

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
OFFICE OF GRADUATE STUDIES**



**THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEES' JOB SATISFACTION:
THE CASE OF ETHIOPIAN BROADCASTING CORPORATION.**

BY

GIRMA BEKELE

A Thesis Submitted to the College of Business and Economics School of Commerce, Addis Ababa University, in Partial Fulfillment of the Requirements for the Award of Master of Arts Degree in Human Resource Management.

ADVISOR

WUBSHET BEKALU (PH.D)

JUNE, 2022

Addis Ababa, Ethiopia

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DECLARATION

I hereby declare that this is my original work and I acknowledged all the resources I have used or quoted as complete references.

Girma Bekele

____/____/____

Name of the Student

Signature

Date

Statement of Certificate

This is to certify that Girma Bekele has completed his dissertation entitled **The Effect of Work Environment on Employees' Job Satisfaction: The Case of Ethiopia Broadcasting Corporation**. This is his original work and is submitted for examination with my approval as a thesis.

Wubshet Bekalu (Ph.D.) _____

Name of Advisor

Signature

Date

APPROVAL BY BOARD OF EXAMINERS

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Table of Contents

Declaration.....	i
Statement of Certification.....	ii
Approval by Board of Examiners.....	iii
Acknowledgement.....	iv
Table of Contents.....	v
List of Figures and list of tables	ix
List of Abbreviations.....	x
Abstract.....	xi

CHAPTER ONE

1. INTRODUCTION	1
1.1 Background of the Study	1
1.2. Background of Ethiopian Broadcasting Corporation.....	2
1.3. Statement of the problem	3
1.4. Basic research questions.....	5
1.5. Objective of the research.....	5
1.5.1. General objective	5
1.5.1. Specific Objectives.....	5
1.6. Significance of the Study.....	6
1.7. Scope of the study.....	6
1.8. Limitations of the study.....	6
1.9 Organization of the paper	7
1.10. Definations of Key Terms.....	7

CHAPTER TWO

2. Related Literature	9
2.1 Theoretical Literature.....	9

2.1.1	Concepts of work environment and employees satisfaction	9
2.1.1.1	Concepts of work environment	9
2.1.1.2	Employees satisfaction	10
2.1.2	Physical factors of the work environment	10
2.1.2.1	Computer and internet	11
2.1.2.2	Library with access of materials.....	12
2.1.2.3	Recreational facilities	12
2.1.3	Psychosocial work environment	13
2.1.3.1	Motivation.....	14
2.1.3.2	Motivation and employees' satisfaction.....	15
2.1.3.3	Training and development	15
2.1.3.4	Training and employees' satisfaction.....	16
2.1.4	The relationship between management and employees	18
2.1.4.1	The relationship between management and employees' satisfaction.....	29
2.1.4.2	The relationship between employees themselves	29
2.1.4.3	Employees' relationship and their satisfaction.....	20
2.2	Empirical Reviews of the studies	20
2.3	An Overview of the Most Common Theories.....	22
3.3.1	Fredrick Herzberg two factor Theory.....	23
3.3.2	Locke's Value Theory.....	23
3.3.3	Adam's Equity Theory.....	23
3.3.4	Opponent Process Theory.....	24
3.3.5	Need-Fulfillment Theory.....	24
2.3	Conceptual framework	24

CHAPTER THREE

3.	Research Methodology.....	26
3.1.	Introduction.....	26

3.2. Research design.....	26
3.3. Study area.....	26
3.4. Target population and sample size.....	26
3.4.1. Population and Sample Size.....	26
3.4.2. Sampling Techniques.....	28
3.5. Sources of Data.....	28
3.6 Data Collection Instruments and Procedure	28
3.7 Validity and Reliability of Research Instrument.....	29
3.8 Methods of data analysis and Software	30
3.9 Ethical Consideration	31
 CHAPTER FOUR	
4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION.....	32
4.1. Introduction.....	32
4.2. Demographic Background of the Respondents	32
4.3. Descriptive Statistics.....	34
4.3.1. Assumption Test of Descriptive Analysis.....	36
4.4 Results of Inferential Statistics	36
4.4.1 Pearson's Product Moment Correlation Coefficient	36
4.5. The influence of work environment Dimensions on Employee's job satisfaction.....	38
4.5.1. Simple Linear Regression	38
4.5.2. Multiple Regressions.....	41
4.5.3. Linearity Assumption Test.....	43
4.5.4. Normality Assumption Test.....	44
4.5.5. Homoscedasticity Test.....	45
 CHAPTER FIVE	
5. CONCLUSIONS AND RECOMMENDATIONS.....	48
5.1 Introduction	48

5.2	Summary of the Finding.....	48
5.3	Conclusion.....	50
5.4	Recommendations.....	51
5.5.	Research Limitations and Areas of Further Research.....	52
5.5.1.	Limitation of the study.....	52
5.5.2.	Suggestions for Further Studies.....	52
	References.....	53
	Appendixes	60
	Questionnaire.....	61

List of Figures and list of tables

1. Figure-1: Conceptual framework of work environment.....	25
2. Figure-2: Linearity Assumption Test.....	44
3. Figure-3: Normality Assumption Test.....	45
4. Figure-4: Homoscedasticity Assumption Test.....	46
5. Table-1: Category of sample source.....	27
6. Table-2: Reliability case process summary.....	29
7. Table-3: Reliability statics.....	30
8. Table-4: General characteristics of the respondents.....	33
9. Table-5: Descriptive Statics.....	34
10. Table-6: Relationship b/n work environment dimension & satisfaction.....	40
11. Table-7: Simple linear regression model of PSYW.....	40
12. Table-8: Simple linear ANOVA model of PSYW.....	39
13. Table-9: Coefficient of simple L. regression result of PSYW	39
14. Table-10: S. Linear regression summary model of PSYW.....	40
15. Table-11: ANOVA model of psychosocial W/environment.....	40
16. Table-12: Coefficient of L. regression of PHSYW.....	41
17. Table-13: Multiple L. regression result summary model.....	41
18. Tbale-14: Multiple L. regression result ANOVA model.....	42
19. Table-15: Multiple linear regression coefficient.....	42
20. Table-16: Result of Multi Collinearity Assumption Test.....	46

List of Abbreviations and Acronyms

EBC	Ethiopian Broadcasting Corporation
ETV	Ethiopian Television
HRM	Human Resource Management
ICT	Information Communication Technology
PHYW	Physical Work Environment
PSYSW	Psychological Work Environment
SPSS	Statistical Program for Social Sciences

ABSTRACT

The work environment is the sum of interrelationships that exists between the workers and the environment in which they work. An effective work environment means making the workplace attractive, comfortable, satisfactory, and motivating to the workers to give workers a sense of pride and purpose in what they do. The main objective of this study is to examine the effect of the work environment on employees' job satisfaction in Ethiopian Broadcasting Corporation. The explanatory study design was implemented by collecting data from primary sources using self-administrated questionnaires which were filled by randomly selected 261 permanent employees. Data were analyzed using descriptive and inferential statistics with the aid of SPSS version 26 computer software. Correlation analysis and simple linear regression were used to analyze the gathered data. The results of the study indicate that work environment dimensions have a significant positive relationship with employees' job satisfaction. The descriptive result of the study showed the mean score of the physical work environment like recreational facilities, libraries with access to books, computers, and the internet shows a low mean score. The descriptive result of this study showed the mean score of psychosocial work environments (motivation (2.6584), training and development (2.5560), the relationship between management and employees (2.5111), and the relation between employees (co-workers) (2.8739) which is low. This shows the level of motivation, training, and development, found in the Ethiopia Broadcasting Corporation is not enough and adequate, and the relationship between management and employees and co-workers is not good as they expected. The result of multiple linear regression indicates that the R square of the model is 0.919, which shows that approximately 91.9% of variance in a dependent variable (employees' job satisfaction) can be explained by the linear combination of the independent variables work environment (physical work environment and psychosocial work environment) while 8.1% of the variation in employee job satisfaction can be attributed to other variables which are not considered in this study. So, the researcher recommended in Ethiopian Broadcasting Corporation should give attention to creating conducive and favorable conditions to increase employees' job satisfaction. Future researches may take branches of EBC throughout Ethiopia into consideration to generalize for more population.

Key words: Employee satisfaction, Work environment, Ethiopian Broadcasting Corporation.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

For organizations to be successful, it is important to know how employees feel about their work Salunke (2015). Why do some people enjoy their work schedules and achieve more than others? While some people eagerly anticipate the activities of the next day at work, others are overwhelmed by the prospect of the job ahead and the activities of the next day. Several studies have been undertaken to investigate the relationship between employees' job satisfaction and their compensation Smits (1972).

No organization can function without the interaction and influence of forces both inside and outside its walls. Every living species, including humans, is surrounded by an environment. Humans have an environment that comprises family, friends, classmates, and neighbors in addition to the natural environment. Man-made constructions such as buildings, furniture, roads, and other physical infrastructure are also included. Individuals do not exist in isolation. They are constantly interacting with their surroundings to live their lives. The organization, like humans, does not operate in a vacuum Ghosh (2006). So they should interact with each other and with the situations surrounding them.

The workplace environment, according to Gitahi (2012), is the sum of interrelationships that exist between workers and the setting in which they operate. The physical location as well as the immediate surroundings, as well as behavioral procedures, regulations, rules, culture, resources, working relationships, and working location have an impact on how workers execute their jobs. The quality of the workplace has an impact on employees' job satisfaction, which in turn has an impact on the competitiveness of the company. An effective work environment is appealing, pleasant, acceptable, and motivating to employees, giving them a sense of pride and purpose in their work. Employees will always be satisfied when they are aware of their immediate surroundings, both in terms of bodily sensations and emotional emotions about their responsibilities Gitahi (2012).

We can say also work environment is a collection of regulations, management practices, policies, and reward systems that influence employee satisfaction and motivation. Supportive supervision and a fun work environment are two essential motivators in any given firm Mutia & Sikalieh (2014). The working environment is critical to the business because if employees have a bad

opinion of their workplace, they are more likely to be absent, suffer from the stress-related disease, and have lower productivity and dedication. Organizations with a friendly, trustworthy, and safe workplace, on the other hand, will see increased production, communication, and innovation Kreistler (2013).

So both physical and psychosocial work environments are very crucial for media houses too. According Asseged (2017), due to the high usage of technology, working spaces and high need of communication media houses need a pleasant physical and psychosocial work environment to be successful. There should be enough editing materials, enough working stations, provided by well internet connections and the like. As it needs team works, the communication between co-workers and with the management should be at the best level for its survival to produce best programs and news. Otherwise employees lost satisfaction on their job because of the bad working environment Yilak (2021). There is also employees' creativity is stimulated in a positive work environment according to Taiwo (2010) in which a journalist need high creativity in his or her program or news productions.

Ethiopian Broadcasting Corporation is one of the country's top broadcasters, providing the country with the reliable information channel it requires. As a result, in order to achieve its goals, it pays close attention to creating a seamless workplace that employees see as expected and in which they can reach their maximum potential. So that, the researcher wants to conduct a research on those work environment dimensions (physical and psychosocial work environment). From so many work environment variables, the researcher identifies recreational facilities, library access to books and computer and internet availability and their influences as physical environment, while motivation, relationship between managers and employees, training and development and relationship between co-workers as psychosocial influences.

1.2. Background of Ethiopian Broadcasting Corporation

Ethiopian Broadcasting Corporation (EBC) is a public service broadcaster in Ethiopia. It is Ethiopia's oldest and largest broadcaster, with its headquarters in Addis Ababa.

Radio Ethiopia was established with the coronation, according to the EBC Editorial Policy Statement. Emperor HaileSELLASSIE gave a speech in 1931, and Ethiopian Television was formed in 1965. until they were established as a single institution, they operated separately under various commands. Proclamation Number 114/87 established one institution. They were, however, unable to create and implement a solution. A media institution's cornerstone is a consistent

editorial policy. In order to address this issue, Ethiopian Broadcasting Corporation (EBC) was re-established as the institution's new name, by Proclamation No. 858/2006.

At the federal and state levels, there are currently ten state-owned and regionally owned radio and television broadcasters. The Ethiopian Broadcasting Corporation (EBC) operates three national television channels, three national radio stations, and a website with online content produced and distributed by a staff of 2427 in five Ethiopian languages (Amharic, Afan Oromo, Tigrigna, Somali, and Afar) and three international languages (English, French, and Arabic). 927 of the 2,427 workers work in 93 branches around Ethiopia, while the remaining 1,500 are based in Addis Ababa.

1.3. Statement of the problem

According to Mutai and Sikalieh (2014), an organization's work environment has a critical influence in determining employees on satisfaction levels. The ability of an organization to maintain these levels while retaining its workforce may influence how well employees get along with the company, the level of innovation and collaboration with other employees, absenteeism, and, ultimately, the length of time employees choose to stay with the company.

The long-term cost benefits of a well-designed, user-friendly, and work environment should be incorporated into any initial cost considerations because people are the most essential resource and the greatest expense in any firm. The new task for management is to establish a work environment that attracts, retains and encourages its employees. Managers and supervisors at all levels of the organization bear responsibilities. Organizations must look at a new way of working by stepping outside of their positions and comfort zones Sehgal (2012).

Conducive and better work environments, according to Taiwo (2010), are variables that can lead to improved employees' job satisfaction. Employees' creativity is stimulated in a positive work environment, which may lead to new ways that improve satisfaction. Despite the fact that research has shown that the work environment is responsible for more than half of all satisfaction issues, many firms place a high priority on improving employee satisfaction through skill acquisition Taiwo (2010).

Employee satisfaction is influenced by a variety of factors, including performance appraisals, compensation, training and development, job security, organizational structure, and others. However, the focus of this research is solely on work environment conditions, because it has a significant influence on employees' job satisfaction. One of the policies used by managers to

improve effective job management among employees in firms is employee satisfaction as of Shadare (2009).

The previous research on the psychological and social factors that influence employee satisfaction was studied by Gitahi (2014), Awan and Tahir (2015). Taiwo (2010) investigated the impact of the work environment on worker satisfaction and productivity in Nigeria's oil and gas industry, with a focus on blue-collar workers. And the results of his research revealed that there is a substantial link between the work environment and employee satisfaction. Ali (2013) explored the impact of working circumstances, specifically working hours and workload, on worker satisfaction and productivity in manufacturing organizations. The study did not cover the physical work environment. Only office design and productivity was discovered by Sehgal (2012) in his study of the association between work environment and worker productivity. Ajala (2012) did a similar study on the impact of the work environment on employee welfare, performance, and productivity, although he paid little attention to the physical environment. The same is true for Adan & Ali (2013), who investigated physical settings and found that they had a significant impact on employee satisfaction. This means that most previous research only looked at the impact of one area of the work environment, such as the psychological or physical environment, on employee satisfaction. And it's impossible to examine white-collar professionals without taking into account both their psychosocial and physical settings.

Some Ethiopian researchers also did the same concerning the effect of work environment on employees' job satisfaction. Especially Asseged (2017) and Yilak (2021) raised the effect of work environment on employees' job satisfaction and productivity at Ethiopian Broadcasting Corporation. Asseged (2017) tried to see the physical work environment effect in details while Yilak (2021) discussing the psychosocial influences. Another researcher Yitayeh (2021) also discussed only the psychosocial parts of work environment influence. So this research tried fill the gap by discussing on both environmental influences on employees' job satisfaction.

The researcher identifies problems that hinder the satisfaction of employees in Ethiopian Broadcasting Corporation such as relationship between managers, availability of recreational facilities, relationship between co-workers, access of computer and internet, training and development, library and access to books which are the main problems on employees job satisfaction, so the research purposely designs to assess these influence of work environments (psychosocial and physical) are the causes of the problem. The researcher observed and made a

Pilot research by distributing questionnaires to randomly selected editorial parts of employees working at EBC which were not included in the sample size of the study.

The reason why the researcher selects Ethiopian Broadcasting Corporation as a study area is due to the relevance of media to transfer relevant and trusted information to the audience; it demands the satisfaction of employees and a convenient work environment that provides well-trained, self-confident, patriot, self-disciplined. So, this research finding hopefully will help the Ethiopian Broadcasting Corporation to achieve its objectives by reducing environmental problems. And it is a very urgent issue the competition between media now a day are very high and audiences have many options not to choose EBC as the best educating, informing and entertaining media. The existence of media is in the hands of its audience efficiency on the accomplishment of the goal is a must that is made by a satisfied creative employees.

1.4. Basic Research Questions

1. At what extent does the psychosocial conditions of the work environment at EBC affects employees' job satisfaction?
2. What are the effects of recreational facilities on employees' job satisfaction at EBC?
3. Do library with access to books at EBC affect employees' on job satisfaction?
4. Does Computer and internet accessible at EBC? What are the influences they have on employees' job satisfaction?

1.5. Objectives of the Research

1.5.1. General objective

The main objective of this study is, “to examine the influence of the work environment on employees' job satisfaction in Ethiopian Broadcasting Corporation”

1.5.2. Specific objectives

1. To examine the extent of psychosocial work environment influence on employees' job satisfaction at EBC.
2. To determine the effects of recreational facilities on employees' job satisfaction at EBC.
3. To examine the influence of library with access to books on employees' job satisfaction at EBC.

4. To know the accessibility of computer and internet at EBC and examine its influence on employees' satisfaction.

1.6. Significance of the Study

The research would help Ethiopian Broadcasting Corporation management figure out how to establish an enabling work environment for staff so that they can be satisfied for a better performance. It would provide managers with information on numerous work environment aspects that may affect employee satisfaction, allowing for necessary modifications.

A policymaker in the media sector could learn about the aspects of the workplace environment that have an impact on employees' job satisfaction. As a result, they had a head start in developing policies that promote a positive working environment.

The study would also contribute to current literature on the work environment and characteristics that influence employee job satisfaction, as well as serve as a baseline for scholars interested in this topic.

1.7. Scope of the Study

The study was conducted in the Ethiopian Broadcasting Corporation located in the capital city of Ethiopia. The study involves Editorial, Media technology, and administrative or supportive parts of EBC. Due to time and financial restraints the research could not cover more than 90 branches of EBC all over Ethiopia.

This research is also conducted focusing only on some independent variables, which are the main limitation areas of the study. The research covered only the Head office of EBC, which is also another limitation point of this research.

The study clearly examines the work environment on employees' satisfaction concerning the physical environment like recreational facilities, computers with facilities like internet network, and library with full access to books and other reading materials, and psycho-social environment includes training and development, the relationship workers and management and relationship between co-workers(colleagues).

1.8. Limitations of the Study

There are not enough researches made concerning the influence work environment on employees' job satisfaction regarding EBC. This research is also conducted focusing only on some independent variables, which are the main limitation areas of the study. Methodologically the research is

delimited to the quantitative method. An explanatory research design had been applied in the process. The research covered only the Head office of EBC, which is also another limitation point of this research.

1.9. Organization of the Study

There were five chapters in the research. The background of the study, Statement of the study, Basic Research questions, Objectives of the study, the significance of the study, the scope of the study, Definitions of key terms, and organization of the study are all covered in the first chapter. The conceptual framework, as well as theoretical and empirical works of literature relevant to the study, was discussed in Chapter 2. The third chapter discusses the study methodology, including research design, sample and sampling methodologies, data collection source and instrument, and data analysis methods. The fourth chapter indicates data presentation, analysis, and interpretation; and the fifth chapter describes the conclusion, and recommendation parts. A list of reference materials and annexes was added at the end of this Thesis, in addition to the above chapters.

1.10. Definitions of Key Terms

Environment-is described as the people and things that surround you in your daily life, such as buildings, people you live or work with, and your overall situation.

Work environment: - is the sum of interrelationships that exists between the workers and the environment in which they work.

Work-life balance- refers to people spending enough time on their employees while also making time for their families, friends, and interests.

Training and development - refers to the process of bridging the gap between present satisfaction and desired performance standards.

Satisfaction -is defined as the fulfillment of one's wishes, expectations, or needs or the pleasure derived from this.

Employees- A person employed by another under an express or implicit contract of hire, oral or written, in which the employer has the right or capacity to control and command the employee in the material details of how the work is to be accomplished.

Co-worker- the relationship between coworkers that encompasses the whole spectrum of interactions and communications between the two individuals, as well as the processes by which they adjust to one other's needs and desires.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

2.1. Theoretical Literature

Many theories in the world today have explained the influence of work environments on employees' satisfaction. Environmental influences and differences may make a theory work in one place while making it irrelevant in another. In this section, relevant theories to this study are reviewed to help the researcher understand what the work environment looks like in advance.

2.1.1. Concepts of work environment and employees' satisfaction

2.1.1.1. Concepts of work environment

The work environment is defined as "the people and things that are around you in your life, for example, the buildings, the people you live or work with, and the situation in general" in the (Longman Dictionary of Contemporary English 2005). It goes on to say that some businesses failed to create a safe working environment for their employees. Working in a learning setting must be a pleasurable experience.

According to (Gut 2007), incorporating a balanced office atmosphere improves profitability, productivity, and the company's popularity. The work environment is a notion that has been operational by examining how well employees perceive their immediate surroundings to meet their intrinsic, extrinsic, and social requirements, as well as their motivation to stay with the company. Furthermore, (Haynes 2008) stated that the environment is the most important driver of the quality of their job and degree of performance.

According to (Sheathe 2007), keeping a positive working atmosphere has numerous advantages. Increased productivity, staff stability, increased profit, security, and improved health are just a few of the benefits. Complaints, absenteeism, and productivity are all reduced when the working environment is improved. Most businesses are now adopting a more strategic approach to environmental management to boost productivity by enhancing and managing employees' satisfaction on the job.

2.1.1.2. Employees' job Satisfaction

Employee job satisfaction is described as how happy they are with their jobs. This includes satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their employment on employees' personal lives, in addition to their daily responsibilities.

Employers should understand the legitimate wishes and demands of employees for advancement in their professions if a company is to fulfill its goals effectively and efficiently techniques of accurately assessing management satisfaction must be developed for production to be effective. According to Harold and Koontz (1994), proper incentive systems, which incorporate both financial and non-financial rewards, can boost employee satisfaction to meet organizational goals.

Employee satisfaction is critical to the success of public sector organizations. Employees in an organization work together as a team to achieve organizational goals, using their skills and competencies in concert with one another to achieve organizational goals. As a result, employee satisfaction is a critical component of an organization's success, and firms must examine the elements that contribute to high levels of satisfaction. Because no organization can advance just via the efforts of one or two persons, it takes the combined efforts of all members of the organization. Satisfaction is a multifaceted concept that aims to achieve results and has a strong link to an organization's strategic goals Mwita (2000).

Because an organization's success is dependent on its employees' creativity, ingenuity, and devotion, high employee satisfaction is essential. In some circumstances, satisfaction is assessed in terms of the number and value of things produced. However, pleasure is tied to efficiency or perception-oriented criteria (e.g. supervisory evaluations and target successes), whereas productivity is linked to production-oriented terms e.g. profit and turnover Pinks (1986). According to (Hunter and Hunter 1984), the ability of the individual himself is critical in achieving high job satisfaction. The individual must be able to produce strong results and perform well.

2.1.2. Physical factors of the work environment in media

According to Stressed (2001), the current physical working environment is affected by many factors such as technologies like computers, machines, furniture, recreational place, reading materials such as books, magazines, brochures, etc. Khoum (2002) the ability of the physical work environment nowadays greatly influence behaviors and create an image, particularly for the

media houses. In the wide view of Temessek (2009) the physical work environment includes not limited to the confront level, recreational facilities, libraries with its access, computer with Internet, etc. And these ultimately help improve the worker's experience and improve the employee's job satisfaction.

2.1.2.1. Computer and internet for broadcasting Media

A computer, according to Ayo (1994), is an electronic device that accepts and processes data using a set of instructions to generate a result. The art of computing is commonly referred to as information processing because the ultimate goal of a computer is to produce information. In other words, a computer is an electronic machine that accepts data, manipulates it according to predetermined rules, produces results, and stores those results for later use.

Data is processed by computers to create information. Currently, nothing is immune to computer interference, including our daily lives: the way we work, learn, live, and even play. It's nearly impossible to go a single day without coming across a computer, a computer-dependent gadget, computer-generated information, or a computer-related word or phrase. Because of the importance of computers in today's environment, being computer literate is essential. Computer literacy refers to a person's knowledge and understanding of computers and their applications.

According to studies, skill-based technological progress occurred throughout the twentieth century, causing major shifts in the relative productivity of various types of workers and shifting demand toward more skilled individuals Golden and Katz (1998). Information technology (IT) has been the most significant and pervasive technological change in the last two decades. Organizations are transformed from lower and inefficient productivity to higher production and efficiency as a result of Brenham (2002).

The phrases Internet, web, cyberspace, and the 'net all refer to the same thing; in this case, we'll refer to it as the Internet. The Internet is a global network of computers that are connected and accessible to everybody. Computers are the most common instrument you'll use to access the Internet.

Because you can't touch the Internet, it's a little tough to describe. It appears to be invisible—only computers can see it—but it is visible through a computer. The best way to describe the Internet is to compare it to a library. Just as a library is made up of many books, the Internet is made up of many distinct components. The components of the Internet have even more separate elements, similar to the pages of a book and it is a must accessible in media houses.

2.1.2.2. Library with the access to materials

Media outlets educate, entertain and inform the community in many ways. This means that the media worker (journalists) can teach, inform and entertain as much as he or she knows ed. Lisa (2018). Just because a journalist has learned the lessons of journalism does not mean that he or she can deliver information by a well-informed way to audiences. They need to be well-informed in order to provide complete information, or they need another expert in the field.

According to Sied (2019), there may be difficult to provide a scholar on all issues. In order to invite and talk to a scholar also needs to have a better understanding of the subject. Therefore, a journalist is required to be a reader on various issues. The general opinion of a journalist is multifaceted and his general knowledge should be broad. There is nothing that the media does not cover in the world. So, they would have a solution for this.

First of all, they have to be journalists. To do this, you need to have access to modern and comprehensive libraries. Libraries are just as important to the media as educational institutions. They are also equipped with state-of-the-art technology, which is packed with books and easy access to digital information. And it means that journalists are working on the knowledge gaps that they face every day. Ultimately, an institution that provides better and more accurate information to the public will be preferred by the audience

Public media and entertainment sectors improve student and public awareness outcomes by using creative support systems that assist in mastering the wide range of skills required for success. Organizational libraries aid in the development of journalist skills as well as the efficiency of media managers and doing by knowing gives them satisfaction. Journalists benefit from the materials and the development of research skills provided by organizations (media) libraries and librarians, which can be incorporated into their actual activities. Organization librarians can work together on planning, delivering, and evaluating journalists activities..

Journalists benefit from libraries because they can provide with access to technology, as well as reading, to help them acquire information literacy according to Academic library resources assignment (ed. Lisa 2018).

2.1.2.3. Recreational facilities

During their lunch hour, break, or after work, many employees enjoy participating in sports or other recreational activities. In addition to being enjoyable, such activities improve their physical and mental health. Recreational amenities have made a major difference in your company's

social relations. When supervisors or managers join in leisure activities with their employees, it dramatically improves communication and mutual understanding. These can boost employee morale, resulting in lower absenteeism and turnover. A smart place to start is by providing sports equipment such as a ball, goals, and netting, as well as some board games and periodicals.

Entrainment, according to Farmer and Seers (2004), is used to encourage employees and assist them in reaching both personal and organizational objectives. Furthermore, entrainment aided groups in sharing a common culture and reducing interpersonal differences, resulting in improved group performance. Comparable research on the social impact of workplace recreation and accommodation was undertaken by Gates (2002). The study employed a psycho-educational approach to see how the social environment of workplace recreation affected individual workers' morale, well-being, and esteem. This study found that socializing is an important and required component of workplace recreation, and it was suggested that organizations figure out how their leisure programmers may help groups improve morale and self-esteem.

Mokaya and Gitari's (2012) study looked into the impact of workplace entertainment and social aspects on workers' productivity. Workers were able to relax, enjoy, feel terrific, get delight, and realize their social demands as a result of workplace entertainment, according to their findings. Furthermore, research shows that entertainment at staff parties allows employees to obtain feedback on their satisfaction as well as appreciation for their accomplishments. Furthermore, team building events, staff parties, and aerobics provided delight and pleasure to employees, resulting in increased dedication, camaraderie, and well-being.

2.1.3. Psychosocial work environment

Psychology: Psychology is an applied science that attempts to describe human behavior in a certain way and anticipate individual actions. It has contributed to different theories on learning, motivation, personality, training and development, leadership, job satisfaction, satisfaction appraisal, attitude, ego state, job design, work stress, and conflict management. These theories can help people enhance their skills, adjust their attitudes, and develop a constructive attitude toward organizational systems. Organizations use a variety of psychological tests to choose employees, as well as to assess personality traits and aptitude. A variety of additional aspects of human personality are also assessed. These tools are scientific and were developed following an extensive investigation. This discipline is always looking for new ways to apply its findings to the field of organizational behavior. The field of organizational behavior has benefited from the contributions of psychology. Sociology is a study that analyzes the impact of culture on group

behavior and has made significant contributions to the fields of group dynamics, communication, norms, status, power, conflict management, formal organization theory, group processes, and group decision-making.

The term "psychosocial" refers to a mixture of the two sciences. Working organizations are groups of people who have been given specific tasks and play an important role in shaping human behavior. It is a subject in which the concepts of psychology and sociology are combined to improve human behavior in the workplace. The field has aided in the management of change, collective decision-making, communication, and people's ability to preserve social norms inside organizations.

According to Viscera (2008), understanding the psychosocial work environment is critical and is regarded as one of the most essential challenges in today's and tomorrow's businesses in order to achieve their goals.

According to Noe (2008), the psychosocial environment is the interaction between the environment and the working conditions that an organization provides for its employees, such as training and development, motivation, the relationship between employees and management, the employees themselves, and other complex conditions. It is tough to understand because to the combination of work, environment, and the person himself. He also defines workplace welfare in terms of training and growth, motivation, the interaction between workers and management, and the relationship between coworkers (the relationship between workers themselves).

2.1.3.1. Motivation

The term "motivation" comes from the Latin word "Mover," which means "to move?" It is described as a person's desire to demonstrate a behavior and reflects their readiness to put out effort. Extrinsic and intrinsic motivations are two types of motivation. External variables like as compensation and benefits, as well as disciplinary actions, are examples of extrinsic motivation. It has rapid and strong effects, but they do not have to stay long. Internal elements such as job satisfaction, responsibility, freedom to act, scope to employ growth of skills and abilities, and work challenges and possibilities for development are examples of intrinsic motivation

From the standpoint of this study, motivation is the force that pushes or instigates human behaviors, as well as how to attain, direct, accomplish, and sustain, as well as boasts employee performance.

According to Fined (2003), motivated employees can be identified by their agility, dedication, passion, focus, fervor, and overall performance and contribution to the organization's productivity increase. That is the result of satisfaction driven from motivation. Every organization is worried about how to achieve high levels of performance through people. This entails paying close attention to how employees might be most motivated through incentives, rewards, leadership, and the work they accomplish in the organizations in which they conducted the task. The goal is to create a motivation process and a work environment that will enable individuals to generate satisfactions that meet management's expectations.

2.1.3.2. Motivation and employees' on job satisfaction

According to Mullins (2006), one of the most important factors in a worker's productivity is motivation. Even if people have clear work objectives, the proper abilities, and a supportive work environment, they will not complete the task unless they are sufficiently motivated to do so. Motivation is the internal energy that influences a person's voluntary behavior direction, intensity, and persistence. The amount of time a worker is physically present at work, as well as the amount of time he or she is "mentally present," or efficiently operating while on the job, determines their productivity. In order to sustain high worker productivity, organizations must address both of these challenges, which can be accomplished through a range of techniques that focus on employee satisfaction, health, and morale. Organizations adopt numerous tactics to compete with competitors and to increase employee satisfaction, according to Oka (2014). Few organizations feel that their human personnel and employees are their most valuable assets, which can lead to success or decline, depending on how effectively they are focused. No organization can advance or achieve success unless and until its personnel are content with it, are motivated to complete duties and achieve goals, and are encouraged to do so.

Also, encourage their subordinates to participate, to take their tasks more seriously, and to assist in the supervision of other employees and the monitoring of their satisfaction. And to encourage them to interact as much as possible at work, as well as to understand each employee's working capacity and assign work based on that capacity in order to achieve optimal productivity Ali (2012).

2.1.3.3. Training and development

According to Sims (1990), training is used to close the gap between current satisfaction and desired performance. Training not only helps employees grow, but it also aids a business in making the most of its people resources in order to obtain a competitive advantage. Workers'

productivity can be improved through effective training and development programs. The acquisition of understanding, know-how, techniques, and practices is the primary goal of training and development. Indeed, one of the pillars of human resource management is training and development, which can boost productivity at the individual, collegial, and organizational levels. Organizations are becoming increasingly concerned with organizational learning and, as a result, collective development as a means of boosting capacity to act. Training and development are useful not just to the company as a whole, but also to individual employees. Training and development improves job knowledge and skills at all levels of the organization, improves worker morale, and helps workers identify with organizational goals, resulting in increased profitability and/or more positive attitudes toward profit orientation. It also improves job knowledge and skills at all levels of the organization, improves job knowledge and skills at all levels of the organization, and helps workers identify with organizational goals. Individual workers benefit from training and development by helping them make better decisions and solve problems more effectively, encouraging and achieving self-development and self-confidence, assisting them in dealing with stress, tension, frustration, and conflict, increasing job satisfaction and recognition, and moving them toward personal goals while improving interaction skills. As a result, it appears that the company must arrange for training programs for its employees in order to improve their talents and competencies in the workplace.

According to Mathis (2008), training is a process through which people develop skills that will aid them in achieving personal and organizational goals. It is the systematic acquisition of knowledge, skills, and attitudes by workers (employees) in order to execute satisfactorily on a given task. For the purposes of this study, training refers to the process by which employees improve their skills, knowledge, and attitudes in order to increase their productivity and organizational performance by increasing satisfaction.

Training should be systematic, in the sense that it should be specifically conceived, planned, and performed to achieve the desired results. It is offered by people who understand how to train, and the training's impact is rigorously assessed Armstrong (2010). Because the impact of training is influenced by a variety of factors, an organization must account for all of these factors if it wants to get the most out of training. The following procedures must be followed by an organization in order to set up a training program that is as efficient as possible.

2.1.3.4. Training and employees' Satisfaction

According to Safferstone (2007), the benefits of training on employee satisfaction can often support both individual and organizational progress. Staff training contributes to a self-fulfilling prophecy of increased satisfaction as well as productivity; employee development equals lower operating costs, more organizational loyalty, and improved job satisfaction. He goes on to state that meeting and exceeding goals, cross-training staff, preparing workers for promotion, keeping a safe atmosphere, and reducing errors are all benefits of training. Employee satisfaction with human resources and the organization improves as a result of training. When employees are fully engaged in training topics that are directly relevant to their jobs, they are more likely to try to solve problems.

Bridging the satisfaction gap, according to Swart (2005), entails putting in place a relevant training intervention aimed at improving workers' specific skills and abilities while also increasing their output. He goes on to say that training helps organizations understand when their employees aren't performing well, and that their knowledge, abilities, and attitudes need to be reshaped to meet the firm's needs. According to Bartle (1994), there is a positive correlation between effective training programs and employees' job satisfaction and performance; however, it is the responsibility of managers to identify the factors that hinder training program effectiveness and to take necessary measures to neutralize their effect on employees' satisfaction Swart (2005). In addition, Bakar (2003), concluded that high level of employee commitment is achieved if training achieve learning outcomes and improves the performance driven from self-esteem and satisfaction, both on individual and organizational level.

As mentioned by Arnoff (1971), training sessions accelerate the initiative ability and creativity of the workforce and facilitate to avoid human resource obsolescence that may occur because of demographic factors such as age, attitude or the inability to cope with the technological changes. Obis (2001), reported that training is a systematic process of enhancing the knowledge, skills and attitude, hence leads to satisfactory performance by the employees at job. He further mentioned that the need and objectives of the training program should be identified before offering it to the employees.

Training is a systematic process of improving knowledge, abilities, and attitude, which leads to successful job performance by employees. He went on to say that before delivering a training program to staff, the necessity and goals of the program should be determined. Employee competencies change through effective training programs, according to Wright and Gerry (2001), which not only improves the overall satisfaction of employees to effectively perform the current job but also enhances the knowledge, skills, and attitude of workers required for future

jobs, contributing to superior organizational performance. Employee skills are created through training, allowing them to carry out job tasks efficiently and competitively meet corporate objectives. As a result, training has a substantial impact on employee happiness, and studies show that it also promotes work satisfaction and loyalty to the organization, and training transfer is more likely to increase performance, job involvement, and incentive to learn and transfer Gelada and Caetano (2007).

2.1.4. The relationship between management and employees

"The skill of getting things done through people," says Mary (2003) about management. Management entails coordinating and supervising others' work tasks to ensure that they are executed efficiently and effectively. A managerial role differs from a non-managerial position in that it involves coordinating and overseeing the work of others.

An organization is a group of people who have come together to achieve a common goal. Organizations have three features in common: (1) Each has a distinct purpose (2) Each is composed of people (3) Each develops some deliberate structure so members can do their work. Although these three characteristics are important in defining *what* an organization is, the concept of an organization is changing. Flexible work arrangements, employee work teams, open communication platforms, and supplier collaborations are all characteristics of today's emerging businesses. Changes are forcing organizations to become more transparent, flexible, and responsive. Because the world around them has changed and continues to change, organizations are changing as well. These sociological, economic, global, and technical shifts have produced a climate in which successful businesses must accept new ways of working.

A person, who works part-time or full-time under a contract of employment, whether oral or written, express or implicit and has recognized rights and responsibilities, is referred to as an employee. The relationship between employees and management is described by (Torrington and Hall (1998) as a framework of organizational justice that includes organizational culture and management style, as well as rules and procedural sequence for grievance and conflict management. Indeed, the goal of employee relations is to achieve harmonious employee relations and minimize conflict practices in the workplace.

Although there are numerous uncertainties surrounding factors affecting worker productivity, and since human resources are always considered one of the organization's capitals, the nature of supervisory and administrative factors, particularly the managerial styles of managers, are the most important factors that affect productivity Lambert (1996).

According to Khaki1 (999), a culture's performance is transcendental if it has a rational attitude toward life and works smarter with the purpose of activities to reach a better living. As a result, the manager is the most important factor for any organization that can determine staff productivity has remained the leaves; if the manager wants to be successful through his management style is the best application of this work by the staff and interested organizations, and making and work motivation depends on the activity and individuals shall strengthen the organization.

2.1.4.1. The relationship between management and employees satisfaction

According to Fred (1997) managers in organizations that do not choose an appropriate leadership style of drawn and a positive attitude towards influencing factors and barriers to productivity are not normally among the staff and management differences and conflicts that organization occurs, as a result of these differences, environmental organizations boring and unpleasant and this issue is, in turn, makes low productivity. So if managers of organizations have well managed, with the use of the correct style of leadership motivation and increased job satisfaction and organizational commitment in employees and turn the issue to increase personal productivity, career, organizational and national will. So Understanding the management style is a necessary and imperative role in solving this problem. Today, one of the fundamental problems in the low productivity of our organizations is staffing. The most valuable assets that indeed the mother organization of efficient manpower. Proper management can result in the realization of the organization and achieve the desired goals of labor productivity. If worker and management have a good relationship employees tend to be satisfied more.

2.1.4.2. The relationship between employees themselves

Rolleston and Bradfield (2002) describe employee relations as the relationship between an organization and its employees, which includes the whole spectrum of interactions and communications between the two sides, as well as the processes by which they respond to each other's requirements and goals. Healthy employee interactions are a prerequisite for an organization's success. High productivity and satisfaction necessitate strong worker relations. Worker relations are concerned with preventing and resolving issues with persons that may occur as a result of the work environment. Healthy worker relationships result in more efficient, motivated, and productive workers, which lead to higher output levels. Workers are one of the most important stakeholders in any business.

According to Torrington and Hall (1998), while most workers are on the job, they do not create more merely because their relationships with their coworkers are unhealthy. When employees are dissatisfied with their coworkers, they do not give their best effort at work. The interaction between workers as a framework of organizational justice, which includes organizational culture and management style, as well as grievance and conflict management regulations and procedural sequences.

The goal of worker relations is to promote pleasant working relationships while minimizing conflict. People form social networks through interpersonal interactions, and they receive social support from these networks. Interpersonal communication has been researched as a technique of providing social support at work.

2.1.4.3. Employees' relationship and their Satisfaction

It encourages collaboration in order to fulfill the organization's objectives. Teams are groups of individuals who, in order for each member to attain maximum performance and goal achievement, must rely on collective teamwork, Keith (1989). Employees who have positive relationships with their coworkers are more likely to be motivated at work. Motivation increases dedication, which improves satisfaction and promotes a positive company image. Because employees are considered to play significant roles in supporting organizational performance, one of the primary things that management should focus on is employee relationships. Employees must be motivated by management in order for morale to rise and execution to raise Karaj (2011).

2.2. Empirical Reviews of the studies

Despite this, numerous researches have looked into the environment as a determinant in employee satisfaction in firms. As Hammed (2009) noted in his study, increased personal control and comfort needs of employees prompted in organization to be concerned about providing them with a work environment that not only meets their wants but also helps them perform better. Shabbier (2013) looked into how a manager's attitude affected employees' job satisfaction. The final conclusion demonstrates that in the banking sector as his findings, there is a favorable association between organizational culture and employee satisfaction. Waweru (2010) found that both the physical and psychological surroundings contributed to enhancing employees' satisfaction on job, and he advised that both systems be linked for best output. Ismail (2010) looked at the link between employee productivity and physical settings (comfort level;

temperature). His findings also reveal that the physical environment (comfort level, temperature) has a significant impact on employee satisfaction resulted in high productivity.

According to Aswan (2015), who studied the impact of the work environment on employee productivity, factors such as supervisor support, coworker relationships, training and development, attractive and quick incentives and recognition plans, and an adequate workload at work all contribute to the development of a working environment that has a positive impact on employees' state of mind in an organization.

Asseged (2017) stated that working conditions (such as a lack of facilities in the compound, inadequate logistics services, a lack of inputs in the needed amount, and a lack of benefit packages, among other things) were listed as the leading causes of journalists' job discontent. , the irregularity of the organizational system (such as the rewarding, promoting, evaluating, and assigning) of team leaders or the filling of higher jobs in general is based on the emotions and interests of individual corporate managers rather than a plain guideline. What's more, it's getting worse. Anything organized and launched by one management may be destroyed by the arrival of a new one without any consideration of whether or not the decision is viable. As we can see empirically, work environment has a great impact on employees' job satisfaction.

For instance, Yamane (2005:69) identified that “Media institutions in the age of technology and information with a study of the actual Reality of Ethiopia media institutions as journalist matter of job motive”. He also underlined that journalists do not even like their job due to different situational factors such as absence of short term trainings, failure to make use of technology, lack of modern information center at the institution, and so on which have deprived journalists to organize, to obtain and make use of the techniques of storing and retrieving information in a precise and speedy manner.

According to Emanuel (2005), the state media had no place to ideal press freedom as it is state owned and as the editorial policy dictates it is meant to serve the ruling party interest which makes it not surprisingly that journalists find the operating conditions dissatisfying. Apparently, practices in the state media could not be the same to those of public media democratic nations. Finally, this researcher saw on above researcher it might have little r appeared on the freedom of workers in the station as a whole.

On the other hand, Sisay (2011) undertaken a study on the job satisfaction level of state and private FM stations' journalists were found moderately dissatisfied and satisfied respectively. Thus, the job satisfaction level is higher in private stations. The study found out that there is a

weak relationship between journalists' job satisfaction and their demographic variables. The strength of the correlation between the variables is found significantly weak. The results suggest the need for taking various corrective measures in both stations (more in state owned) to enhance journalists' job satisfaction.

Similarly, Shubba (2014) investigated that journalists in the Oromia Radio and Television Organization were highly dissatisfied with the organization's way of treatments. He had then recommends that the organization needs to address such challenges and obstacles (i.e. the complaints raised by journalists in issues such as rewarding, promoting, recognizing, and assigning for higher posts) so as to achieve organizational goals and objectives by strengthening journalists' efforts in appropriate ways.

Mesud (2014) conducted a study which aimed at investigating factors that affect of job satisfaction of journalists from selected six governments and private media institutions. The study focused on examining the overall job satisfaction of journalists. Mesud's findings indicated that 54.9% and 16.48% of the respondents are dissatisfied and very dissatisfied with their overall job situation respectively whereas 25.27% and 3.3% responded that they are satisfied and very satisfied respectively. From the findings of Mesud it is evident that the majority of journalists were very dissatisfied in their job.

In another way, Beam (2006) found out that journalists enjoyed high level of job satisfaction when they felt that their work was valued. Weaver and Wilhoit (1986) noted that journalists' job satisfaction was also determined by whether their freedom of reporting would be affected by internal constraints.

2.3. An Overview on the Most Common Theories

Hoppock (1935), who presented the earliest definition on Job Satisfaction, describes the concept "as being any number of psychological, physiological, and environmental circumstances which leads a person to express satisfaction with their job." Vroom (1982) defined the construct "as workers' emotional orientation toward their current job roles". According to Locke (1976), job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". In the definitions mentioned above, there is a subjective component of a person's appraisal of his/her satisfaction with their job. The definitions also highlight that the JS construct includes attitudes that individuals hold towards overall as well as specific aspects of their jobs. There are varieties of theories explaining what causes satisfaction to workers.

2.3.1. Frederick Herzberg Two Factor Theory

More than four decades back, Herzberg (1959) was intrigued by the question of what people want from their jobs. They applied critical incident technique and surveyed 200 accountants and engineers from Pittsburg. They were asked to describe the events which made them feel good or bad about their jobs. The responses were tabulated as follows. Their approach is popularly known as Two Factor Theory.

According to Herzberg, there are two factors; 'Motivators' and 'Hygiene factors'. It is only the motivating factors which generate job satisfaction. The very task/job and the outcomes of the job like recognition reward, responsibility, promotion, and growth have potential to generate job satisfaction.

He categorically explained that the second set of factors called 'hygiene factors' should be present in the organization so as to avoid dissatisfaction from job. For example, poor relations with superiors and colleagues, poor pay, restrictive policies, absence of job security and soon have the power to disturb the employees. But they cannot empower the employees.

2.3.2. Locke's Value Theory

This theory was conceptualized by E.A. Locke (1972). This theory states that job satisfaction occurs where job outcomes an employee receives matches with those desired by him. Accordingly, the more the employee receives as outcomes they value, the more they feel satisfied; the less they receive as outcome they value, the less they feel satisfied. In other words, the discrepancy between present aspects of the job and the aspect desired by the employee generates job dissatisfaction. This theory invites the attention of management to those aspects of job which cause dissatisfaction and transform them so that employee feels satisfied.

2.3.3. Adam's Equity Theory

This theory was contributed by J.S. Adam (1969). The basic postulate of this theory is that employees compare the ratio of output to inputs with that of others. According to him inequity occurs where a person perceives that ratio of his outcomes to inputs and the ratios of a relevant others outcome to inputs are unequal.

Inputs refers to age, gender, education, social status, organizational position, qualification, hard According to Adam, workers want equitable payment. They neither want under payment nor over payment. They need fair pay. Where the inequity exists, workers strike to alter inputs or outcomes to restore equity; cognitively distort the inputs or outcome or leave the field or act on the other or change the other. The critics attacked this theory on the ways advocated by Adam to

deal with inequity. However, this theory highlighted the need of workers to be fairly treated by management.

2.3.4. Opponent Process Theory

This theory was developed by F.J. Landyn (1982). The crux of this theory is that constant input does not result in constant output. Initiating some change in the job may enhance worker's satisfaction in general but may not increase satisfaction consistently over a period. Landyn (1982) applied this concept in goal setting theory. Employees may resist the change aggressively in the initial stage. Consequently job satisfaction declines. But pleasure from the job increases progressively as an employee gains experience in goal setting exercises.

In other words, interventions intended to increase job satisfaction may not become popular on their introduction but it ensures satisfaction by regular practice. In sum, introducing changes in job over a period of time generates job satisfaction. A single change generates job satisfaction for a certain period. Thus introducing change should be a continuous phenomenon. It should be progressively done.

2.3.5. Need-Fulfillment Theory

Under the need- fulfillment theory it is believed that a person is satisfied if he gets what he wants and the more he wants something, or the more important it is to him, the more satisfied he is when he gets it and the more dissatisfied he is when he does not get it. The proponents of this theory measure satisfaction in terms of rewards a person receives or the extent to which his needs are satisfied. Further, they thought that there is a direct/positive relationship between job satisfaction and the actual satisfaction of the expected needs. The main difficulty in this approach is that job satisfaction as observed by willing, is not only a function of what a person receives but also what he feels he should receive as there would be considerable difference in the actual and expectations of persons.

Thus, job satisfaction cannot be regarded as merely a function of how much a person receives from his job. Another important factor/variable that should be included to predict job satisfaction accurately is the strength of the individuals' desire of his level of aspiration in a particular area. This led to the development of the discrepancy theory of job satisfaction.

As this research is not conceptual research, it contributes to those existing theories which are described above and others which did not raised here.

2.4. Conceptual Framework

The relationship between the dependent and independent variables is depicted in the conceptual framework. Physical and psychosocial factors are the independent variables. These variables are

predicted to have an impact on the dependent variables, which are employee satisfaction levels at Ethiopian Broadcasting Corporation.

Independent Variable

Physical Work Environment

- ❖ Computer and internet
- ❖ Library with access of materials
- ❖ Recreational facilities

Psychosocial Work Environment

- ❖ Motivation
- ❖ Training and development
- ❖ The relationship between management and employees
- ❖ The relationship between co-workers

Dependent variable

- ❖ **Employees' job Satisfaction**

Source: adapted from Aswan (2015) and Gotha (2014).

Figure 1: Conceptual framework showing the relationship between independent and dependent variables.

CHAPTER THREE

3. RESEARCH METHEDOLOGIES

3.1. Introduction

This chapter describes the research design and methodology that has been applied in the research and the selection of appropriate method for the study. The chapter has been arranged into different sub sections including Data types, Sources, Instrument design, Sample design, Data collection methods, the instrument used for the study and the method of analysis of data

3.2. Research Design

The research design of this study was explanatory type as it tries to explain the real environmental conditions that exist in Ethiopian Broadcasting Corporation and its influence on employees' satisfaction. It explains the causal relationship between work environment and employees' job satisfaction. Methodologically the research is delimited on the quantitative method for the sake of its simplicity in gathering, interpreting, and analysis of data.

3.3. Study Area

The study was conducted in the Ethiopian Broadcasting Corporation which is the largest broadcaster in Ethiopia, with a population of 2427 employees (HRMD 2022). EBC is one of the state-owned broadcasters to inform, entertain, and educate its audience. The corporation was selected because of its significant role in building a democratic society in Ethiopia and in introducing Ethiopia to the external world.

3.4. Target population and Sample size and Techniques

3.4.1. Population and Sample Size

The target population for the study was on permanent employees at the Head Office of Ethiopian Broadcasting Corporation which consists of Clerical, Editorial, Custodial, Media technology, and Managerial employees with a total population of 1,500 employees (working now at Head Office). From 2427 total population of Employees at EBC, 927 are employed at 93 branches all over the country.

Estimation of sample in research using (Yamane1967) method is employed. (Yamane1967), used the following formula to determine the sampling size

$$\text{Sample size no} = \frac{N_1}{1+(e)^2*N}$$

Where: -

- ✓ no = initial sample size
- ✓ N, total population size
- ✓ e, error tolerance or margin of error = 0.05
- ✓ N₁, is the stratum

$$\begin{aligned} \text{Sample size no} &= \frac{1500}{1+(0.05)^2*1500} \\ &= 333 \text{ total sample size} \end{aligned}$$

The correction formula is used, when the total population is less than 10, 000.

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

The final sample size was 261.

Therefore, the sample size is taken according to the formula by Yamane (1967), hence, from a total of 261 sample sizes proportionally distributed to all selected departments in the Ethiopian Broadcasting Corporation as follows.

Category	Total population	Sample Size	Percent
Editorial		144	55
Media Technology		70	27
Admin (Cleric+Custodial+managerial)		47	18=(5+2+5)
Total		261	100%

Table-1 Category of sample source, EBC, HRMD.

Source: Own survey 2022

3.4.2. Sampling Techniques

A sampling technique is a set of instructions for extracting a sample from a population. It refers to the method or procedure used by the researcher to pick things for a sample. Prior to beginning the study, the researcher must determine the sample size that will be used. The sampling process begins with the selection of a sampling frame, or a list of items from which a sample can be drawn, also known as the working population Zikmund (2000). The sampling frame for this study was based on a list of employee names at EBC headquarters.

The next stage was to determine which sampling method may be utilized to choose a sample from the population for the study. According to the literature on methodology, there are two types of sampling methods: probability and non-probability sampling Kothari (2004). Because of the availability of a sample frame, the probability approach was chosen because of the universal acceptance of the results. Because the population was well-defined and known, a probability sampling design was used.

Because the researcher had obtained a complete list of all EBC employees from the Human Resource Management Department, stratified sampling with simple random sampling method was used to select respondents from the target population once stratified sampling was chosen in the sampling design stage. All available subjects of the population were given the opportunity to be picked in an optimal allocation of stratified sampling manner based on homogeneous behavior of categories such as Editorial, Custodial, Media technology, Cleric, and Managerial as shown in the above table 1.

The researcher applied the simple random sampling method from list of the population in each category. While distributing, the researcher informed the respondents about the research objectives through by getting them in person and phone.

3.5. Sources of Data

A primary source of data was used to collect primary data by using self-administrative questionnaires from Clerical, Editorial, Custodial, Media technology, and Managerial employees. And secondary data was also used from reports, employees' general information from HRMD, and different other researches and books written before.

3.6. Data Collection Instruments and Procedure

In this study, the researcher had collected primary data from respondents using a self-administrative questionnaire as the major method.

According to Bigrams (2008), the major source of data is information discovered by the researcher independently about a specific issue with the study purpose in mind, as well as information coming from inconsistency with the research questions' objectives. The dependent and independent variables were measured using closed-ended questionnaire items. The Likert-five-scale approach was employed, which has numeric values of 1-5 and goes from strongly disagree, disagree, neutral, agree, and highly agree. Because, as Neumann (2003) explained, the use of this specific scaling method and the process of asking many people the same questions and examining their responses ensured the ability to assess the responses, measure the responses quantitatively, and produce a pattern or trend to answer the research questions. Bekele (2014), and Eric and Gitah (2012) designed the instrument that the researcher utilizes in this study with the adoption and modification of earlier studies.

3.7. Reliability and Validity Analysis

Reliability

Reliability explains consistency, stability, or dependability of data. A reliable measurement is one that if repeated for the second time, gives the same result as it did the first time. If the results are different, then the measurement is unreliable Mugenda (2008).

To measure the reliability of data collection instrument, an internal consistency technique using Cronbach's alpha was used, Mugenda (2008). Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generation Zinbarg (2005).

Case Processing Summary			
		N	%
Cases	Valid	250	100.0
	Excluded ^a	0	.0
	Total	250	100.0
a. List wise deletion based on all variables in the procedure.			

Table -2 Reliability case processing summary; Sources: Own survey result, 2022

Reliability coefficients range from 0.00 to 1.00, with higher coefficients indicating higher levels of reliability. From the table above Cronbach's Alpha of the variable were higher; indicating that respondents tended to rate their Quality Vision consistently across the various questions on the instrument.

Table-3 Reliability statics;
Sources: survey result,
2022

Reliability Statistics	
Cronbach's Alpha	N of Items
.816	34

As of the table-3: Cronbach's alpha ($\alpha= 0.816$) since it is a coefficient of internal consistency commonly used as an estimate of the reliability.

Validity

According to Gray (2004), the degree to which the accuracy and credibility of the research data are shown by Validity. The researcher was measured the validity of the questionnaire by pre-testing employees because Kothari (2008) it gauged the relevance of the questionnaire as well as its clarity in measuring variables and collecting feedback on the structure, ease of use, and discrepancies in the questionnaire. Pilot test was done by selecting 27 (10% of the sample size) employees (which are not included in the sample size) in which all questions were returned. Before actual distribution spelling and grammar error was checked by language expert. Finally all comments were incorporated before the final print

3.8. Methods of Data Analysis and Software

The data which was obtained from the sample of the population was analyzed according to the objective of the study. The collected data was analyzed by a means of tabular, charts, correlation, and regression analysis. The statistical Package for the Social Sciences (SPSS) version26 was used for the data analysis technique. Correlation analysis would measure the strength or degree of association between variables. In addition, linear regression analysis was used to estimate or predict the influence of the work environment on employees' satisfaction.

3.9. Ethical Consideration

Confidentiality and privacy were some of the cornerstones of field research activities to get relevant and appropriate data. The researcher has assured the purpose of the research paper and the confidentiality of any information that was gathered through the questionnaire in the introductory part of the paper.

When it comes to research, ethics relates to the issues of maintaining and respecting the rights of respondents and other parties involved in the activity Reynolds (1982). Respondents were clearly informed about the study's purpose, their right to participate voluntarily, their right to ask questions, including the researcher's personal address, their right to receive a copy of the study, their right to privacy, and their right not to respond to questions they didn't want to answer.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

In this section the data collected from all the editorial, custodial, clerk, media technology and administrative analysis and presented. The collected quantitative data were analyzed and interpreted using descriptive statistics, Pearson correlation, and multiple linear regressions. Depending on the sample size, questionnaires were distributed for 261 respondents and from these 11(4%) questionnaires were not returned. This means that the response rate of the study was 250(96%) which is an acceptable percentage, according to mugenda (2014), who states that a response rate of 50% and above is acceptable.

4.2. Demographic Background of the Respondents

In this section, the general profile of the respondents is analyzed using frequency and percentage. Specifically, the gender, age distribution, marital status, educational level of respondents, and years of experience are analyzed, interoperated, and discussed based on the data gathered.

No.	Item		Frequency	Percent
1	Gender of Respondents	Male	150	60
		Female	100	40
		Total	250	100
2	Age of Respondents	20-30	35	14
		31-40	103	41.2
		41-50	96	38.4
		51 and above	16	6.4
		Total	250	100
3	Marital status of the respondents	Single	113	45.2
		Married	96	38.4
		Divorced	41	16.4

		Total	250	100
4	Educational Background of the respondents	Diploma	32	12.8
		Degree	129	51.6
		Master and above	89	35.6
		Total	250	100
5	Experience of the respondents	between 1 and 3	89	20.4
		between 4 and 5	94	44.2
		6 and above	67	35.4
		Total	250	100

Table 4: - General Characteristics of the Respondent

Source: data collected from the research

The overall profile of the participating respondents' demographic characteristics is presented in **table-4**. Out of 250 respondents, 150 (60%) were males. From the secondary data collected from HRMD (2022), the researcher understands that the minimum age of respondents was 20, while the maximum is 58. The age of respondents in the range of 20-30 years is 35 (14%), respondents in the range of 31-40 years are 103 (41.2%), in the range of 41-50years 96 (38.4%), and 51 and above 16 (6.4%) years. This indicates that the majority of the groups are within the age range of 31-40 staff. As we observed from the above table the respondents that are 113 (45.2%) were single and 96 (38.4%) were married. Only 41(16.4%) respondents were divorced.

More than half of the respondents that is 129 (51.6%) were at the Degree level, and 89(35.6%) were second degree and above. We look at the experience of the respondents as it is depicted in the table above, 89 (20.4%) of the respondents were between 1 to 3 years, 94(44.2%) of the respondents were 4 to 5 years of experience, 67 (35.4%) of the respondents 6 and above years.

In general, the profile of the respondents of the study seems to mirror the general population of all the staff at EBC. That means the percentage of the demographic variable reflects the actual population of the Broadcasting Corporation. Hence, there is no reason to suspect that the finding of this study is not representing the overall population.

4.3. Descriptive Statistics: - The mean and standard deviation of work environment dimensions and employees' satisfaction.

	N	Minimum	Maximum	Mean	Std. Deviation
Recreational facilities	250	1.20	4.20	2.7593	.87593
Library with access of book	250	1.25	3.75	2.5531	.62540
Computer and internet	250	1.33	4.33	2.7729	.84429
Motivation	250	1.20	4.40	2.6584	.81050
Training and development	250	1.83	3.33	2.5560	.41822
Relationship b/n management and employees	250	1.50	3.50	2.5111	.52012
Relation b/n co-workers	250	1.50	5.00	2.8739	.96485
Job satisfaction	250	1.40	4.60	3.0956	.93201
Valid N (list wise)	250				

Table 5 Descriptive Statistics;

Source; Own Survey 2022.

The above Table 5 indicates the summary of descriptive statistics of all variables that are evaluated based on a 5-point scale (1 being strongly disagreed to 5 being strongly agreed). As it is indicated the above the mean score of work environment dimensions is recreational facilities, library with the access to books, computers, and internet, motivation, training and development, the relationship between management and employees, the relationship between employees (co-workers), and an employee's satisfaction was presented as 2.7593, 2.5531, 2.7729, 2.6584, 2.5560, 2.5111, 2.8739, and 3.0956 respectively.

According to Zaidaton & Bagheri (2009), the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered moderate, and the mean score above 3.8 was considered as high as illustrated by the Comparison bases of the mean of the score of five-point Likert scale instrument. Standing from this, the mean score of the physical work environment (recreational facilities, library with access to books, and computer and internet) shows a low mean score. These shows, as respondents' responses: recreational facilities, and library with the

access to books, and which found in the media are low and they are not sufficient as they (employees) expected. But computers and Internet have a range of Moderate So the EBC administrative body should be given due attention to the physical work environment to use employees to their maximum potential, stay long hours in the institution, and finally improve employee satisfaction on their jobs.

The descriptive result of this study showed the psychosocial work environments (motivation (2.6584), training and development (2.5560), the relation between management and employees (2.5111), which are low mean scores, and the relation between employees (co-workers) (2.8731)) which are also low mean score. This shows the level of motivation, training, and development, found in the EBC is not enough and adequate, and the relationship between management and employees and the relationship between employees (co-workers) is not good as expected.

In logic or scientific view, motivation is the force that pushes or instigates the human behaviors, how to achieve, direct, accomplished, and sustained and as well as boasts employees performance. This idea is supported by the study finding the majority of the respondent agreed that there are few motivation systems in their Media and they did not receive motivation as they expected. Because of this, they are not eager to stay long hours in their organization and even they are not used their maximum effort to improve their efficiency.

The finding of this study indicates that the mean score for training and development is (2.5560) and this is low. This means that the training strategy used by the EBC is not as such good for the employees. Regarding the relationship between employees and the management, the finding showed the existence of a negative relationship between the two and this is proven by its mean score (2.5111), which is low Zaidaton & Bagheri (2009). The existence of a negative relationship between employees and management is becoming one of the major obstacles that hinder for the employees to utilize their maximum efforts. Because of this negative relationship, the satisfaction of the employees is not good and satisfactory. The mean score of the relationship between employees (co-workers) is (2.8731) which is the low mean score. There is no positive relationship between employees themselves in the EBC.

Furthermore, as the above table shows that the mean score of employee's job satisfaction is 3.0956 and this according to Zaidaton & Bagheri (2009) is low employees' job satisfaction. This revealed that employees of the EBC are not satisfied with the present working environment and their performance is below the expected. In addition to this, the psychological work environment

(motivation, training, relationship between employees and management) like that of the physical work environment is not good and conducive.

4.3.1. Assumptions Test of Descriptive Analysis

According to Kothari (2004) mean is better than any other averages, especially in economic and social studies where direct quantitative measurements are possible. Standard deviation is a measure of the average distance between the values of the data in the set and the mean. Interpreting the standard deviation the practical values is in appreciating how much variation there is from the mean. A large standard deviation indicates that data points are far from the mean, and a small standard deviation indicates that they are clustered closely around the mean.

In light of the above explanation, the research's group mean showed that independent variables have low standard deviation value implying the existence somewhat better provisions in terms of creating conducive working environment and offering independence on employees' job satisfaction.

4.4. Results of Inferential Statistics

In this section, Pearson's Product Moment Correlation Coefficient, simple regression, and multiple regression analysis were computed. With the help of these statistical tools, conclusions are drawn concerning the sample, and decisions are made for the research questions.

4.4.1. Pearson's Product Moment Correlation Coefficient

Pearson's Product Moment Correlation Coefficient was used to determine the relationship between work environment dimensions (physical and psychosocial work environment) and employees' job satisfaction. The following section presents the results of Pearson's Product Moment Correlation on the relationship between independent variables and dependent variables. The table below indicates the correlation coefficients for the relationships between employees' job satisfaction and its independent variables therefore; Correlations are the measure of the linear relationship between two variables. Correlation Coefficients are used to indicate the strength and direction of the relationship. The p-value also indicated the probability of this relationship's significance.

Correlations



		PHYW	PSYSW	Satisfaction
PHYW	Pearson Correlation	1	.559**	.945**
	Sig. (2-tailed)		.000	.000
	N	250	250	250
PSYSW	Pearson Correlation	.559**	1	.914**
	Sig. (2-tailed)	.000		.000
	N	250	250	250
satisfaction	Pearson Correlation	.945**	.914**	1
	Sig. (2-tailed)	.000	.000	
	N	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).				
 PHYW =Physical Work environment  PSYSW =Psychological work environment				

Table -6: The r/ship between work environment dimensions and employees' job satisfaction Source; Own Survey 2022.

As the above table-6 indicate, there is a positive and significant relationship between the physical work environment and employees' satisfaction ($r = 0.945$, $p < 0.01$).

According to Alwada (2010), and r-value greater than 0.75, indicates a very strong association between the two variables. Standing from this point this finding showed the existence of a strong association between physical work environment and employees' job satisfaction. Based on this result physical work environment is vital to enhance the performance of employees. In line with this study, the past study by Ismail (2010) revealed the existence of a strong relationship between the physical work environment and employees' job satisfaction, physical work environment strongly influences employees' satisfaction.

The correlation result showed that psychosocial work environment and employees job satisfaction shows a positive and very strong significant relationship since the r-value of 0.914, P

<0.01. Therefore, this indicates that according to Alwada (2010) psychosocial work environment has a very strong relation to employee satisfaction.

The finding result showed that strong and positive relation between dependent and independent variables, which means when the working environment is good (conducive) employees on job satisfaction, is increasing. This finding confirms the previous studies Shrestha (2007) described the existence of a positive relationship between the psychosocial work environment and employees' performance. This means that improving the psychosocial working environment results in decreased complaints, absenteeism, and making better employees' satisfaction. Viscera (2008) knowing the psychosocial work environment is vital and considered to be the most important issue in contemporary and future organizations to achieve its objective. Inconsistent with this study, the previous study by Gitah (2014) shows the existence of a direct and positive relationship between employees' satisfaction in both physical and psychosocial work environment.

4.5. The influence of work environment Dimensions on Employees' job satisfaction

In simple regression, we have only two variables, one variable defined as independent is the cause of the behavior of another one defined as the dependent variable. It means that the regression analysis was conducted to know how much the independent variable explains the dependent variable. Since the correlation, the result provides only the direction and significance of the relationship between variables. Here the researcher used both simple and multiple regression analysis was employed to examine the influences of work environment dimensions on employees' job satisfaction.

4.5.1. Simple Linear Regression

To determine how physical and psychosocial work environment can influence employees' job satisfaction simple linear regression was used.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.893	.892	.30627
a. Predictors: (Constant), PHYW				

Table-7 Simple linear regression model of physical work environment

Source: - Own Survey 2022

Table-7 revealed that the correlation between the observed value of job satisfaction and the optimal linear combination of the independent variables (recreational facilities, library with access to books and computer and internet) is 0.945, as indicated by R. In addition to this R square and adjusted R square value of the simple linear regression is 0.893 and, 0.892 respectively. This means that 89.3% of the variance in employees' job satisfaction is explained by the physical work environment, while 10.7% of the variation in employee satisfaction can be attributed to other variables which are not considered in this study.

Table-8 Simple linear ANOVA model of physical work environment ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	86.876	1	86.876	926.199	.000 ^b
	Residual	10.412	111	.094		
	Total	97.288	112			
a. Dependent Variable: Job satisfaction						
b. Predictors: (Constant), PHYW						

Source; Own Survey 2022

The F-statistic of 926.199 at 1 and 111 degrees of freedom (df) is statistically significant at a 99% confidence level; which implies the variation in employees' job satisfaction that is explained and influenced by the physical work environment is statistically significant.

Table-9 Coefficients of simple linear regression result of physical work environment Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.266	.114		-2.330	.022		
	PHYW	1.247	.041	.945	30.434	.000	1.000	1.000

a. Dependent Variable: Job satisfaction

Source; Own Survey 2022

Table 9 further shows that all the explanatory variables included in this study can significantly explain at a 99% confidence level the variation on the dependent variable.

The beta value is a measure of how strongly the predictor variable influences the criterion variable. The beta weight is the average amount the dependent variable increases when the independent variable increases by one standard deviation (all other independent variables are held constant). So that the beta value of this study as indicated in table 4.6 is 1.247 which indicates that a one-unit increase in quality (conducive) physical work environment accounts for a 1.247 unit increase in employee job satisfaction.

Thus, there is a higher influence of the physical work environment on employee job satisfaction. Since the higher the beta value the greater the influence (impact) of the predictor variables on the criterion variable.

Table-10 Simple linear regression summary model of psychosocial work environment

Model Summary	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.836	.835	.37897

a. Predictors: (Constant), PSYSW

Source; Own Survey 2022

From Table-10 above, the correlation(R) between the Psychosocial work environment and employee job satisfaction is given by 0.914. Additionally, the R square and adjusted R square value of the simple linear regression is given by 0.836 and 0.835 respectively. This means that 83.6% of the variance in employee job satisfaction is due to the psychosocial work environment while 16.4% of the variation in employee satisfaction can be attributed to other variables which are not considered in this study.

Table-11 ANOVA model of psychosocial work environment

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	81.346	1	81.346	566.390	.000 ^b
	Residual	15.942	111	.144		

	Total	97.288	112			
a. Dependent Variable: Job satisfaction						
b. Predictors: (Constant), PSYSW						

Source; Own Survey 2022

The F-statistic of 566.390 at 1 and 111 (df) degrees of freedom is statistically significant at 99% confidence.

Table-12 Coefficients of simple linear regression of psychosocial work environment.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Co linearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.799	.167		-4.773	.000		
	PSYSW	1.470	.062	.914	23.799	.000	1.000	1.000
a. Dependent Variable: job satisfaction								

Source; Own survey 2022

Thus, the Beta-value of 1.470 indicates the level of employee satisfaction on the job will improve by 1.470 units if there is a one-unit increase (improve) psychosocial work environment.

4.5.2. Multiple Regressions

To determine the extent to which the explanatory variables explain the variance in the explained variable, a multiple regression analysis was performed.

Table-13 Multiple linear regression result model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959 ^a	.919	.918	.26723
a. Predictors: (Constant), PSYSW, PHYW				

Source; Own survey 2022

The overall correlation between work environment and employees' job satisfaction as indicated in the model summary is 0.959. The R square of the model is 0.919, which shows that approximately 91.9% of variance in a dependent variable (employees' job satisfaction) can be explained by the linear combination of the independent variables work environment (physical work environment and psychosocial work environment) while 8.1% of the variation in employee performance can be attributed to other variables which are not considered in this study.

Table-14 Multiple linear regression result ANOVA model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	89.432	2	44.716	626.172	.000 ^b
	Residual	7.855	110	.071		
	Total	97.288	112			
a. Dependent Variable: Job satisfaction						
b. Predictors: (Constant), PSYSW, PHYW						

Source; Own Survey 2022

The result of multiple regression analysis shows that the value of F statistics 626.172 at 2 and 110 (df) degrees of freedom are statistically significant at 99% confidence which means that model is statistically significant.

Table-15 Multiple linear regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.654	.119		-5.504	.000		
	PHYW	.832	.078	.630	10.641	.000	.209	4.775
	PSYSW	.569	.095	.354	5.983	.000	.209	4.775
a. Dependent Variable: Job satisfaction								

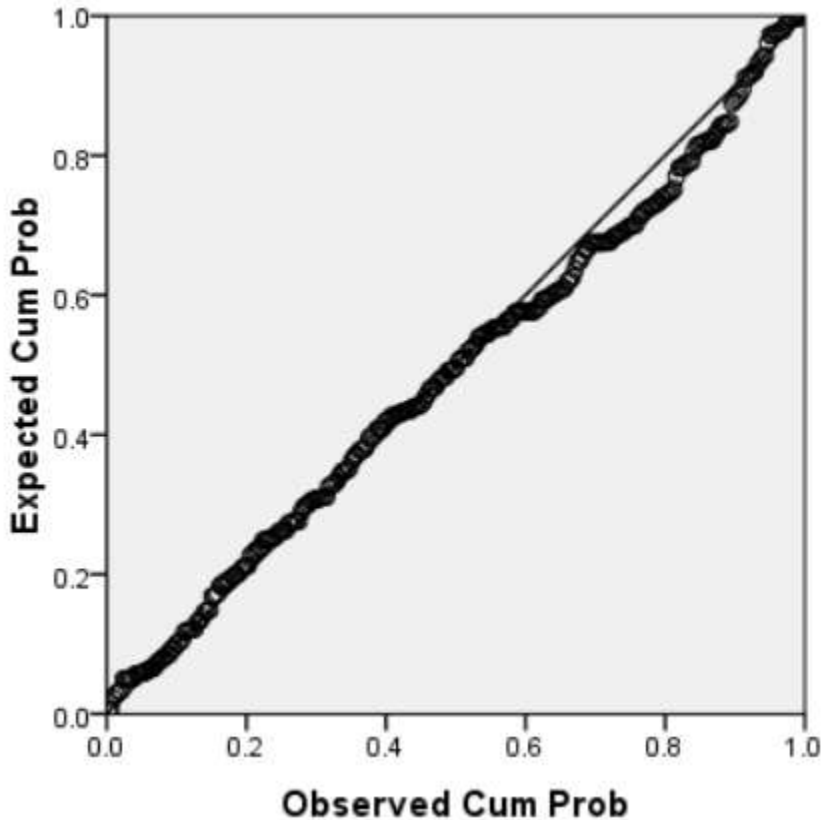
The independent variables which were most important in the satisfaction of employees were also determined. The beta value for these variables 0.832 and 0.569 indicates that dependent variables would change by a corresponding number of standard deviations when the respective independent variable changed by one standard deviation. Here unstandardized beta coefficient value was used since many researchers and practitioners like Dawson (2009) and Gitah (2014) were recommended to use it.

The unstandardized coefficients B column provides us with the coefficients of the independent variables in the regression equation including all predictor variables as indicated below. Predicted satisfaction score = $-.654 + .832$ (physical work environment) + $.569$ (psychosocial work environment) shows that the Physical work environment is predicted to increase by .832 when the employees' satisfaction goes up by one, and increase psychosocial work environment by .569 when employees' job satisfaction goes up by one.

4.5.3. Linearity Assumption Test

Linearity defines the dependent variable as a linear function of the predictor (independent) variable Balance (2004). If the data were generally scattered then the information points becomes asymptote to the sloping line. Linearity assumption was tested by producing scatter plots of the relationship between independent variable and the dependent variable. By visually looking at the scatter plot produced by SPSS, the relationship between independent variable and the dependent variable found to be linear as shown in the figure below.

Normal P.P plot of Regression Standardized Residual



Source: Own Survey, 2022

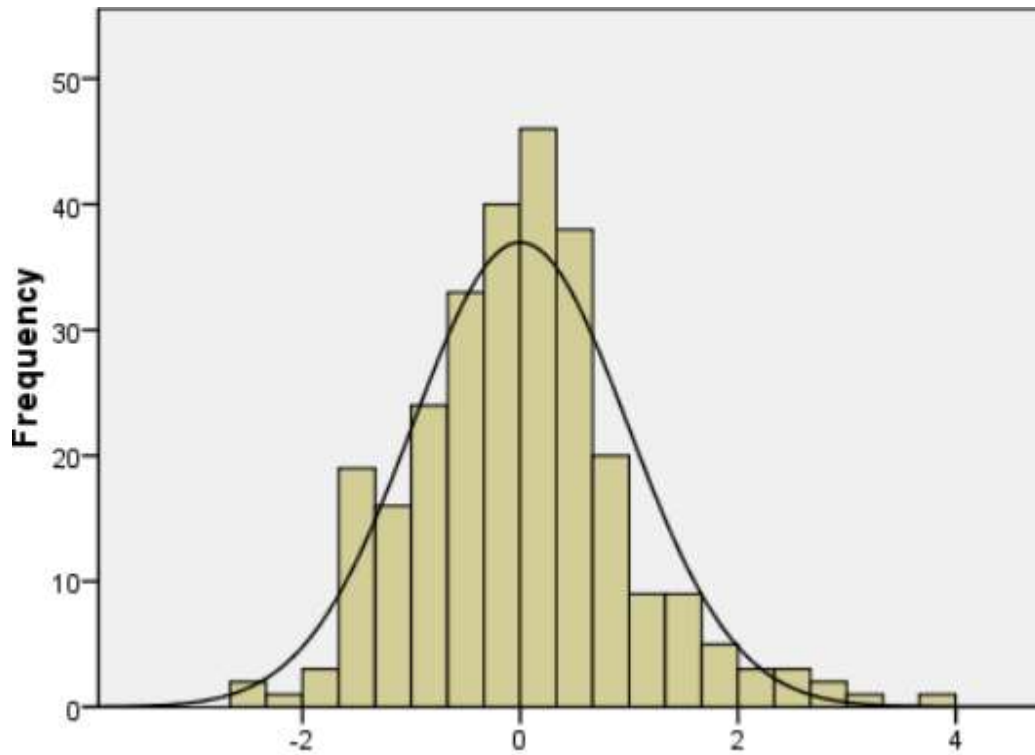
Dependent Variable: Job Satisfaction

Figure-2: - Linearity Assumption Test

4.5.4. Normality Assumption Test

Normality is important to illustrate a symmetrical, bell-shaped curve, which has the greatest frequency of scores gathered around in the middle combined with smaller frequencies towards the extremes. Normal experiment is important to verify whether the mistake or error phrase is normally scattered. Therefore, normality test for the data used in this study was shown by the following histogram from which we can clearly see that error terms are normally distributed.

Histogram
Regression Standardized Residual



Dependent variable: Job Satisfaction

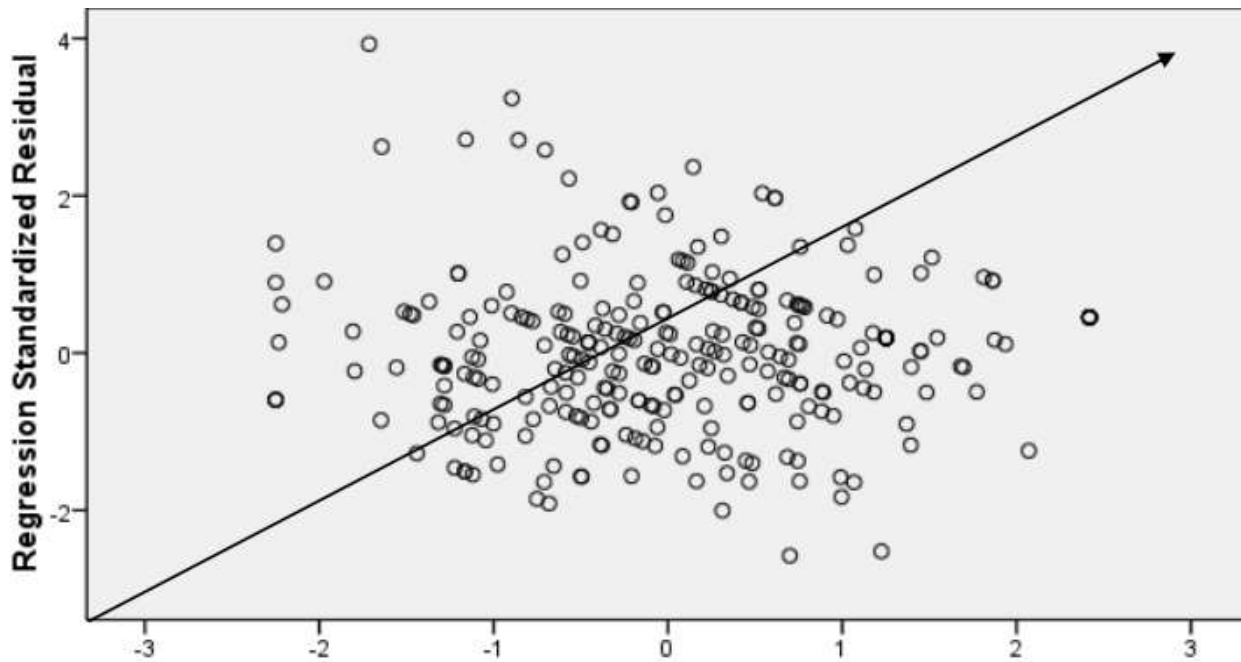
Figure-3; Normality Assumption Test

Source: Own Survey, 2022

4.5.5. Homoscedasticity Assumption Test

The statement of homoscedasticity refers to equal variance of errors across all levels of the independent variables. This means that errors are spread out consistently between the variables. Homoscedasticity can be examined by image of a plot of the regular residuals by the regression standardized forecast value. Heteroscedasticity indicates that when the scatter is not even; fan and butterfly shapes are common patterns of violation. To assess homoscedasticity, the researcher made a scatter plot of standardized residuals versus standardized predicted values using SPSS and found that heteroscedasticity was not a major problem as shown in the figure below.

Scattered Plot



Regression Standardized Predicted Value

Source; Own Survey 2022

Dependent Variable: Job Satisfaction

Figure-4; Homoscedasticity Assumption Test

4-16 Result of Multi Co-Linearity Assumption test

Coefficient ^a			
Model		Co linearity Statistics	
		Tolerances	VIF
	PHYW	.209	4.775
	PSYSW	.209	4.775

a. Dependent Variable: Job satisfaction

Source: Own Survey, computed in SPSS, 2021

Table-16 also shows the co-linearity statistics test that can be interpreted as the relationship between the independent variables is acceptable since, the result of the variable inflation factor (VIF) is 4.775 which, is below 10. Liu (2010) also stated that a VIF value greater than 10 brought co linearity problem but in this research data, the values are below 10 for all predictors. The tolerance value as indicated in the table is also .209 and this is acceptable since Andy (2006) described that a tolerance value less than 0.1 almost certainly indicates a serious co linearity

problem so in this study tolerance is greater than 0.1. It seems from these values that there is not an issue of co-linearity between the predictor variables. This means that the derived model is likely to be unchanged by small changes in the measured variables.

Generally, the overall finding of this study indicates employees' job satisfaction is significantly influenced by their work environment and this finding is supported by previous studies such as Aswan (2015), explaining the impact of the working environment on employee productivity by observing factors like supervisor support, relation with co-workers, training, and development identified as a key in developing a working environment by having a positive impact on employee's level satisfaction in the organizations.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the conclusions and recommendations arising out of the research findings in chapter four and suggests areas for further study. The study has generated several findings which are in line with existing literature and previous research findings. The overall objective of this study was to assess the influence of the work environment on job satisfaction in Ethiopia Broadcasting corporation employees. More specifically, the study sought to establish the extent to which both the physical work environment and psychosocial environment influence employees' job satisfaction.

5.2. Summary of the Finding

- ❖ Depending on the sample size, 261 questionnaires for 261 respondents were distributed and from this 11 (4 %) questionnaires were not returned. This means that the response rate of the study was 250(96%) which is an acceptable percentage, according to kitah and mugenda (2014), who states that a response rate of 85% and above is acceptable for survey study, design. The study finding showed that the male staffs mainly dominate both professions in the EBC.
- ❖ The first objective of this study was to assess the influence of the physical work environment on the employees' job satisfaction of EBC. The mean score of physical work environment dimensions (recreational facilities, library with access to books and computer and internet) presented as 2.7593, 2.5531, and 2.7729 respectively, this shows that low mean score.
- ❖ These findings revealed that the majority of the EBC workers are dissatisfied with the present physical working environments. These are adversely influencing the satisfaction of employees of EBC. In the previous studies, Kohun (2002) and Croome (1997) described the worse physical environment the most the failure in employees' job satisfaction and productivity. From the correlation results, it was found that the physical work environment has a significant positive effect on employees' job satisfaction in EBC; this shows that there is a significant relationship that exists between the physical work environment and employees' job satisfaction.

- ❖ The correlation between the observed value of employees' job satisfaction and the optimal linear combination of the independent variables (physical work environment) is 0.945, as indicated by R.
- ❖ In addition to this R square and adjusted R square value of the simple linear regression are given by 0.893 and, 0.892 respectively. This is interpreted as 89.3% of the variance in employee job satisfaction is explained by the physical work environment, while 10.7% of the variation in employees' satisfaction can be attributed to other variables which are not considered in this study.
- ❖ The study showed the mean score of psychosocial work environments (motivation (2.6584), training and development (2.5560), the relationship between management and employees (2.5111), and the relationship between co-workers (2.8739) according to Zaidaton & Bagheri (2009) is a low mean score. This implies that employees are not satisfied with the current psychosocial work environment.
- ❖ According to the finding, the psychological work environment: - motivation, training, relationship between employees and management, and the relationship between co-workers like that of a physical work environment is not good and conducive to enhancing employee's job satisfaction.
- ❖ The mean score of the relationship between employees (co-workers) (2.8739) indicates a low mean score. This means that there is a negative relationship and it was an infertile condition to have satisfied employees.
- ❖ From the correlation results, it was found that the psychosocial work environment has a significant positive effect on employee's job satisfaction of the employees of the EBC. The correlation(R) between psychosocial work environment and employee performance is 0.914. Additionally, the R square and adjusted R square values of the simple linear regression are 0.836 and 0.835 respectively. This is interpreted as 83.6% of the variance in employees' job satisfaction is due to the psychosocial work environment while 16.4% of the variation in employee's job satisfaction can be attributed to other variables which are not considered in this study.
- ❖ The multiple regression findings show that all variables combined can explain approximately 91.9% of variance in a dependent variable (employees' job satisfaction) can be explained by the linear combination of the independent variables work environment (physical work environment and psychosocial work environment) while 8.1% of the variation in employees' job satisfaction can be attributed to other variables which are not considered in this study. The beta value for the physical and psychosocial work environment is 0.832 and 0.569

respectively and this indicates that dependent variables would change by a corresponding number of standard deviations when the respective independent variable changed by one standard deviation.

- ❖ As the finding shows that the mean score of an employee's job satisfaction is 3.0946 and this result according to Zaidaton & Bagheri (2009) who assessed the Likert scale mean score indicates a low mean score. This implies that employees of EBC were not good due to the working environment problems.

As opposed to these findings the previous study revealed that Shrestha (2007) improving the working environment results in decreased complaints, absenteeism, and increase satisfaction.

5.3. Conclusion

The primary objective of this study was to assess the influence of the work environment on employees' job satisfaction in the EBC. To assess the influence of the work environment, many researchers have categorized various variables according to the focus of the research.

For this research, the following variables consider under the physical work environment (recreational facilities, library with access to books and computers and internet) and psychosocial work environment (motivation, training and development, the relationship between employees and management, and the relationship between co-workers (colleagues). The difference and relationship between work environment variables (independent variables) and a dependent variable is employees' job satisfaction analysis by using descriptive statistics (aggregate mean and frequency), correlation, linear regressions and multiple regressions.

Thus, based on the findings of the study the researcher could draw the following conclusions:

- ❖ Employees of EBC are not satisfied with the present working environment (physical and psychosocial working environment). This implies that employees at EBC are working in bad working condition in which it is an urgent issue that should get consideration by the managers.
- ❖ The Employees of EBC have low-satisfaction level since they did not satisfy the present working environment. Due to this poor quality service provided to the audience (customer), it is important to implement motivation practices to increase the satisfaction of employees on job for the better delivery.
- ❖ Both psychosocial and physical working environments had a positive and significant relationship with employee performance. This means as the working environment is getting

worse, most employees loose satisfaction on their job as a result taking the organization to in the bad direction. So as needs modification.

- ❖ There is low training and development practices that affect employees' satisfaction on their work; which implies the organization have to organize intensive training and owe employment development procedures.
- ❖ There is weak relationship between employees and the management in EBC is indicated to influence employees' job satisfaction.
- ❖ The mean score of the relationship between employees (co-workers) indicates a low mean score which means that there is a negative relationship and it was the infertile condition to enhance satisfaction that all needs change before the organization getting into more trouble.

5.4. Recommendations

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the EBC management bodies (the concerned), policymakers, other stakeholders, and suggestions for other researchers.

To EBC Management bodies;

- ❖ The physical working environment which is the recreational facilities that help employees enjoy and refresh their minds to increase their creativity should be fulfilled in the EBC
- ❖ Standardized libraries with access to books must be established and enough computers and internet should be provided if these were done employees' job satisfaction will enhance.
- ❖ Since the psychosocial work environment is a predictor to improve employee performance so the concerned body should be conscious of its elements such as the motivation policy, training policy, and the existence of the relationship between management and employees, and the co-worker's relationship which exists in the EBC to enhance employees' satisfaction on their job.
- ❖ Since psychosocial and physical work environments were found to be positive predictors of employee satisfaction, EBC should alert to create a positive psychosocial working environment to increase their employee's job satisfaction.
- ❖ EBC is one center of highly-rated media in Entertainment, education and news and program production, therefore it should provide different pieces of training and ensure training needs assessment documents are well organized and used, the assessment process is participatory, and identified needs are helpful for an upcoming training to ascertain the possible gaps and need to make sure that employees are given sufficient information on the objectives of the training course before they arrive to ensure fairness in the award of training.

5.5. Research Limitations and Areas of Further Research

5.5.1. Limitation of the Study

- ❖ There no enough researches made concerning the influence work environment on employees' job satisfaction regarding EBC.
- ❖ This research is also conducted focusing only on some independent variables, which are the main limitation areas of the study.
- ❖ The research covered only the Head office of EBC, which is also another limitation point of this research.

5.5.2. Suggestions for Further Studies

As the study was only carried out in EBC with a limited number of variables to assess the effect of the work environment on employees' job satisfaction therefore:-

- ❖ Future researchers who are interested in this field of study recommended considering more factors that are not included in this study like flexibility, work life balance, office layout, and yet others that are not analyzed in the current study band others.
- ❖ On the other hand, consider assessing other effects that have an impact on employees' job satisfaction in addition to the work environment both in the public and private sectors.
- ❖ The research covered the head quarter of EBC only, thus, future researches may take branches of EBC throughout Ethiopia into consideration to generalize for more population.

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Appendixes

Questionnaire

My Name is Girma Bekele Debele and I am a final year student of Human Resource Management at Addis Ababa University College Of Business And Economics School Of Commerce Office Of Graduate Studies research paper on the topic “The effect of work environment on employees’ satisfaction: the case of Ethiopian Broadcasting Corporation”. The purpose of this research is to access the effect of work environment on employees’ job satisfaction. Please spend a few minutes of your precious time filling up this questionnaire. Read each question properly and tick inside the boxes corresponding to the response that most accurately represents your level of agreement and view. Please answer as truthfully as you can. Be assured that individual answers are going to remain confidential.

If you have any questions, or if something is not clear, please feel free to contact me.

INSTRUCTIONS: No need of writing your name, Please put (√) this sign in the appropriate box for your selected answer.

Give your response to each statement according to the following five-point scale in terms of your own level of agreement and view.

5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

Thank you very much for your cooperation

PART I

1. Socio-demographic data

1.1 Sex

Male Female

1.2 What is your educational background?

A. Diploma B .Degree C .Master

Others please state-----

1.3 What is your Department? _____

1.4 What is your current position? _____

1.5 How long have you been working at Ethiopian Broadcasting Corporation?

A. between 1 and 3 year B. between 4 and 5 C. more than 5 years

PART II

Please put (√) this sign in the appropriate box for your selected answer according to the following five-point scale in terms of your level of agreement and view.							
No	Physical work environment questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)	
1	Staff work best when working equipment and facilities are adequately provided						

2	Recreational facilities are important to increase employees' performance					
3	The existence of a standardized library with the access to books can increase employees' satisfaction					
4	The availability of enough computers and internet can contribute to employees' satisfaction					
No	Psychosocial work environment questions Motivation questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	Motivation important for employees' satisfaction with your staff					
2	The well-motivated staff has a positive attitude towards work					
3	Receiving credit for work done initiate your morale to work					
No	Training and development questionnaires	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	Training and development are essential for EBC employees					
2	You have taken training since you are joining Ethiopian Broadcasting Corporation					
3	Training is affecting your work performance.					
4	Training and development would contribute to achieving your personal and organizational goals.					
5	Training programs help employees to					

	achieve the required skill for enhancing employees' performance.					
6	Staffs are receive training when new technology is introduced					
No	The relation management and employees' questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	There is a positive relationship between EBC management and employees.					
2	Your Staff members generally trust their management.					
3	Managers or directors lead by example and create a positive and productive work environment					
4	Are workers in your workgroup are usually easy to communicate with the management about a work problem					
No	Co-workers (colleagues) relations questions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1	There is a positive relationship with fellow workers					
2	Colleagues are pleasant and cooperative					
3	There is regularly shared information between individuals and teams in the work areas					

PART III: - Employees' satisfaction questionnaires

No	Employees' job satisfaction	Strongly	Disagree	Neutral	Agree	Strongly
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	questionnaires	Disagree (1)	(2)	(3)	(4)	agree (5)
1	I finish my work on time as required.					
2	I use effectively the material which is provided to me.					
3	I have enough time to provide comments on the improvements in working procedures.					
4	I get a reward as I complete my work properly.					
5	My customers are acknowledging me for the service I provide to them.					

Thank You for Your Participation!!!