whether it covers the study area in appropriate manor or not. There are four types of validity: Internal validity, External validity, Construct validity, and Statistical conclusion validity (Leary, 2004).

Internal Validity: As described by Morse, et al., (2009) “the primary focus of internal validity is on the relationships between variables”. The effect between independent and dependent variable studied on how the findings match with the reality. As this specific study is correlation to measure the effect between dependent and independent variables this validity is addressed. The findings under this study are also strongly supported by different theory and reality under related studied fields.

External Validity: Calder, et al., (1982) explains external validity, across different measurements, persons, organizations, settings and times whether or not an observed causal relationship should be generalized. It refers to the observed study sample can be generalized from sample to population, organization or settings. The larger the sample size the more confident to generalize from sample to population. Therefore, this validity is addressed by taking adequate sample that can represent the population.

Construct Validity:

construct validity attempts to ensure that a scale used to test the collected sample has to representative coverage of the content and process the constructed questionnaire; the score interpretation has to generalize sample of assessed tasks (Brown, 2010). The researcher tried to address this validity test to produce expected outcome through literature review and adapting instruments used in previous research and also collect data to demonstrate that the empirical representation of the independent variable.

Statistical Conclusion Validity: this type of validity used to examine the extent to which conclusion derived using statistical procedure because for qualitative study statistical test is not employed (Taye, 2018). Since statistical conclusion validity is used for qualitative research, this specific study doesn't consider this issue because the research approach applied was quantitative in nature.

3.7.2 Reliability

The reliability of test scores measures the extent to which the variables under study are consistent across different occasions of testing, different editions of the test, or different raters scoring the test taker's responses, in addition it explains “the relationship between

questions, problems, or tasks in the test and the reliability of the scores” (Livingston, 2018). In the social and organizational sciences Cronbach’s alpha reliability is one of the most widely used measures of reliability of the study variables (Cronbach, 1951). Cronbach’s alpha is referred as a measure of “internal consistency” reliability, in which it describes the reliability of a sum (or average) of q measurements where the q measurements may represent q raters, occasions, alternative forms, or questionnaire/test items (Bonett & Wright, 2014).

Table 2: Reliability measure of the Variables

Scale	No. of item	Alpha
Employee relationship with Management	7	0.793
Career development	6	0.725
Compensation and benefits	6	0.780
Work environment	6	0.772

Source: SPSS output of survey, 2020

3.8 Ethical Considerations

In all perspectives academic writing researchers must develop right behavior in conducting and disseminating their research outcome (Blumberg, Cooper & Schindler, 2005). Those ethical principles have to be conducted through a sound and morally acceptable manner and exercised accordingly. Research ethics is important in our daily life research endeavors and requires that researchers should protect the dignity of their subjects and publish well the information that is researched (Fouka & Mantzourou, 2011). One other ethical measure exercised by researcher is treating the respondents with respect and courtesy (Leary 2004). The data analysis procedures also need ethical measures to be followed. To ensure the reliability and integrity of the model, the accuracy of encoding of the survey responses was checked. This was carried out to ensure that the statistics generated from the study are truthful and verifiable (Leary 2004).

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This study attempted to examine the Relationship between Employee relationship with Management, Career development, Compensation and benefits, work environment and Job Satisfaction. Under this chapter the findings of the study were presented and analyzed. The questionnaire was used the Likert-type scale method to measure the range of responses: strongly disagree, disagree, Neutral, Agree, and strongly agree, with a numeric value of 1-5, respectively. In order to conduct statistical analysis these five scales are treated as interval scale.

In order to assess the relationship between dependent and independent variables, Correlation and regression analysis was conducted. A total of 297 (187 ESLSE (HQ), 110 MDP) questionnaires were distributed to employees and 297 (100%) questionnaire was obtained valid and used for analysis. By using SPSS 25 software the collected sample data were presented and analyzed.

4.2 Demographic Background of the Respondents

The demographic profile of respondent employees presented as per their gender, age, levels of education, and years of service in the organization. In order to characterize personal profile of the respondents descriptive statistics was performed.

4.2.1 Age

As table 3 shows below, those respondents whose age is less than 35 years consists of 65.3% of the total sample size. 7.4 % is consisted by those whose age is 46 to 60. Hence it indicates that the age composition of the ESLSE and MDP is dominated by relatively young population.

Table 3: The Age Composition of Respondents

		Frequency			Percent	Valid Percent	Cumulative Percent
Valid		ESLSE (HQ)	MDP	Total			
	less than 35 years old	130	64	194	65.3	65.3	65.3
	35 - 45 years old	45	36	81	27.3	27.3	92.6
	46-60 years	12	10	22	7.4	7.4	100.0
	Total	187	110	297	100.0	100.0	

Source: SPSS output of survey, 2020

4.2.2 Gender

Table 4: The Gender Composition of Respondent

		Frequency			Percent	Valid Percent	Cumulative Percent
Valid		ESLSE (HQ)	MDP	Total			
	Female	77	20	97	32.7	32.7	32.7
	Male	110	90	200	67.3	67.3	100.0
	Total	187	110	297	100.0	100.0	

Source: SPSS output of survey, 2020

Regarding gender composition of the respondents, the females contribute 32.7% of the total participants and the remaining 67.3% is consists by male respondents.

4.2.3 Level of Education

From the total respondents of the First degree holders have a lion share which is 62.6% of the respondent and Masters Holder contributes 21.2% of respondents. The remaining 16.2% is coming from diploma holders and High school complete. Table 5 summarizes the educational level of the respondents.

Table 5: Educational Level of Respondents

		Frequency			Percent	Valid Percent	Cumulative Percent
Valid		ESLSE (HQ)	MDP	Total			
	High school complete	0	32	32	10.8	10.8	10.8
	Diploma	8	8	16	5.4	5.4	16.2
	First degree	126	60	186	62.6	62.6	78.8
	Master's degree	53	10	63	21.2	21.2	100.0
	Total	187	110	297	100.0	100.0	

Source: SPSS output of survey, 2020

4.2.4 Work Experience

The respondents whose experience is between 1-5 years consists highest share 53.9% of the total sample size. 43.1% respondent is consisted by those whose experience is between 6-15 years of experience. From the total respondent 1.3% is covered by those respondents who worked less than a year. The remaining 1.6% respondent is covered by employees who work above 16 years.

Table 6: Work Experience

		Frequency			Percent	Valid Percent	Cumulative Percent
Valid		ESLSE	MDP	Total			
	less than 1 year	4	0	4	1.3	1.3	1.3
	1-5 years	95	65	160	53.9	53.9	55.2
	6-15 years	83	45	128	43.1	43.1	98.3
	16-25 years	4	0	4	1.3	1.3	99.7
	more than 25 years	1	0	1	0.3	0.3	100.0
	Total	187	110	297	100.0	100.0	

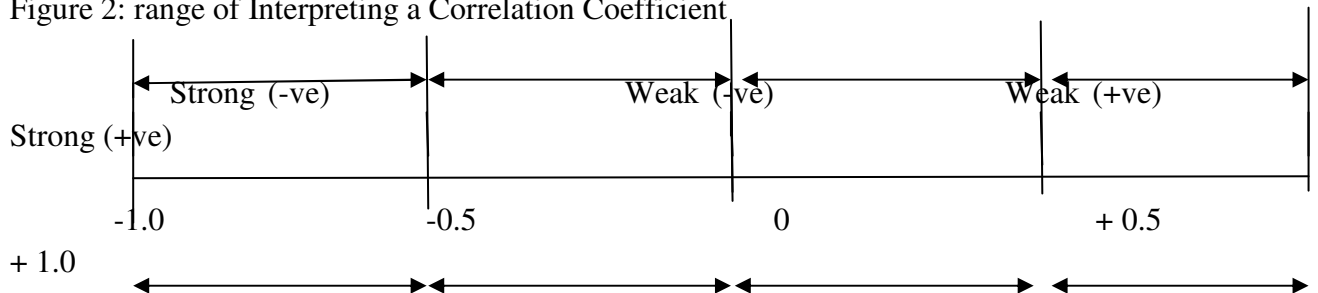
Source: SPSS output of survey, 2020

4.3 Correlation Analysis

Correlation used to quantify the degree and direction to which two variables are related, the coefficients of the computed correlation indicates how much the variable changes over the other variables; the direction of the association represented by (+,-) signs (OIC-CPOS, 2015). Correlation doesn't indicate a causation effect between the study variables but “explores the type (positive, negative or none) and degree of association (magnitude of closeness) between two variables” (Senthilnathan, 2019).

The range of correlation coefficient ranges from -1 to 1. The value closer to absolute value of [1], indicates strong association between correlated variables, when the values get closer to zero there is little or no relationship between the variables. Gogtay and Thatte (2017) indicates strength and direction of correlation, the range of Interpreting a Correlation Coefficient, by measure, the correlation coefficient based on its value as shown in Figure 2 below.

Figure 2: range of Interpreting a Correlation Coefficient



(Source: Gogtay and Thatte, 2017)

Table below presents the correlation analysis to show the relationship between the study variables of both organizations.

Table 7: Correlations Matrix

		employee satisfaction	employee r/ship with management	career development	comp and b
employee satisfaction	Pearson Correlation	1	.676**	.596**	
	Sig. (2-tailed)		.000	.000	
	N	297	297	297	
employee r/ship with management	Pearson Correlation	.676**	1	.562**	
	Sig. (2-tailed)	.000		.000	

	N	297	297	297
	Pearson Correlation	.596**	.562**	1
career development	Sig. (2-tailed)	.000	.000	
	N	297	297	297
	Pearson Correlation	.512**	.480**	.591**
compensation and benefits	Sig. (2-tailed)	.000	.000	.000
	N	297	297	297
	Pearson Correlation	.598**	.485**	.630**
working environmnet	Sig. (2-tailed)	.000	.000	.000
	N	297	297	297

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

Source: SPSS output of survey, 2020

As the above table 7 shows , the Correlation coefficient between employee satisfaction and Employee relationship with management is found to be positively correlated, strong and significant ($r = 0.676$, $p < 0.001$). Similarly positive, strong and significant correlation coefficient found between Career development and employee satisfaction ($r = 0.596$, $p < 0.001$). Also a strong and significant correlation coefficient exists between Compensation and Benefits and employee satisfaction ($r = 0.512$, $p < 0.001$). There was a strong and significant Correlation coefficient between working environment and employee satisfaction ($r = 0.598$, $p < 0.001$) was found.

All of the four independent variables (Employee relationship with management, Career Development, Compensation and Benefits and Working Environment) correlate Positively, strong and significant with the dependent variable employee job satisfaction in the case of ESLSE and MDP. This shows an improvement in all dimensions of the four independent variables would lead to a high employee satisfaction in the organization.

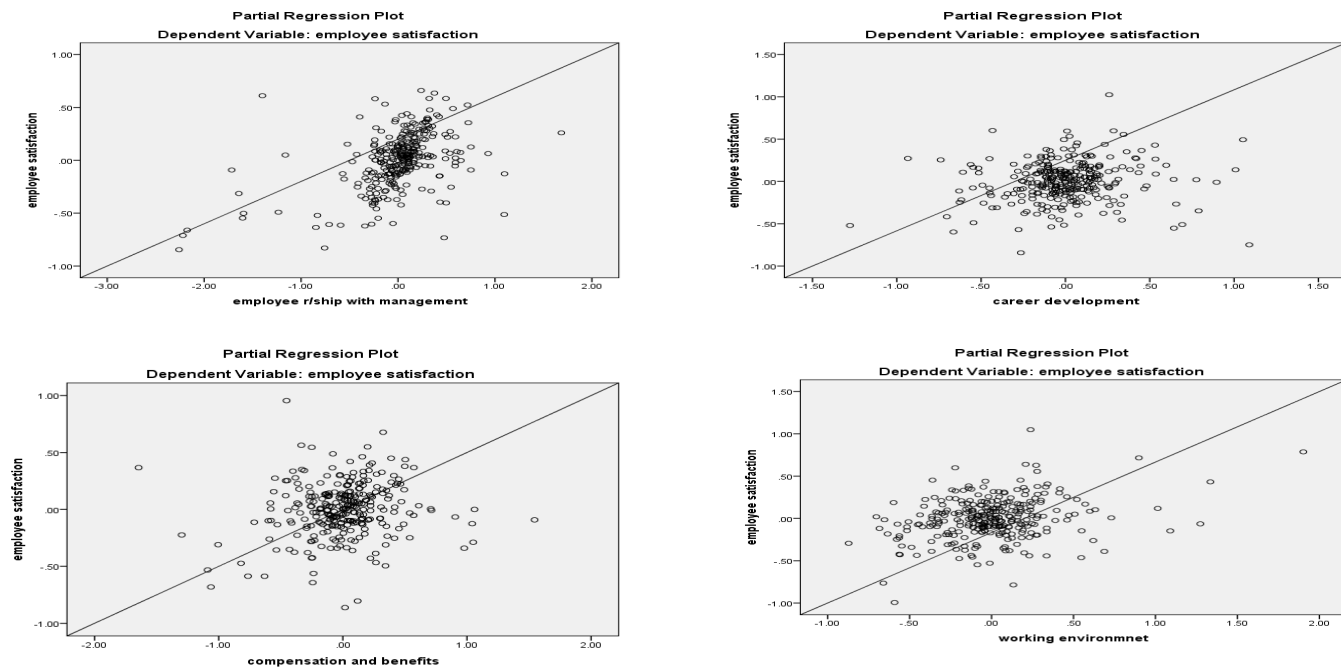
4.4 Tests of Assumptions of Regression Analysis

According to Kumari and Yadav (2018), running a linear regression used to ‘define and quantify’ a data set then to identify the relationship between the dependent and independent variables under study. Based on this assumption: the linearity, Normality of residual variables, Autocorrelation, Homoscedasticity and Multi collinearity between variables were checked and the results shown as follow:

4.4.1 Test for linearity

To see the relationship between dependent and independent variables test for linearity was conducted. The linearity test was used to identify if there was linearity between dependent and each of independent variables. The following figure presents linearity test for the study variables for each independent variable association with dependent variable.

Figure 3: linearity test



4.4.2 Multi Collinearity

According to Daoud and Jamal (2017), variance inflation factor (VIF) is a tool that used to measure and quantifies how much variance is inflated; VIF equal to 1 indicates no correlation, VIF value between 1 and 5 ($1 < VIF \leq 5$) moderately correlated and VIF greater than 5 predicts high correlation between the variables. Variance inflation factor above 5.0 suggests problems with multi collinearity between independent variables. Tolerance is the magnitude of variability between independent variables that is not explained by other variables; tolerance value less than 0.1 suggests problems with multi collinearity (Daoud & Jamal 2017).

Table 8: Test of Multi Collinearity

No.	Independent variables	Collinearity Statistics	
		Tolerance	VIF
1	Employee r/ship with management	0.630	1.588
2	Career development	0.452	2.212
3	Compensation and Benefits	0.612	1.633
4	Working Environment	0.572	1.749
Dependent Variable: Job Satisfaction			

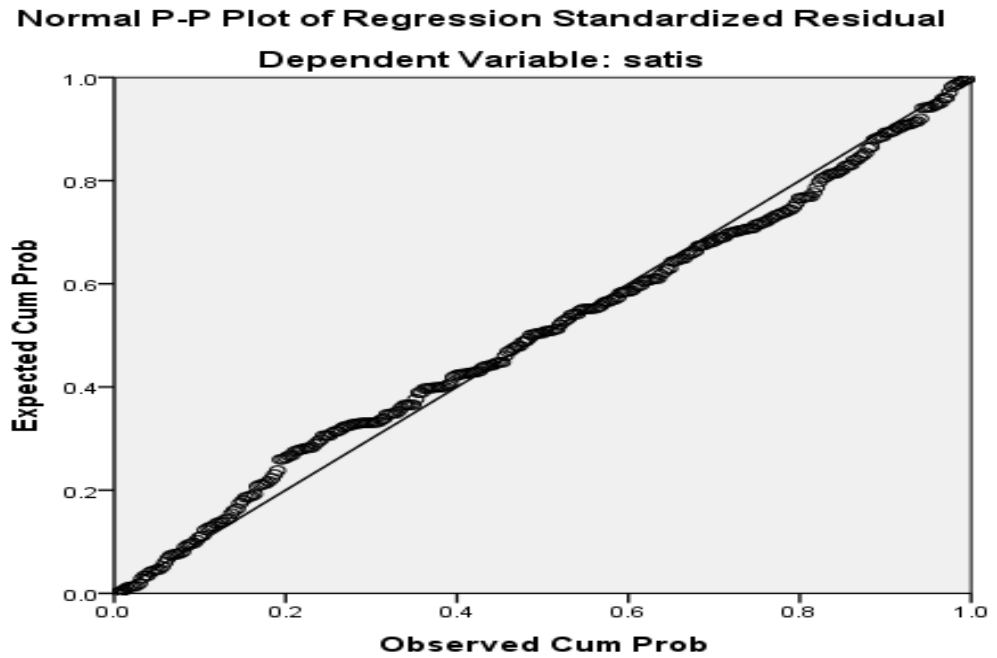
Source: SPSS output of survey, 2020

Multicollinearity is not the problem of this model as indicated in the above table. Variance inflation factor (VIF) of the model for all independent variables is much less than 5.0 and the tolerance is greater than .10. The value of Variance inflation factor (VIF) ranges, between 1.588 to 2.212 and the tolerance value of the variables ranges between 0.452 and 0.630. Therefore, there is no multicollinearity problem between the variables and the predictors are free of correlation among them.

4.4.3 Test of Normality

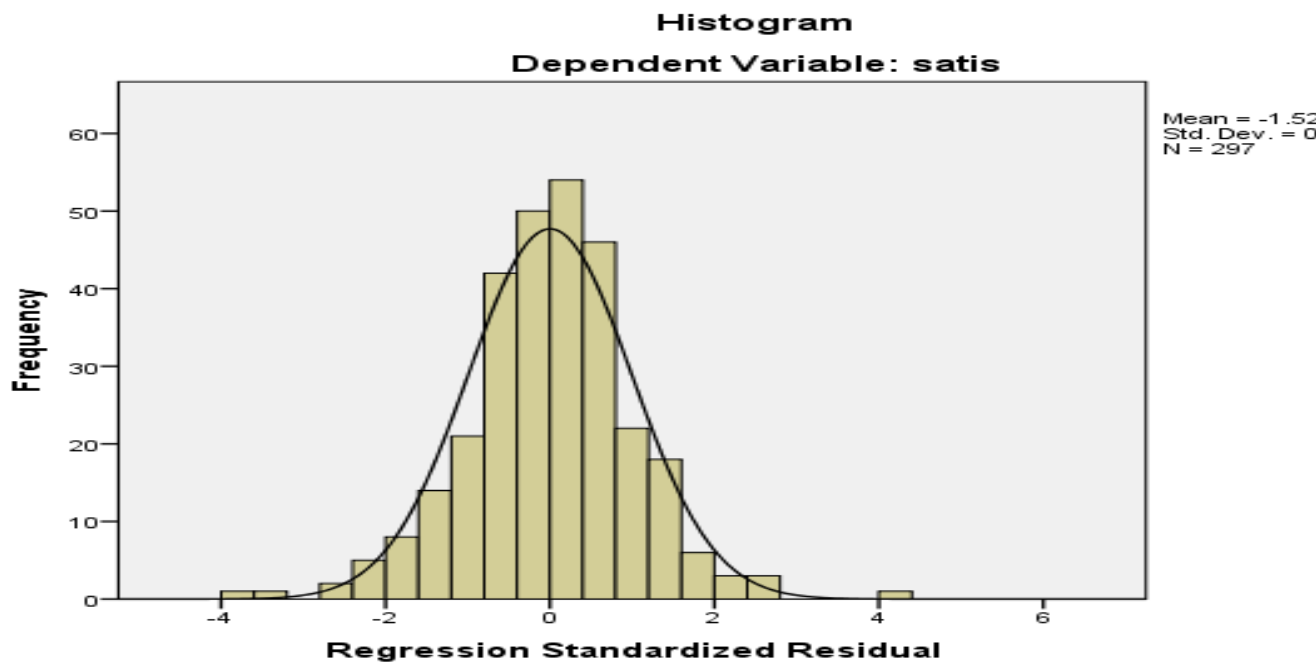
Regression analysis considers variables have normal distributions; otherwise non-normally distributed variables distort the relationship and significance of the test; To test the assumption there are different methods that gives information about normality of the study variables such as ‘visual inspection of data plots, skew, kurtosis, and P-P plots’; the Outliers can be identified through visual inspection of histograms or frequency distributions, or by converting data to z-scores (Osborne & Waters 2002). These study was used both histogram and P-P plot (Normal Probability Plot/graph) for assessing the normality of the test. By very few assumptions histogram predicts consistent estimations of any function so that it is one of graphical tool in statistical practice (scott, 2008). When Population distribution normally distributed the points on p-p plot lay straight diagonal from bottom left to top right and when the curve on histogram seems bell curve it provides the information that population is normally distributed (Zerihun, 2018). As the below figure 4 provides, the straight line in this plot indicates normal distribution, and the points represent the observed residuals. Also figure 5 similarly shows, the population distribution was normal.

Figure 4: Normal P-P Plot of Regression Standardized Residual



Source: Source: SPSS output of survey, 2020

Figure 5: histogram that shows the normal distribution of population



Source: SPSS output of survey, 2020

4.4.4 Autocorrelation

A linear regression assumes that, errors of the model developed for analysis are not correlated in other way, when errors are correlated they are known as ‘autocorrelated or dependent’; When autocorrelation occurs, the outcome of the analyses and the conclusions drawn from them are likely to be misleading (Huitema, et al., 2006). To test whether there were autocorrelation or not, the popular Durbin- Watson test was conducted.

The value of Durbin- Watson ranges between 0 and 4; when the value is 2 indicates no autocorrelation; when less than 2 there is positive correlation. When greater than 2, successive error terms are negatively correlated (“Durbin–Watson statistic,” 2020).

Figure 6: **Durbin-Watson autocorrelation**

Model	Durbin-Watson
1	1.888 ^a

Source: SPSS output of survey, 2020

a. Predictors: (Constant), WE, CB, mngt, CD

b. Dependent Variable: employee satisfaction

The above figure indicates Durbin- Watson value as it is closer to 2, there were no autocorrelation problem in the test.

4.4.5 Homoscedasticity

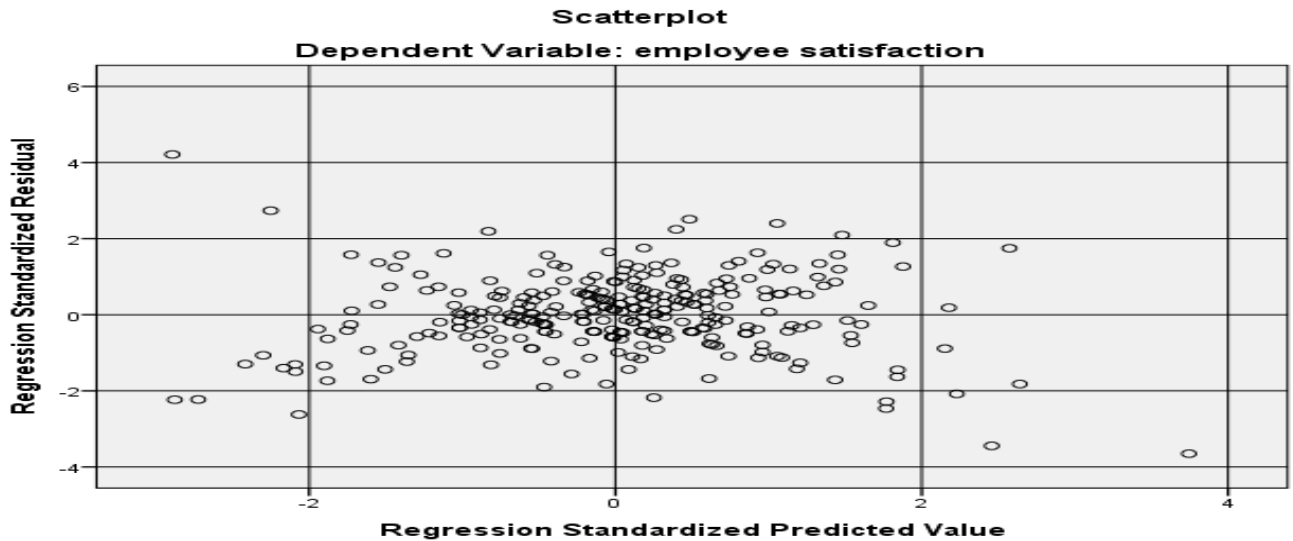
‘The assumption of Homoscedasticity is central to linear regression models’ (James, 2013). Homoscedasticity and heteroscedasticity refers to, the data values for dependent and independent variables whether their variance determined by regression remain constant or differ respectively (Knaub & James, 2007). For checking the fitness of the regression model this assumption is important. The variance of the predictors should be expected to be constant; the residuals of the predictor should have the same variance for Homoscedasticity to exist.

In order to plot the Homoscedasticity analysis, plot the standardized predicted values of the dependent variable (ZPRED) on the X axis and the standardized residuals or errors (ZRESID) on the Y axis; if the assumption of Homoscedasticity has to be met the graph

of (ZRESID and ZPRED) should look like a random array of dots evenly dispersed around zero (Field, 2009). As described by the following graph the points are evenly and randomly dispersed around zero.

Figure 7: Scatter plot for testing Homoscedasticity

Source: SPSS output of survey, 2020



4.5 Multiple Regression Analysis

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.759 ^a	.576	.570	.23667	.576	99.054	4	292	.000

a. Predictors: (Constant), working environment , compensation and benefits , employee r/ship with management, career development

Source: SPSS output of survey, 2020

The above table describes summary of the study model. The R value is used to measures the strength and direction of linear relationships between pairs of continuous dependent and independent variables; the total correlation between the variables summarized by R

value. As described in above table 9 Model Summary, the correlation of all the independent variables i.e. working environment, compensation and benefits, employee relationship with management, career development with the dependent variable, employee satisfaction is 0.759. This result indicates that, there was a strong and positive correlation between independent and dependent variable of the study.

R square value expresses the total effect of independent variables (working environment, compensation and benefits, employee relationship with management, career development) on dependent variable (employee satisfaction). The value of R square is 0.576. This value shows that 57.6% variance in employee satisfaction predicted from independent variables (working environment, compensation and benefits, employee relationship with management, career development) and the remaining 42.4% employee's job satisfaction is explained by other variables. The overall strength of the model was depicted by Adjusted R square value. The value of adjusted R square was 0.570. This shows that the model is 57% strong.

Table 10: ANOVAa Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.193	4	5.548	99.054	.000 ^b
	Residual	16.356	292	.056		
	Total	38.549	296			
a. Dependent Variable: employee satisfaction b. Predictors: (Constant), working environment , compensation and benefits , employee r/ship with management, career development						

Source: SPSS output of survey, 2020

The ANOVA table above shows that, the overall model significance, and it indicates the above summary model table whether statistically significant predictor of the outcome or not. Therefore, the model was statistically indicator of employees' Job Satisfaction for the reason that the p value is less than 0.05 such that, is influenced by the study variables

(Working environment, compensation and benefits, employee relationship with management, career development). We can concluded that the overall regression model was significant, $F= 99.054$, $p <0 .001$, $R^2= 0.576$. In general, the regression model of this study fits the data analyzed.

Table 11: Coefficients Table

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.024	.110		9.281	.000
1 employee r/ship with management	.276	.031	.424	8.822	.000
career development	.105	.047	.126	2.226	.027
compensation and benefits	.093	.040	.114	2.333	.020
working environment	.219	.042	.261	5.173	.000

a. Dependent Variable: employee satisfaction
Source: SPSS output of survey, 2020

$$Y = 1.024 + 0.276X_1 + 0.105X_2 + 0.093X_3 + 0.219 X_4$$

$$Y = 1.024 + 0.276(\text{employee r/ship with management}) + 0.105 (\text{career development}) + 0.093(\text{compensation and benefits}) + 0.219 (\text{working environment})$$

The above coefficients table 11 presents, beta values for each independent study variable. The output result depicted all the independent variables (employee relationship with management, career development, compensation and benefits and working environment) obtain a significant positive relationship with employee satisfaction at 95% confidence. Those beta values predict the effect of each individual independent variable on the dependent variable.

The beta value of employee relationship with management accounts for the highest beta coefficient ($\beta = 0.276$), with statistically significant level of P value ($p < 0.05$). By keeping other factors constant, 1 unit change in employee relationship with management will cause a 0.276-unit positive change in employee satisfaction. In the other way 27.6% of employee satisfaction is explained by employee relationship with management. Accord-

ing to the above result ESLSE and MDP have to improve management – employee relationship because this variable has a highest positive effect on employee’s satisfaction within the Organization. The way employees managed has a great effect in the perception of the employee’s. Since this factor plays a greatest role, the company needs to work a lot in the area to improve employee satisfaction.

The beta value of working environment places a second position with a beta value of ($\beta = 0.219$); Which shows that by keeping other factors constant, 1 unit change in working environment will cause a 0.219- unit positive change in employee satisfaction; it is statistically significant at $p < 0.05$. Based on this output working environment explains level of employee satisfaction by 21.9% in the organizations. The Work environment in both ESLSE and MDP plays a significant role in improving employee satisfaction; so that the company needs to improve the working area to meet the employee perception to increase the level of the employee’s satisfaction in the company.

Based on the above result Career development accounts third place with beta value of ($\beta = 0.105$); showing that 1 unit change in career development will cause a 0.105 units’ positive change in employee satisfaction; keeping other factors constant. Also it is statistically significant at $p < 0.05$. Employee satisfaction explained 10.5% by career development factor in the organizations. The organizations need to give attention for career development as well to improve the level of employee satisfaction since this factor shows a positive and significant effect on employee’s satisfaction level.

The last but not the least place was accounted by compensation and benefits factor with the beta value of ($\beta = 0.093$) and it is statistically significant ($p < 0.05$), 1 unit change in compensation and benefits will cause a 0.093 units’ positive change in employee satisfaction. Since this factor shows a positive and significant effect on company’s employee satisfaction, it is important to improve compensation and benefits packages in the organization to meet employee’s perceptions then increase employee satisfaction.

4.6 Discussion on the Results

The results from this current study indicated that employee relationship with management has a momentous impact on employee satisfaction in ESLSE (HQ) and MDP ($r = 0.676$, $\beta = 0.276$, $p < 0.05$). This conclusion is the same as previous studies and literatures. The study conduct in Britain on firm size and management-employee relation to determine level of employee satisfaction indicates that, improving management-employee relation will result in improved employee satisfaction in different aspects which leads to increased productivity and reduced turnover rate (Tansel, et al., 2013). In another study by Chaudhary, et al., (2017) International Research Journal, the impact of employee relationship with management and job satisfaction was studied. In their descriptive study conducted on sample of 167 revealed that, there was a strong and positive relationship between job satisfaction and employee relationship management in aspects of ‘Discipline, Conflict management, Trade Union, Communication, Employee Empowerment and Involvement and Encouragement of employee suggestion’. Improving relationship with management will improve the satisfaction of the employee as identified by this study as well as different reviewed literatures, as it is directly connected to employee’s behavior is largely a function of the way they are managed.

The outcomes from this study also revealed that, career development has a significant impact on employee satisfaction in ESLSE and MDP ($r = 0.596$, $\beta = 0.105$, $p < 0.05$). Shujaat, et al., (2013) conducted a study on Impact of Career Development on Employee Satisfaction in Private Banking Sector Karachi by comprising 395 participants. The study supports the statistical result and interpretation of this study. The study result showed that there is strong and positive association between career development and employee satisfaction. Also it revealed that, if employee’s lacks career development activities they leave the organization. This conclusion indicates that when employee’s gets career development opportunities the turnover rate also reduced. Also the study concluded that, to increase employee’s job satisfaction organizations have to practice ‘all career development activities’ then it will result to better work efficiency and increased productivity. Similarly study conducted by Hakim (2020), consisted sample of 175 employees working in state-owned banks in Jember Regency, East Java, Indonesia, supports this conclusion,

career development in organization has a significant ($P < 0.05$) positive effect on increasing employee satisfaction.

The findings contradict with those of Kaya and Ceylan (2014); 'the impact of career development programs in organizations, and organizational commitment on employees' job satisfaction', showed contradicting result. The survey was conducted on 204 employees working in various industries and measures satisfaction based on career development using 7-point Likert scale. The level of employee's job satisfaction doesn't affected by Career development programs in organizations. Another study conducted by Tobing and Diana (2016) also opposes the result of this study. Career development ($\beta = 0.130$, $p = 0.456$) has no significant effect on employee satisfaction since p value much more greater than 0.05. But even though respondents rated these strategies as most important factor in this study like; the Enterprise commitment for professional development, opportunities for learning and professional growth, participating on Job-specific trainings periodically, Opportunities to network with others (within or outside the enterprise) to help in advancing one's career, possibility to use own skills and abilities in work and Training helped to improve one's work efficiency.

The outcomes from this study also stipulated that compensation and benefits has a significant impact on employee satisfaction in ESLSE and MDP with ($r = 0.512$, $\beta = 0.093$, $p < 0.05$). Based on a survey of 279 higher education institutions academic staff in a South Africa, Mabaso (2018) 'investigate the impact of compensation, benefits on job satisfaction' and concluded that there was a significant effect between compensation and academic staff satisfaction but not for benefit, there was no significant effect of benefit on employee's satisfaction in context of South Africa academic Institutions. Contradicting this study result Ramawickrama and Ratnayaka (2008) in their study of 'the impact of employee benefits on job satisfaction' which conducted on employee's working in Harihanchandra Company in Southern Province of Sri Lanka, reveals that, the overall total benefit package has a significant positive relationship effect on employee's satisfaction. However this study used compensation and benefit as one independent factor to measure satisfaction among ESLSE and MDP staffs so that, the result of the study indicates strong, positive and statistically significant relationship among studied staffs.

Regarding the Working Environment, the finding of this study shows that the work environment has strong and significant influence on the satisfaction of employees working in ESLSE AND MDP ($r = 0.598$, $\beta = 0.219$, $p < 0.05$). These result also supported by different previous studies. Raziq and Raheela (2014) studied the 'Impact of Working Environment on Job Satisfaction' on three organizations namely: of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan, they concluded that, there was a positive relationship between working environment and job satisfaction exist among those three organizations.

Similar study conducted by Ramli (2019) on employees of private hospital in Jakarta indicates that, working environment has a positive and significant impact on job satisfaction. As per this study conducted in private hospital states, in order to improve the performance in this company, maintaining work areas as per employees perception is important i.e. the needs of employees must be respected by the leaders; available comfortable work area and safe working condition as well as maintaining good relationship among employees are resulted in improving satisfaction.

In general, the results and findings of this study reveal that, all the variables used to measure employee satisfaction i.e. Employee relationship with management, Career development, Compensation and Benefits and Working Environment; shows a positive and significant impact on employee's satisfaction in the Organization (ESLSE and MDP). In fact, the level of the strength of the variables to influence employee's satisfaction differs from one another. Among different studies mentioned above some supports the finding of the study and few contradicts but based on the output of this study, all the independent variables has a significant impact on employee satisfaction. The association among satisfaction and indicator variables shows that a positive improvement on all of the independent variables increases employee's satisfaction. Among the entire studied variables Management- employee relationship has the highest effect on the satisfaction of employees.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study conducted on the cause of job dissatisfaction of employees in case of Ethiopian shipping and logistics service enterprise (ESLSE) and Modjo Dry Port. The study committed to know the factors those affect employees satisfaction in the dimensions Employee-management relationship, Compensation and benefit, Career development and work environment. In order to achieve the objective of this study; the relationship between management and employee evaluated whether it affects satisfaction or not, whether relationship exist between career development and employee satisfaction was identified, the relationship between compensation and benefit with job satisfaction identified and impact of work environment on employees satisfaction assessed.

A close ended patented questionnaire was administered to the target population using the 5 point Likert scale. As job satisfaction is something that individuals perceive in an organization, the measuring instrument used in this research therefore structured in such a way that data on individual's perceptions were gathered. The measuring instrument can be described as a self-report closed questionnaire, which the participants have to indicate the degree to which they agreed or disagreed with each statement in every dimension in the questionnaire. The questionnaire was composed of three parts; Questions on personal characteristics of respondents, general questions on employee satisfactions and questions on the study variables. The satisfaction level was measured based on dimensions of satisfaction containing a total of 48 aspects/elements. The response was collected from 297 employees i.e. 187 from ESLSE and 110 from MDP. There was a significant 100% response rate which was largely due to the fact that; the questionnaire distributed based on the permission of the respondent, name of the respondent and department was registered on separated paper by researcher to avoid loose; moreover the issue topic makes them inspired to fill the questioner.

To analyze the collected data; Statistical Program for the Social Sciences (SPSS) version 25.0 was used. The output of this study provides insight for ESLSE top management and Modjo Dry Port management to improve employee's job satisfaction as a result improve the company performance. There is strong, positive and significant effect between employee's job satisfaction and performance (Ouedraogo & Leclerc, 2013).

5.2 Recommendations

ESLSE (HQ) and MDP should be constantly motivating their employees in order to increase satisfaction of their employees. Different activities conducted to enhance the level of employee satisfaction should be regularly monitored by top management of the ESLSE, MDP and all the respective managers under different working units collectively. If all of the management bodies (ESLSE top management, MDP management and all of the managers of each level of working unit/department) apply different strategies to increase the level of employee job satisfaction; the company assures its motto 'we add value to your business' successfully; because having satisfied employees believed to improve the performance of the company.

5.2.1 Employee Relationships with Management and Job Satisfaction

Management-employee relationship was rated as the most important factor in measuring employee's satisfaction in the ESLSE (HQ) and MDP as already stated in the discussion part of the study. Therefore this variable needs great attention so that highly recommended for top management of the Company to maintain employee-management relationship. The issue gets attention of different researchers as well. In day to day business activity the relationship among manager and employee is crucial; but most of the managers don't perceive the feeling of their workers; the employees may feel 'uninspired or even experiencing burnout'; those factors collectively results in negative outcomes even toxic to workplace culture (Caramela, 2020). Again Dewydar (2015) indicate that, in order to build a harmony between management and employee; respecting for ideas of employees, managers should develop a clear road map in their departments for all tasks, conducting direct and indirect communications with employees and managers should facilitate motivational and rewarding mechanism for their employees to strengthen the management-employee relationship. Accordingly, it is recommended that employee satisfaction with respect to management-employee relationship in the Company can be improved through:

- ❖ Managers at all level should act as a role model through upgrading their skills academically and in practical work areas; which in turn may affect or can be motivate employees towards their work.
- ❖ The recognition of employee's job performance by immediate supervisors or managers enhances satisfaction of employee's. When the efforts of employees valued and perceived by employees then more committed to their task and improve the overall performance of the organization; consecutively add value to the development of the country.
- ❖ Whenever conflict happens among employee's or even with immediate supervisor, unbiased conflict resolution technique should be developed in the organization which fairly treats the employees and immediate supervisor/manager equally. It is believed that, unbiased treatment of the company workers can be increase satisfaction and reduce turn over.
- ❖ Acknowledging and rewarding employees on merit basis. This might be realized through monetary and non-monetary tools such as providing letter of appreciation and recommendation, promoting best performing employees, etc.
- ❖ Providing equal opportunities and fair treatment of all employees as well as make a flexible working system which allows workers to feel autonomous and independent to make decision with respect to their profession and duty. When employees realize sense of trust, satisfaction level can be increase.

5.2.2 Career Development and Job Satisfaction

Among other outcomes of the study, one is that there is a strong relationship between Career Development and employee's satisfaction. Career development provides opportunities that can be mutually benefits both employees and the organization. Hence it is strongly recommended for the top management of ESLSE and MDP management body to give a due attention towards career development for satisfying their employees as well as benefited from the outcome resulted. According to Sinha (2020), to stay competitive in global economy organizations has to have a talented and engaged employees i.e. career development plays a crucial role to realize this fact. If organizations need to be successful in the business they deliver they should develop career development op-

opportunities as per the perception of their employees so that employee satisfaction can be achieved. Satisfaction of employees enhanced through career development with respect to the following major improvements:

- ❖ Providing professional development opportunities through experience sharing from other organization specially logistics company which take part in importing and exporting goods via sea transport and have experience of inland dry port service delivery. This will help employees to develop their skills and knowledge so that capable to deliver their duty as per the company expectation, motivated to work better and capable of introducing new working system which can further transform the company.
- ❖ Job specific trainings should be given to employees and certifying for their completion. Provision training helped employees to gain new knowledge and better work performance in addition the certificates enhances to develop their resume which can make them competitive in growing human resource market.
- ❖ Providing higher educational opportunities within the country as well as international opportunities without limiting the scope on year of service and individual rank but also performance and motivation of the employees into consideration, fair, unbiased and transparent competition should be implemented.
- ❖ Facilitating network within the organization different sectors for knowledge sharing. This will help employees to learn the operational flow of the company as well as used for promotion opportunities i.e. competent for growth and development.
- ❖ Providing a job that matches the professional skill and ability of the employee.

5.2.3 Compensation, benefits and Job Satisfaction

Compensation and benefit was rated as significant factor as mentioned in the discussion part but the least influencer of employee's satisfaction when compared with other variables as the statistical output of this study reveals. However the company should give attention for compensation and benefit packages since it is one of the strategy organizations used to recruit and retain the talented and best performing employees. Therefore,

the Organization needs to pay attention in the following Compensation and Benefits dimension to increase employee's satisfaction level:

- ❖ Providing fair and transparent promotion strategy and communicating all employees on the company compensation and benefit policy. This can help employees to develop sense of trust and enhance to retain in the company since hope of promotion develops.
- ❖ The organization should have to make assessment on local market payment and benefit packages i.e. housing allowance, salary scale, bonus, OT etc. and hast to revise to increase employee satisfaction. This strategy plays mutual benefits for both the organization and the employees. The chance of unsatisfied employee to leave the organization is high so that giving attention and updating the compensation and benefit package of the organization with respect to the growing market is important.
- ❖ It is important to give attention in different packages of benefit. This include but not limited to:
 - ✓ Provision of health care benefits for family members.
 - ✓ Provision of cafeteria service that serve all employees equitable, fair cost and quality by subsidizing the service.

5.2.4 Work Environment and Job Satisfaction

Following employee-management relationship, the work environment has strong, positive and significant relationship with employee's satisfaction; based on the statistical analysis output stated in the discussion part. Employees spent most of their time on working areas. Creating conducive working environment needs due attention of the top management. In order to have efficient, productive and satisfied employee, the company should take necessary measures to ensure sophisticated work environment as per the perception of the employee's. There are several ways to ensure employees satisfaction regarding working environment; some are:

- ❖ Provision of access to equipment materials necessary for performing their tasks.
- ❖ Protecting employees from health hazards i.e. chemicals, fumes, dangerous goods etc.

- ❖ Provision of adequate comfortable chairs and other related equipments
- ❖ Provision of interesting, exciting work.
- ❖ Facilitating a discussion sessions for employees to express their opinion about different work related aspects.

Ignoring attention to work environment is not only affects the satisfaction of employees only. Unsafe work environment may cost life of the employee, disability and property damage as well; So that, the top management of ESLSE and MDP should give great attention to improve the working areas as safest as possible, relaxed, comfortable and equipped with necessary working equipments.

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Appendix 1. The Consult of E. Spector

Dear Dawit:

You have my permission to use the original JSS in your research. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms, in the Assessments/No Cost Assessments section of my website: paulspector.com. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright Paul E. Spector 1994, All rights reserved." Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the JSS into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

Thank you for your interest in the JSS, and good luck with your research.

Best,

Paul Spector, PhD

Courtesy Distinguished Professor Emeritus, School of Information Systems and Management

Distinguished Professor Emeritus, Department of Psychology

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Appendix 2: Research Questionnaire

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MBA PROGRAM**

This questionnaire is designed to gather information on “The cause of job dissatisfaction of Employees in case of Ethiopian shipping and Logistics Service Enterprise (ESLSE) and Modjo Dry Port”. The purpose of this study is to obtain information about employees' views and opinions on Ethiopian Shipping & Logistics Services Enterprise (ESLSE) and Modjo Dry Port as a work environment. The survey results will be used to improve the employees' satisfaction and the work environment in general in the enterprise. The information that you provide will be used only for the purpose of the study and will be kept strictly confidential. Finally, I would like to thank you for your cooperation and sparing your valuable time for my request.

ይህ መጠይቅ በኢ.ባ.ት.ሎ.አ.ድ. ዋ/መ/ቤት እና ሞጆ ወ/ተ/ቅ/ፅ/ቤት የሰራተኞችን እርካታ ለመመዘን የተዘጋጀ ነው። የጥናቱ ውጤትም የሰራተኛውን በስራ አካባቢና ተያያዥ ጉዳዮች ዙሪያ የእርካታ ደረጃን በመመዘን የሰራተኛውን እርካታ ለመጨመር ነው። የሚሰጡት መልስም ለጥናት ዓላማ ወጪ ለሌላ አገልግሎት አይወልድም፤ ሚስጢራዊነቱም የተጠበቀ ይሆናል። በጨረሻም ወደ ጊዜዎን ሰጥተዋል ስለተባበሩኝ በጣም አመሰግናለሁ።

Instructions for completing the survey Questionnaire (የመጠይቅ አሞላል መመሪያ)

This study asks questions about your feelings on the various elements of employee job satisfaction in the enterprise. Kindly follow the following ratings in your response.

Please circle your response to each statement according to the following five-point scale in terms of your own agreement and disagreement of the statement. 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

ይህ ጥናት የሰራተኞችን እርካታ በልዩ ልዩ ረገድ የሚመዘን ነው። በእያንዳንዱ የእርካታ መመዘኛ ርዕሶች ስር የተዘጋጁ የመጠይቅ ክፍሎች አሉ። የጥያቄዎቹ መልሶች የእርካታ ደረጃዎችን በመምረጥ ይገለጻሉ። እባክዎ ጥያቄዎቹን በጥንቃቄ

ካነበቡ በኋላ የእርካታ ደረጃዎን በማክበብ ይምረጡ። ደረጃዎቹ እንደሚከተለው በቁጥር ተመልክተዋል።

- 5: በጣም ረክቻለሁ፤
- 4: በመጠኑ ረክቻለሁ፤
- 3: ወደ የትኛውም ወገን አይደለሁም፤
- 2: በመጠኑ አልረካሁም፤
- 1: በጣም አልረካሁም

1. Demographic Information:

1.1 Age (እድሜ)

Less than 35 (በታች)

36-45

46-60

Over 60 (በላይ)

1.2 Sex (ፆታ)

Male (ወንድ)

Female (ሴት)

1.3 Level of Education (የት/ት ደረጃ)

High school complete (ከፍተኛ 2ኛ ደረጃ ያጠናቀቀ)

Diploma/Certificate (ዲፕሎማ / ሰርተፊኬት)

First degree (የመጀመሪያ ዲግሪ)

Masters degree (የማስተርስ ዲግሪ)

PhD degree (ፒኤችዲ. ዲግሪ)

Others (please specify) (ሌሎች) _____

	ceive the recognition for it that I should receive. (መልካም ስራ ሳከናወን፣ ዕውቅና ማግኘት ስላለብኝ ዕውቅና ይሰጠኛል)					
6	Many of our rules and procedures make doing a good job difficult. (አብዛኛዎቹ የስራ ህጎችና መመሪያዎቻችን በቀላሉ የሚሰሩ ስራዎችን ያወሳስባሉ/ያከብዳሉ)	1	2	3	4	5
7	Communications seem good within this organization. (በድርጅቱ ውስጥ መልካም ተግባራት አለ)	1	2	3	4	5
8	My supervisor is unfair to me. (የቅርብ ኃላፊዬ ለኔ በጎ አይደለም)	1	2	3	4	5
9	The benefits we receive are as good as most other organizations offer (የምናገኘው ጥቅማጥቅም ከሌሎች ተቋማት ያልተናነሰ ነው/ጥሩ ነው)	1	2	3	4	5
10	I do not feel that the work I do is appreciated (የምሰራው ስራ ተቀባይነት እንደሌለው አይሰማኝም)	1	2	3	4	5
11	The goals of this organization are not clear to me (የዚህ ድርጅት ግብ/ግላማ ለኔ ግልፅ አይደለም)	1	2	3	4	5
12	I feel unappreciated by the organization when I think about what they pay me (የሚከፈለኝን ክፍያ ስመለከት፣ በስራዬ ተቀባይነት እንደሌለኝ)	1	2	3	4	5

	ይሰማኛል)					
13	There are few rewards for those who work here. (በዚህ ድርጅት ውስጥ የሚሰራ ሰው የሚያገኘው ጥቅም/ሽልማት አነስተኛ ነው)	1	2	3	4	5
14	I have too much to do at work (በጣም ስራ ይበዛብኛል)	1	2	3	4	5
15	I enjoy my co-workers. (ከስራ ባልደረቦቼ ጋር መልካም ግንኙነት አለኝ/ በስራ ባልደረቦቼ ደስተኛ ነኝ)	1	2	3	4	5
16	I feel a sense of pride in doing my job. (በስራዬ ከራት ይሰማኛል)	1	2	3	4	5
17	I feel satisfied with my chances for salary increases. (ባለኝ የደሞዝ ጭማሪ ዕድል ረክቻለሁ)	1	2	3	4	5
18	There are benefits we do not have which we should have (ማግኝት እየተገባን ያላገኘን ጥቅማጥቅም አለ)	1	2	3	4	5
19	I have too much paperwork (የወረቀት ስራ ይበዛብኛል)	1	2	3	4	5
20	I don't feel my efforts are rewarded the way they should be. (ለማደርገው ጥረት የማገኘው ጥቅም/ሽልማት በጠበኩት አኳኋን አይደልም)	1	2	3	4	5
21	I am satisfied with my chances for promotion. (ባለኝ የዕድገት እድል ረክቻለሁ)	1	2	3	4	5
22	There is too much bickering and fighting at work. (በስራ ቦታ መጋጨትና አለ መግባባቶች ይበዛሉ)	1	2	3	4	5
23	Work assignments are not	1	2	3	4	5

fully explained (የስራ ድርሻዬ በአግባቡ አልተብራራም)					
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2. QUESTIONS RELATED TO SATISFACTION

2.1 GENERAL SATISFACTION (የእርካታ መመዘኛዎች)

2.2 Employee Relationships with Management (የሥራ አመራሩ ከሠራተኞች ጋር ያለው ግንኙነት)

		Strongly Disagree (በጣም አልረካሁም)	Disagree (በመጠኑ አልረካሁም)	Neutral (ወደ የትኛውም ወገን አይደለሁም)
1	I am satisfied with the leadership skills of my immediate supervisor/director (በቅርብ አለቃዬ የአመራር ችሎታ (ክህሎት) ረክቻለወል)	1	2	3
2	I am motivated with management and professional skills of my immediate supervisor (የቅርብ አለቃዬ የአመራር እና ሙያዊ ብቃት ለስራዬ መነሳሳትን ፈጥሮልኛል)	1	2	3
3	I am satisfied with Conflict resolution skills of my immediate supervisor (በቅርብ አለቃዬ የግጭት አፈታት ችሎታ / ክህሎት ረክቻለወል)	1	2	3
4	I am happy with Autonomy and independence to make decisions (ሥራዬን በነጻነት/ያለጣልቃ ገብነት እና ውሳኔ የመስጠት ሂደት ደስተኛ ነኝ)	1	2	3
5	I get acknowledgment by Management body for my job performance (feedback, incentives, rewards) (ለስራሁት የስራ አፈፃፀም (በግብረ መልስ፣ በገንዘብና የተለያዩ ማበረታቻዎች) በአስተዳደር አካላት ዕውቅና ይሰጠኛል)	1	2	3
6	My supervisor provides me with sufficient information related to my work (የቅርብ አለቃዬ ከስራዬ ጋር ግንኙነት ባላቸው ጉዳዮች ዙሪያ አስፈላጊ የሆኑ መረጃዎችን በበቂ ሁኔታ ይሰጠኛል)	1	2	3
7	I have good Relationship and harmony with my immediate supervisor (ከቅርብ አለቃዬ ጋር መልካም የሥራ ቅርርብና ግንኙነት አለኝ)	1	2	3

2.3 Career Development (የሥራ ዕድገትን በተመለከተ)

		Strongly Disagree (በጣም አልረከሁም)	Disagree (በመጠኑ አልረከሁም)	Neutral (ወደ የትኛውም ወገን አይደለሁም)
1	The Enterprise is committed for professional development (ድርጅቱ የሙያ መዳበርን ለማምጣት ቁርጠኛ ነው)	1	2	3
2	There is an opportunities for learning and professional growth (በድርጅቱ ውስጥ የትምህርትና የሙያ ዕድገት ዕድሎች አሉ)	1	2	3
3	I participate on Job-specific trainings periodically (ከስራዬ ጋር ቀጥተኛ ግንኙነት ያላቸው ስልጠናዎች ላይ በየጊዜው እሳተፋለሁ)	1	2	3
4	Opportunities to network with others (within or outside the enterprise) to help in advancing one's career (በድርጅቱ ውስጥና ውጭ የሥራ ዕድገትን የሚያሻሽል የሥራ መረብ ለመዘርጋት ያለው ዕድል)	1	2	3
5	I have the possibility to use my skills and abilities in work (በሥራዬ ላይ የስራ ክህሎቴንና ችሎታዬን እጠቀማለሁ/የመጠቀም እድል አለኝ)	1	2	3
6	Training helped me improve my work efficiency (ሥልጠና የሥራ ቅልጥፍን እንዳሻሽል ረድቶኛል)	1	2	3

2.3 Compensation and benefits (ክፍያና ጥቅማጥቅሞችን በተመለከተ)

		Strongly Disagree (በጣም አልረከሁም)	Disagree (በመጠኑ አልረከሁም)	Neutral (ወደ የትኛውም ወገን አይደለሁም)
1	I have the possibility to be promoted in my work (የስራ እድገት የማግኘት እድል አለኝ)	1	2	3
2	The company do have clear promotion strategy (ድርጅቱ ግልፅ የእድገት አሰራር/ስትራቴጂ አለው)	1	2	3
3	I am happy with my salary (በሚከፈለኝ ደሞዝ ደስተኛ ነኝ)	1	2	3
4	I am happy with Health care/medical benefits (በሚሰጠኝ የጤና አገልግሎት ደስተኛ ነኝ)	1	2	3
5	The benefit package we have is equitable (በድርጅቱ ውስጥ የሚሰጡ የተለያዩ ጥቅማጥቅሞች ፍትህዊ ናቸው)	1	2	3
6	Possibilities for Paid time off (vacation, holidays, sick days, personal	1	2	3

days, etc.) (ደሞዝዎ ሳይቋረጥ የተለያዩ እረፍቶችን ማግኘት(የዓመት፣ የህክምና፣ የዓመት-በዓል እረፍቶች)			
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2.4 Work Environment (የ ሥራ አካባቢን በተመለከተ)

		Strongly Disagree (በጣም አልረከሁም)	Disagree (በመጠኑ አልረከሁም)	Neutral (ወደ የትኛውም ወገን አይደለሁም)
1	There is enough access to equipment necessary for performing my tasks (ሥራዬን ለማከናወን አስፈላጊ የሆኑ እቃዎች ተሟልተዋልኛል)	1	2	3
2	The job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.). (የሥራ ቦታዬ ለጤና ስጋት ከሆኑ ነገሮች/ኬሚካሎች ነፃ ነው)	1	2	3
3	The seating arrangements on the job are adequate (e.g., ample opportunities to sit, comfortable chairs) (ምቹ የስራ ቦታ ስለ መኖሩ፣ ምቹ መቀመጫዎች ወ.ዘ.ተ)	1	2	3
4	There is Enterprise's commitment to corporate social responsibility (balancing financial performance with contributions to the quality of life of its employees, the local community and society at large) (ድርጅቱ ከራሱ ትርፍ ማግኘት አልፎ ለህብረተሰቡ ያለው የሃላፊነት ስሜት)	1	2	3
5	The work itself (it is interesting, challenging, exciting, etc.) (ሥራዎ ራሱ የሚስጥዎት እርካታ)	1	2	3
6	There is a possibility to elaborate my opinion about different work related aspects (በተለያዩ ክስራ ጋር ግንኙነት ባላቸዉ ጉዳዮች ላይ ሀሳብ፣ አስተያየት እና ማብራሪያ ለመስጠት እድል አለኝ)	1	2	3

Thank you for your co-operation! ለትብብርዎ በጣም አመሰግናለዉ!