



**ADDIS ABABA UNIVERSTY
GRADUATE STUDIES
SCHOOL OF JOURNALISM AND COMMUNICATION**

**JOB SATISFACTION OF RADIO JOURNALISTS AND THE
DETERMINANT FACTORS IN THE ETHIOPIAN BROADCASTING
CORPORATION NATIONAL RADIO SERVICE**

BY

ASEGID KEBEDE

**JUNE 2017
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ETHIOPIA**

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This is to certify that the thesis prepared by AsegidKebede, entitled ‘Job Satisfaction of Radio Journalists and the determinant factors’ in the Ethiopian Broadcasting Corporation National Radio Service, submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and communication, complies with the regulations of the University and meets the accepted standards with respect to originality and Quality.

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ACRONYMS AND ABBREVIATIONS

AAU – Addis Ababa University

EBC --- Ethiopian Broadcasting Corporation

ERTA—Ethiopian Radio and Television Agency

ORTO --- Oromia Radio and Television Organization

USSR----Union of Soviet Socialist Republic

MSQ--- Minnesota Satisfaction Questionnaire

SPSS --- Statistical Package for Social Science

JSS----- Job Satisfaction Survey

JDI----- Job Descriptive Index

FDRE ---- Federal Democratic Republic of Ethiopia

RE ----- Radio Ethiopia

ABSTRACT

The purpose of this study was to find out the job satisfaction level and primary causes of it among the radio journalists of Ethiopian Broadcasting Corporation, Radio Ethiopia. Being one of the journalists in this same organization, the researcher has been able to obtain all the required support from both the individual journalists and the management of the corporation in all aspects. Having all this favorable conditions the researcher employed a mixed research approach so as to fully entertain the problem in focus. To this end, 48 journalists have been selected using a systematic random sampling method to fill a questionnaire, and about six people were purposely selected for interview i.e. a director, a technician, a sound and documentation team leader, a senior reporter, and two senior editors. The major findings of the study were low job satisfaction of journalists which were caused by the working conditions, organizational system, and relationship with immediate line managers/editors/supervisors. More specifically, the compound of the organization where the journalists are currently working lack modern facilities, adequate logistic services, necessary inputs, etc. Besides, the journalists were denied of benefit packages such as insurance coverage, house allowance, and transportation allowance contrary to senior and middle level managers of the corporation. The other major cause in relation to the organizational system was lack of consistent guidelines in the reward, promotion, evaluation, and assignment of employees in general and the journalist in particular creating lots of dissatisfaction. Due to this reason the majority of the managers in the corporation were rated much less than the majority of experienced and competent journalists. The poorly rated management was identified as the major cause for the dissatisfaction and cause of conflicts. And the possible strategies to reverse the dissatisfaction of staff were expected to come from the top management of the corporation.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In the Ethiopia's history of radio broadcasting service, Radio Ethiopia was the pioneer and only electronic media service which has been airing news, education, and entertainment programs to the Ethiopian people since 1929/30 until the down fall of the Dergu regime (*Ye Ethiopia Radio KeTinantEskezare, 2000*).

The Radio Station began transmission on September 13/1935 after it was officially inaugurated by Emperor Haile-Selassie's speech. According to S.Kjerdal (2008), the Radio Station was allowed transmission a year before the Italian forces occupied the country. At the culmination of the occupation the Radio Ethiopia restored and began broadcasting in 1942 with local personnel which was dubbed as the only Sub-Saharan radio not established by colonial authorities (Mesert, 2013, and Janas, 1991).

The role of journalists in Radio Ethiopia changed through time in accordance with the change in regimes. During the Italian occupation (1936-1941), the Italian governors' tried to make use of the radio transmission to twist the hearts and minds of the Ethiopian people to develop interest towards the Italian government. At that time, the Italians were looking for educated Ethiopians who returned from asylum to recruit them as reporter and editor with high salary. As stated in Meseret (2013), Kebede Mikael was one of such journalists and he was in charge of the Amharic broadcast as a whole. He also used to work as a news caster in the radio station during the Italian occupation. Besides, Afework Gebreyesus served as a supervisor both of the radio and the print media run by the Italian occupation force.

Most of the journalists who were working with the Italians back then had no professional training except having a little formal education. However, few courageous journalists tried to voice public concerns seizing the opportunity they got by the time. Some of the most prominent journalists in this regard, particularly from the journalists working in the Amharic division of the Radio Program in news casting and other programs include, were Asamnew Gebrewold,

Mengistu Mekonnen, Solomon Tesema, Shamble Afwork, Yohannes, Romanwork Kassahun, and Mengistu Gedamu. (*Ye Ethiopia Radio Ke Tinant Eske Zare, 2000, and Meseret, 2013*)

During the Derge regime, journalists were sent to allied countries for long-term training. According to Terji (2008), journalists who were sent to the USSR didn't obtain the required trainings and experiences as expected though they spent seven years there. After the downfall of the Derg regime, the Ethiopian Radio became merged with Ethiopian Television through the 1987 Proclamation No 114/87 of the parliament. Ethiopia Radio and Television merged as Ethiopian Radio and Television Agency (ERTA) since then. Recently, however, the agency is reorganized and restructured as Ethiopian Broadcasting Corporation (EBC) (Proclamation No 856/2006).

It is obvious that the existence of any media heavily rely on effort and expertise of journalists working in the organization and the participation of the general public as well. A satisfied employee in general and journalists in particular, can create a pleasant situation within a media organization. However, many factors could affect job satisfaction among journalists in a media organization. In relation to this, Hackman and Oldham (1980) indicated that job satisfaction is a multifaceted phenomenon that consists of factors such as supervision at work, work itself, compensation and benefits, promotion policies of organization, appraisal and co-workers attitude.

Journalists have immense role in the development and democratization of a given country. But Journalists in Ethiopia are not that much willing to practice what they believe due to their limited resources and the firm editorial policy within which they are supposed to function. (Meseret Checkol (2013:130) also stated that:

“As in other media organizations, Radio Ethiopia suffered shortage of not only studio facilities, but also field equipment and transport vehicles. Besides, the journalists were poorly paid. All these created disconnection between the journalists and the management”.

According to Terji (2013), Ethiopian journalists could generally be considered as professionally motivated and qualified, and yet, most failed to accomplish what is expected of them. They usually pointed at others and situational matters for their failure. In other words, the majority of

them didn't take full responsibility for their action. In fact, Terji's study also indicated the existence of various challenges that the journalists faced with in relation to the working conditions that prevented them from being satisfied in the job.

Similarly, in various countries, job satisfaction has been reported as an important indicator of conducive working conditions for journalists (Willn et. al.,2013).Job satisfaction has of great importance to philosophers, social scientists, management specialists, and scholarswho made it one of the most frequently studied variables in research on organizational behavior (Spector1992, and Defleur,1992).The influential role of journalism in society has resulted in growing body of research on journalists around the world. Many journalism scholars (Beam 2006,Weaver 2003, Lee2009, Weaver 1998, and Willnat,2012) have explored numerous variables related to the practice of journalism and the job satisfaction of journalists in different countries.

1.2. Statement of the Problem

Job satisfaction can mean different things to different managers and workers, but there are areas generally believed to affect the job satisfaction of workers. Based on the writings of Tietjen& Myers(1998), job satisfaction creates confidence, loyalty and ultimately improves quality in the output of a given employee. Similarly, Krietner (1992) indicated that job satisfaction has a direct connection with the confidence of an employee, and quality of its contributions in the organization.

It is also important to consider job satisfaction of workers from the perspective of retaining committed and talented professionals in a certain organization. To put it the other way, an organization needs to make sure that its professionals are satisfied in their stay at the organization without which they will not be able to give their best for the firm. Bruce& Burn(1992) also revealed that unless employees are satisfied with their job, the output of the organization will be affected either directly or indirectly. In relation to this Spector (1985) has identified nine factors such as pay, co-worker, supervisor, communication, fringe benefit, promotion reward, operational condition, and nature of work that affect job satisfaction among journalists and based on these factors, developed a job satisfaction scale and tasted it in different countries.

Many international researches showed that there are numerous variables that affect job satisfaction of journalists, and have significant variation from place to place. Few researches have been conducted on job satisfaction of journalists in media organizations in Ethiopia, a couple of those researches were conducted on job satisfaction of journalists in the broadcast media particularly radio. For Example, Sisay (2011) has conducted a comparative study on job satisfaction of journalists working for state and private FM radio stations. In his finding the level of job satisfaction among private FM radio journalists is found high, and job satisfaction of journalists working for state owned FM radio is found low.

The other similar studies on job satisfaction of journalists working for government and private media organizations at federal and regional level were the ones done by Mesud (2014) and Shubba (2014).The major findings of Shuba's study were that job dissatisfaction in Oromia Radio and Television Organization is largely caused by supervisors behavior and demotion. On the other hand, Mesud (2014) identified the overall job satisfaction of government and private media journalists working at federal level. Thus, these studies didn't particularly cover job satisfaction of journalists working for the national service of radio Ethiopia.

In the age of new media industry, the Ethiopian Broadcasting Corporation national radio service was expected to do a lot to become competitive and preferred radio medium in the country. Journalists in the radio medium have a great role in the overall development of the media house. As clearly stated in EBC founding Proclamation No. 858/06 broadcast service is recognized as a vital instrument to promote sustainable development, peace, democracy and unity among the diverse peoples and ethnic groups of the country.

This research is designed with the premise that clearly understanding job satisfaction of journalists would be of high importance to activate change both at individual and organizational level. Therefore, the intention of this research is to investigate factors that affect job satisfaction of journalists working for the national radio service at Ethiopian Broadcasting Corporation.

1.3. Research questions

1. What is the job satisfaction of journalists working in the national radio section of EBC?

2. What are the determinant factors on the job satisfaction of journalists working in EBC, national radio services?
3. What possible remedies are there to improve the job satisfaction level of journalists working in national radio services of EBC?

1.4. Objectives of the Study

This research has general and specific objectives as stated below.

1.4.1. General Objective

The general objective of the research is to identify and analyze the level of job satisfaction , and factors that determine job dissatisfaction of journalists at the Ethiopian Broadcasting Corporation,National Radio services.

1.4.2. Specific Objectives

This study is identified to achieve the following specific objectives to identify job satisfaction of journalists working in EBC, national radio division.

- To assess the job satisfaction level of journalists working in the national radio services of EBC.
- To investigate the determinant factors affecting the job satisfaction level of journalists working in EBC, national radio services.
- To find out possible remedies that could be considered so as to improve the job satisfaction level of journalists working in national radio services of EBC.

1.5. Significance of the Study

The research has the following benefits with regard to the individual and organization point of view:

- This study is significant for editorial policy developers to take into account the choice and reaction of journalists to materialize the profession fully.

- The study help journalists to measure and evaluated the level of their job satisfaction, and be aware of their status. Moreover, it has a significant advantage for every journalist who has been engaged in the media industry to realize the importance of job satisfaction in his or her day-to-day activities.
- The study help the managers who are responsible for planning, managing, evaluating, organizing and controlling overall activities of the national radio services to understand the level of job satisfaction of journalists thereby identifying hindrances and things that decrease job satisfaction. It also gives them direction to bring about the required improvement that the corporation aspires.
- In fact, while researching ones own work place, it is very difficult to free oneself from primarily held predispositions. Be that as it may, the researcher is sponsored by the organization itself to attend the post graduate program and the study is originally designed with the intent to professionally pay back the organization by supplying such an a scientific breakthrough which would take the ogranisation a bit forward and due that reason the researcher has managed to really look at the issue as an indenpedent observer with the intent of contributing something valuable but not to provide what the top management wanted to hear.

1.6. Scopeand Limitation of the Study

This study is limited to assessing employee job satisfaction focusing on Ethiopian national radio services. The scope of this study is restricted to Ethiopian national radio services journalists working in Addis Ababa. The study excludes the supportive staff. The study covers only journalists in Addis Ababa due to financial and time constraints

Since the research is limited to EBC,National radio services, the results cannot be generalized to other Ethiopian media organizations. Even within the corporation itself was focused only on some aspects of job satisfaction of journalists working in EBC, National Radio Services. Due to the structural adjustment in EBC,some journalists who weredisplaced from their previous positions become unhappy. There are difficulties and this may have some influence during the

data collection period. Therefore, the results of the study cannot consider as a comprehensive study that comprises all media institutions and journalists in Ethiopia.

1.7. Organization of the Study

The general structure of the paper consists of five chapters. The first chapter deals with background of the study, statement of the problem, research questions, objective of the study, significance of the study, limitation of the study and scope of the study. The second chapter presents review of related literature which is systematically organized from different books and related materials. The third chapter consists of the research methods and procedure employed to collect and analyze the data for the study. The fourth chapter includes the findings of the study, data analysis, discussion and interpretation .Finally, the researcher deals with the summary of the findings, conclusion and makes relevant recommendations.

1.8Operational definitions

Journalism in Radio: is the activity of gathering, researching, reporting, creating and Presenting news, entertainments and programs for the radio audiences.

Journalists: are professionals who are working in Ethiopian Broadcasting Corporation as reporter, producer, editor, senior editor/team leader/ and director in radio medium.

Reporters/producers/: are a journalists who researches, conduct interview, produce items, reports information, present news, produced materials and direct live transmission.

Editors: are journalists who performs editing and producing tasks required in the Production of radio current affairs, news and programs, contributing creativity Within the scope and time constraints of the programs.

Radio technicians: are studio operators, who are responsible for recording, sound bites, audio materials, mixing programs, receiving and transmitting news, programs as directed by journalists.

Senior editor: a journalists assigned by the corporation to oversee, control and direct Reporters /producers/, editors in selected program area or department.

Director/executive producer/: is a journalist, who oversees through planning to broadcast, Administrative aspects, editing content, following budget, creating work schedule, Introducing new concepts or ideas and helping a radio station remain competitive. /Is a head producer/

Sound and documentation: is a technical staff member that provides important archives and selected audio materials for journalists.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter's main objective is to address the different kinds of definitions, theories and perspectives, introduced by different authors and management scientists, with respect to employee job satisfaction. Also through this literature survey, the researcher described factors that affect employee job satisfaction as well as, importance and consequences of employee job satisfaction. Therefore, this chapter attempted to discuss the existing body of knowledge on job satisfaction and its determinant factors as briefly as possible.

2.2. Definition of Job Satisfaction

There are various definitions of job satisfaction. Most authors define it in terms of feelings, attitudes and beliefs. George and Jones(1996:59) define job satisfaction as “the collection of feelings and beliefs that people have about their current jobs”. George and Jones further illustrates that, the term also refers to a person's feeling of satisfaction on the job, which has implications on ones motivation to work. It is to mean that, not the self-satisfaction, happiness or self-contentment but the satisfaction on the job which they called job satisfaction. Hoppock(1935) as cited in Vroom (1964) describes job satisfaction as “any combination of psychological, physiological and environmental circumstances that cause a person to truthfully say I am satisfied with my job. Job satisfaction was then defined by Hoppock as cited in Vroom (1964) as the “pleasurable emotional state resulting from the appraisal of one's job as achieving of facilitating the achievement of one's job values”(p:85).

Job satisfaction is important for reducing turnover rate and increase motivation. Prior studies identified that there are different determinant factors that affect the job satisfaction level of employees like pay, recognition, and working environment (Mathaueret. al., 2006). Job satisfaction is not only very important for employees but also for the achievement of organizations goal(Lim, 2008); because if an employee is not satisfied with his job, then he will not be loyal to the organization and that feeling of dissatisfaction with a job would make him un-

loyal to the organization which eventually lead him in search for other jobs (Reed *et. al.*, 1994). Job satisfaction can also be defined as the extent to which employees like their jobs (Spector, 1997).

Job satisfaction and dissatisfaction not only depends on the nature of the job, but also the expectation as to what the job could offer to employees (Hussami, 2008).

As indicated in the above definitions and previous studies, job satisfaction can be defined as an attitude that individuals have about their jobs and perception of their jobs and the degree to which there is a good fit between the individual or the needs of an individual and the organization.

2.4. Determinants of Job Satisfaction

Determinants of employees' job satisfaction play a very important role on employee's manner to spend major part of their time in the organization. In fact, there are a number of organizational variables that determine employees' job satisfaction levels. The employee satisfaction in the organization can be increased by organizing and improving the organizational system. The four main variables in this category have been explained as follows:

2.4.1. Career Development

Career development provides opportunities that can be mutually beneficial both for employees and employers. Career development is an opportunity for employees to continually take part in more advanced or diverse activities (e.g., training, networking) that result in improving skills, gaining new skills, taking greater responsibility at work, improving their status and earning higher income. Employees who partake in job training, continuing education and other types of professional development can refine and acquire new skill sets that could help advance their career. In addition, a more knowledgeable staff may translate into various advantages for employers. Building more well-rounded employees by preparing them to better handle tasks and be successful in their roles help organizations become more effective and efficient. For example, cross-training employees would mitigate the loss of productivity while backfilling a position.

2.4.2 Promotion

Heery and Noon (2001:123) defined promotion as “getting high status in workplace by doing effective work, generally increase the status, position and remuneration of employees in the organization”. Grobler et. al., (2002:76) on the other hand defined promotion as “going towards upward position in the organization”. If organizations are not giving promotion to their employees then employees will be dissatisfied and their turnover rate will be high (Shields and ward, 2001). When employees get promotion they will be more committed to their organization (De-Souza, 2002).

Training provides chances to employees’ enhance their knowledge and skills for effective development (Jun et al., 2006). Trained workers are more satisfied with their job when compared to untrained employees (Saks, 1996). These training programs positively raise employees’ development that is good for competencies (Martensen and Gronholdt, 2001).

By getting these training programs employees would get self-assured, evolution of career, and have positive thought for their companies (Jun et al., 2006). These training and management programs need to develop employees’ skills and organization potentialities. Organization gets efficient and fertile employees brought back to their investment to make better their knowledge and capabilities.

2.4.3. Relationship with Management

The relationship an employee has with his or her supervisor is a central element in strengthening employee’s affiliation to the organization, and it has been argued that many employee behaviors are largely a function of the way they are managed by their supervisors. One of the components of a good relationship is effective communication. When there are open lines of communication (e.g., encouraging an open-door policy), supervisors can respond more effectively to the needs and problems of their employees.

Effective communication from senior management can provide the workforce with direction. In addition, management’s recognition of employees’ performance through praise (private or public), awards and incentives is a cost-effective way of increasing employee morale, productivity and competitiveness.

Employees frequently associate their perception of their supervisor with their overall attitude toward the organization. In fact, management issues are one of the major sources driving up employee turnover. This reason alone speaks to the multiple implications the employee/management relationship has with an organization. Poor management has far-reaching consequences, ranging from diminished employee morale and reduced productivity to organizational reputation damage. Developing effective communication practices and respecting employees' work and opinions lead to better relationships between managers and their staff. These efforts indicate that management has a vested interest in their employees.

Recognition is defined as satisfaction "in organization where by employees are rewarded by different status & this process is called recognition" Danish et al., (2010:232). Robbins,(2001) described that through recognition employee gets appreciation and feels himself as a part of organization. Barton (2002) described that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. Romano,(2003) pointed out that recognition is the component that is used to strengthen the relationship between organization and people. Through recognition, employees feel rewarded and motivated. By giving recognition, employees' competitive advantage can be achieved

2.4.4. Compensation and Benefits

Employees may expect to see enhancements in their compensation and benefits packages. Given that conditions will improve at different rates for different businesses, organizations that cannot offer competitive salaries within their market may need to consider shifting their total rewards strategy.

Pay could be one of the important determinants of job satisfaction because it helps fulfill needs of so many employees needs including their basic needs and upper-level needs. Employees often see pay as a reflection of how management views their contribution to the organization (Luthans, 2001).

Derlin and Schneider (1994) stated that researchers in some studies have concluded that pay and fringe benefits are an important variable to be considered in the study of job satisfaction. Money is an indicator of motivation. Less pay as compared to work done is one of the extrinsic factor

which was responsible for job dissatisfaction (Robbins, 2003). Yang et. al., (2008) suggested that, in Chinese forces it is considered that pay and satisfaction influence one another. Pay has direct influence on satisfaction level of employee.

2.5. Consequences of Job Satisfaction and Dissatisfaction

The general concern for management is what will the outcome be, should an employee be satisfied or dissatisfied and how this will have an overall effect on the organization. There is sufficient evidence to warrant that job satisfaction or dissatisfaction can have positive or negative consequences for employees. Caution must be exercised not to create stereotypes since satisfaction/dissatisfaction is concerned with people (Locke, 1976). Robbins (2001) indicated that in recent years, ample research studies have been undertaken to assess the effects of job satisfaction on employee productivity, absenteeism, and turnover.

2.6. Importance of Job Satisfaction

Job satisfaction is an important issue because of its relevance to the physical and mental wellbeing of any employees. Khaleque, (1981) noted that job satisfaction plays an important role for an employee in terms of health and wellbeing. And for an organization in terms of its productivity, efficiency, employee relations, absenteeism and turnover (Vroom, 1964; Locke, 1976). According to different literatures high job satisfaction may lead to improved productivity, decreased turnover and improved attendance, reduced accidents and less job stress

As Tietjen & Myers, (1998, p226) observes “Satisfaction creates confidence, loyalty and ultimately improved quality in the output of the employed”. Satisfied employees do not negatively affect productivity and can have a positive effect at work place and society at large. Therefore, it still benefits all parties to have happy and satisfied employees.

In line with the importance of job satisfaction argument, Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. In the existence of such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. More over high levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behavior of employees depending on their level of job satisfaction will affect the functioning and activities of the organization's business.

From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities.

Employees with high job satisfaction expect long-term perspectives regarding their position in an organization, and they can be much more devoted to that organization and can obtain a high-level productivity in their work. In the contrary, employee's dissatisfaction will affect their commitment to work and lead them to depart from the organization physically and/or mentally (Pathak, 2012).

More over being one part of life satisfaction and a critical factor in organizational behavior, job satisfaction needs to be understood and studied so as to avoid the potential ramifications of dissatisfaction.

2.7. Job Satisfaction of Journalists

The Ethiopian Broadcasting Corporation national radio was the first electronic media in the country. Due to its wide coverage than other radio transmitters found in the country, the role of journalists working in the national radio has of great influence in the perception, and attitudes of the society at large.

In order to achieve its goals and mission, EBC national radio division has to know the job satisfaction level of its journalists working at different sections of the organization. Focusing on this specific issue, no academic research has been conducted since its establishment, but there are some studies that have been conducted on job satisfaction of state and private media journalists. For instance, Yemane (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 Amanuel (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.

Recently, Mesud(2014) conducted a study which aimed at investigating factors that affect of job satisfaction of journalists from selected six government 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.

Many studies previously made on the job satisfaction of journalists have discovered a number of factors that contribute to the situation amongst which working conditions, salary, work load, job security, relationship with supervisors and colleagues, and conflict within their own family were

some(Johnset.al,1972;Reinerdy,2010;Samuelson,1962;Weaver&Wilhoit,1986). Like in other occupations, journalists' job satisfaction could also be affected by the perceived status, power, and prestige they enjoy (Demers,1994).

Similarly, Beam(2006) also 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. As a profession, journalism has a universal values shared by journalists around the world despite the fact that its actual practice and the level of job satisfaction of among individual journalists definitely varies from country to country as the value, freedom, and status that each one of them enjoy/access differs greatly.

2.8. An Overview on the Most Common Theories

The most common and prominent theories in this area include: Maslow's needs hierarchy theory, Herzberg motivation-hygiene theory, and that of Equity theory. Each one of them are briefly discussed in the following sub-sections.

2.8.1. Maslow's Hierarchy of Needs

Maslow's hierarchy of needs was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. Within an organization, financial compensation and healthcare are some of the benefits which help an employee meet their basic physiological needs. Safety needs can manifest itself through employees feeling physically safe in their work environment, as well as job security and/ or having suitable company structures and policies. When this is satisfied, the employees can focus on feeling as though they belong to the workplace. This can come in the form of positive relationships with colleagues and supervisors in the workplace, and whether or not they feel they are a part of their team organization. Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organization. The final step is where the employee seeks to self-actualize; where they need to grow and develop in order to become everything they are capable of becoming. Although it could be seen as separate, the progressions from one step to the next all contribute to the process of self-actualization.

Therefore, organizations looking to improve employee job satisfaction should attempt to meet the basic needs of employees before progressing to address higher-order needs. However, more recently this approach is becoming less popular as it fails to consider the cognitive process of the employee and, in general, lacks empirical supporting evidence.

2.8.2. Herzberg Motivation-Hygiene Theory

Herzberg et al (1959) motivation-hygiene theory indicated that job satisfaction and dissatisfaction are treated as separate entities influenced by intrinsic and extrinsic factors. The motivators or intrinsic factors are achievement, recognition, work itself, responsibility, advancement, and growth. The hygiene or extrinsic factors that can lead to job dissatisfaction include company policy and administration, supervision, relationship with supervisor, working conditions, salary, and relationships with peers, personal life, and relationships with subordinates, status, and security.

In his two factor theory, Herzberg advanced Maslow's main physiologic and self-realization theory. According to Herzberg (1968), the opposite of job satisfaction is not job dissatisfaction but rather, no job satisfaction. And similarly, the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction. It is to mean that the absence of one doesn't imply the existence of the other.

2.8.3. Equity Theory

According to the Equity theory employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams,1963).This theory indicates that, workers ponder about what are his/her qualifications, contribution to the work and the job's contribution to him/her in return. It means creating an attitude of a given worker against the work s/he does (Adams, 1963).If the worker is paid over her/hisworkthen/he may feel guilty but if s/he is paid under what s/he deserves then her/his feeling for injustice may rise.

2.8.4. Job Design Theory

This theory suggests that the job aspects of an employee will show the level of his or responsibility in the organisation. In following Moynihan and Pandey (2007) as cited in

Mesud(2015), job transparency caused greater job satisfaction as job clarity generates such employees who are more satisfied with the work, committed to the work and concerned with the work. The theory states five features of a job including skill variety, task identity, task significant and autonomy as factors that affect individual's perception of how important the work is, and eventually affects satisfaction level. Autonomy represents the level of exercising self control, the more independent a worker feels, the more responsibilities he or she assumes.

2.8.5. Vroom's Expectancy Theory

Vroom (1964) suggested that the inspirations of people to work to realize their dreams depends on assumptions that the objective is relevant, and are certain that what they do will aid them accomplish their goals. Robbins (2005) hypothesizes that this theory is founded on three variables namely valance, expectancy and instrumentality.

Valance refers to the strength of individuals' preference for a particular output. Expectancy considers the likelihood that a specific effort will produce a particular first-level outcome. Instrumentality on the other hand, is the extent to which first-level outcome will cause desire for second-level outcome. For instance, employees could be motivated (motivational effort) toward superior performance (first-level output) to gain promotion (second-level output) (Luthans, 2005 as cited in Mesud 2015). Similarly, Newstrom (2007) as cited in Mesud (2014) clarified that satisfaction is as a result of three factors including how much reward is wanted (Valance), the estimate of likelihood that effort will lead to effective enactment (expectancy) and the estimate that performance will result in getting reward (instrumentality). Hence,

$$\text{Satisfaction/Motivation} = \text{Valance} \times \text{Expectancy} \times \text{Instrumentality}.$$

Since the main focus of this study is to explore whether job satisfaction can have an effect on organisational performance, these theories have been chosen to guide the study.

2.9. Measurement of Job Satisfaction

Job satisfaction has defined differently in different countries in that there is no one and universal definition concerning the what of job satisfaction mean (Coverdale, 1979 as cited in Sisay 2011). Consequently, to measure job satisfaction properly, one must have broad understanding of

the concept to decide what direct factors to measure in a given context. Spector(1997) stated that, the most important forms of measurement might take into account an interview, a single-item measure, or workplace observation, but other researchers prefer in-depth survey instrument. In reality, the mainly cited survey instrument identified in the literature comprises the Job Satisfaction Survey (JSS), Descriptive Index (JDI), and Minnesota Satisfaction Questionnaire (MSQ).

2.9.1. Job Satisfaction Survey (JSS)

Job Satisfaction Survey (JSS) is generally used by organisations in training and maintaining valuable staff (Liu et al., 2004 as cited in Hiwot 2015). The Job Satisfaction Survey mainly targeted nine aspects of job satisfaction including pay, promotion, benefits, supervision, operating procedures, co-workers, contingent rewards, nature of work, and communication designed to evaluate employees' attitude regarding specific facet of their job.

2.9.2. Job Descriptive Index (JDI)

Smith, Kendall, and Hulin's (1969) as cited in Hiwot (2015) stated that Job Descriptive Index has been becoming as the most broadly used tool in measuring job satisfaction in recent times. More than 50% of articles available in management related journal use Job Descriptive Index to measure job satisfaction level. It is in this direction that Vroom's (1964) concluded that —the Job Descriptive Index (JDI) is without doubt the most carefully constructed measure of job satisfaction in existence today. In connection with this, O'Reilly and Robert (1973) as cited in Mengistu (2005) stated that, Job Descriptive Index (JDI) as a research instrument and diagnostic tool; is widely used in business and government and its validity is also dependable. Job Descriptive Index seeks to measure employees' satisfaction with their job in five dimensions, namely present job, present pay, supervision, opportunities for promotion and co-workers.

2.9.3. Minnesota Satisfaction Questionnaire (MSQ)

Minnesota Satisfaction Questionnaire was developed by Weiss, Dawis, England and Lofquist in 1967 as cited in Amanuel (2005). MSQ considers measuring specific aspects of an employee's satisfaction with his or her work, and it gives details on the gratifying facet of a job than broad

measures of job satisfaction. According to Vocational Psychology Research (2002) as cited in Amanuel (2005), Minnesota satisfaction Questionnaire has broadly been used in investigating client vocational needs in counseling follow-up studies and creating information regarding reinforcers in jobs.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

Under this topic issues like research method and instrumentation, sampling technique, sample size, data sources, pilot test, and methods of data analysis were discussed.

3.1. Research Methodology

This research, which focuses on journalist's job satisfaction, EBC, Radio Ethiopia was studied making use of a mixed approach i.e. both quantitative and qualitative. The mixed approach was chosen with the intent of complementing the flaws that either of these methods might have when used alone. In relation to this, Bazeley(2002) indicated that employing both qualitative and quantitative methods are preferable because using both enables researchers to validate and confirm the data and discover something that would have been missed either qualitative or quantitative approach had been used.

In this regard, this study intends to collect a quantitative data from a relatively large number of journalists so that it can easily be summarized and interpreted. Moreover, an indepth interview is going to be made so as to be able to investigate much more detailed information in relation to the satisfaction of journalists in that specific context. In doing so, relevant information that had not been included in the quantitative questionnaires would be investigated as the interview was intended to be made making use of a semi-structured interview questions that has sufficient room to incorporate new influencing factors that applies to that specific context the way that those selected experienced staff members wanted to note. Thus, using both the quantitative and the qualitative data types would enable the researcher to fully comprehend the scenario in the study area.

3.2. Sampling Technique and Sample Size

EBC consisted of a total of more than two thousand staff members of which five hundred are journalists. Out of these five hundred journalists who were working on television, radio (both FM and National Radio), and online transmissions, only one hundred forty seven were working at

National Radio division. Only thirty five percent (35%) of these 147 journalists were selected for this study i.e. fifty two.

Based on the medium of transmission and the nature of the content of the programs all departments were divided in to units. Depending on this the organization has journalists who work for different local and languages like Amharic, Tigregna, Afan Oromo, Afarigna, and Somaligna. In addition, content wise journalists were also assigned to news, educational programs and sport and entertainment.

These divisions and departments have their own nature and working environment. Therefore, in order to conduct a study on the journalists' job satisfaction the researcher considered each structure separately.

Subsequently, in order to ease the task of getting the required data the researcher employed systematic random sampling taking the list of the editorial staff from the human resource department and reorder the original list using randomization of an application software. Consequently, 35% were selected out of a total of one hundred forty seven editorial staff members working in the division. In other words, a total of fifty two journalists were selected to fill out the questionnaires making use of a systematic random sampling method by first determining a random start and a random interval.

Moreover, a purposive sampling technique was employed to select one director, two senior editors, one technician, one sound and documentation team leader, and one senior reporter for an interview with the assumption that they have had adequate experience and understanding about the job satisfaction and determinant factors of journalists. In fact, four out these six interviewees were journalists themselves.

3.3. Data Source

Only a primary data source was used to undertake this study through self-administered questionnaires and interview sessions.

3.4. Data Gathering Instruments

3.4.1. Questionnaire

One of the most data collections in this research method is asking journalists about their opinions and attitudes through closed and open-ended questionnaires. The questionnaire was prepared and administered to journalists to collect information about their job satisfaction level in the radio division.

The questionnaire has two sections. In the first part, journalists have responded to questions about their biographic information. In the second part, journalists gave answer to job satisfaction survey questions. Open-ended questionnaires help the respondents to give their opinions and attitudes without any interference from third party. The respondents can give confidentially additional information about their jobs and overall working conditions of their media organization. In the case of close-ended questions, the respondents' can get a number of alternative responses to answer all questions. Four questions (from agree to disagree) were asked in each facet therefore the questionnaires consists of 35 close ended items. The job related issues incorporate pay, management/supervision, promotion, fringe benefit, contingent rewards, operating conditions, co-workers, nature of work and communication styles. In addition to this, supplemental questions such as, job position, feelings of promotional fairness and opportunities for advancement have been raised.

To determine the clarity and internal coherence of the items the researcher conducted preliminary test before the actual distribution of questionnaire. The pilot questionnaires were used with some improvements for the main data collection purpose. This helped the researcher identify some ambiguous or redundant questions seen in the questionnaire. Therefore, pre-testing was conducted on a total of eight respondents' (5male and 3 female journalists). The respondents' or journalists were selected from EBC, Radio and Television division.

The questionnaire has 35 close –ended questions, which helped to examine nine job satisfaction facets with four questions for each. Three open-ended questions were prepared to assess the overall job satisfaction of journalists.

3.4.2. Interview

Semi-structured interview items were prepared based on the three research questions formulated for the study. And this interview was designed in order to investigate unique experiences of the journalists and other technical staff members in relation to the job satisfaction level of the majority of journalists, the determinant factors, and the possible remedies that they could

3.5. Procedures of Data Collection

The data has been collected by handing over the questionnaires to individual journalists who were selected for the study so that they take adequate and appropriate time to complete it. Therefore, the questionnaires were collected after two to three days from each one of them and it has been done by the researcher.

The interviews were also made by the researcher based on the prior appointments agreed upon each interview in their respective offices with no serious interruptions. To greatly minimize the researcher bias that might emanate from the researcher himself in making the thematic narrations, the researcher has managed to retain the voice recording of each interviewee with their consent. The interview sessions were long up to an hour or so. Thus, the researcher has played and replayed the voice recording together with his notes while thematically narrating the interview data collected from the six interviewees.

3.6. Data analysis

The collected data were first screened for its completeness and out of the fifty two questionnaires distributed to the sampled journalists only forty eight of them were found complete. And the completed questionnaires were encoded in to a Statistical Package for Social Sciences /SPSS/ computer software version 21 for further analysis.

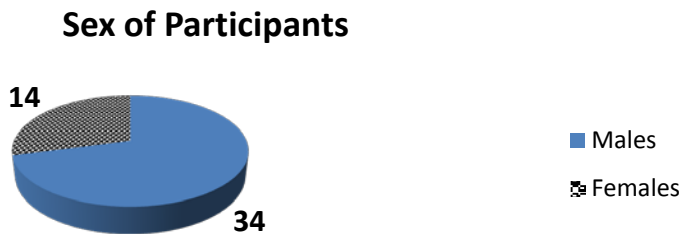
Subsequently, the encoded data were summarized, and analyzed using descriptive statistical methods such as different types of graphs, and tables making use of percentage, mean score, and frequency counts.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND DISCUSSION

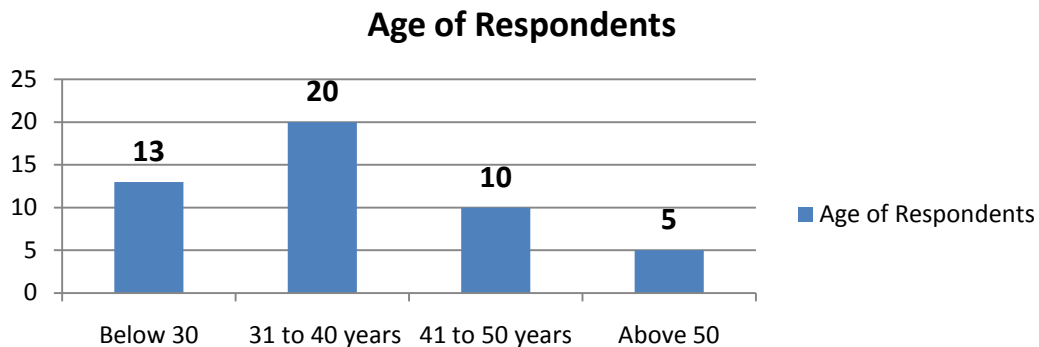
4.1. DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

The characteristics of the respondents in terms of their sex, age, field of study, job title, area of radio programs, marital status and so on are summarized here under making use of bar graphs, column graphs, and pie charts to easily communicate the information or the message.



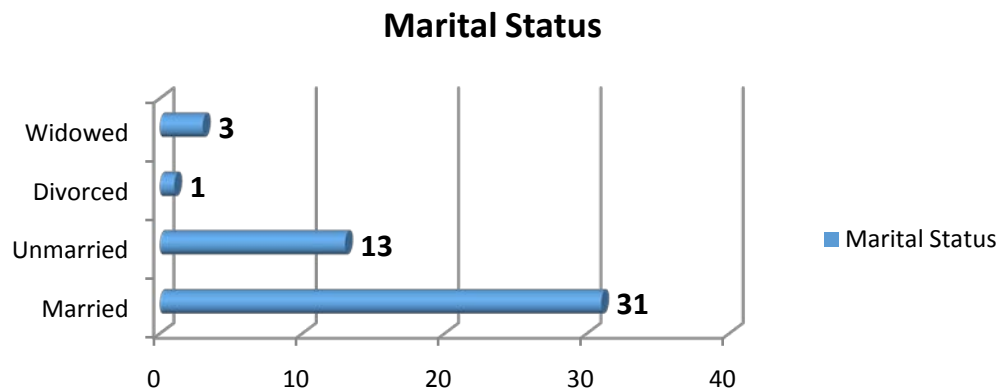
Graph 1. Number of Participants by Sex

As it can be seen from Graph 1 above, the number of males and females is proportional to the existing total number of journalists found in the radio station. In this regard, the sample chosen could be considered as a good representative to the journalist population found in the radio station.



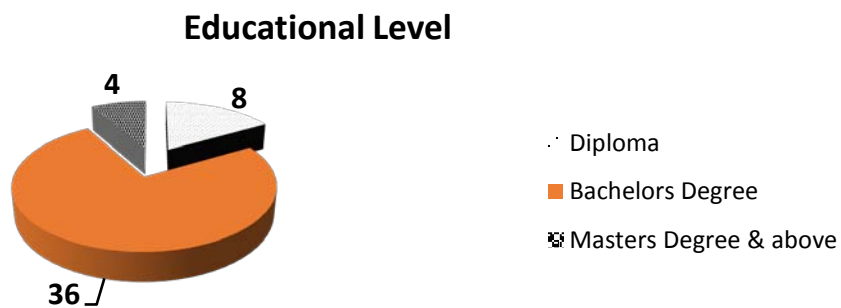
Graph 2. Age of the Respondents

We could learn from Graph 2 above that the respondents are composed of all age ranges in that the level of job satisfaction which is going to be assessed in this study won't be compromised by focusing on a single or some age ranges. In other words, the sample taken could be taken as relevant as it encompasses almost all age ranges in a proportional manner compared to the total journalist population found in the radio station.



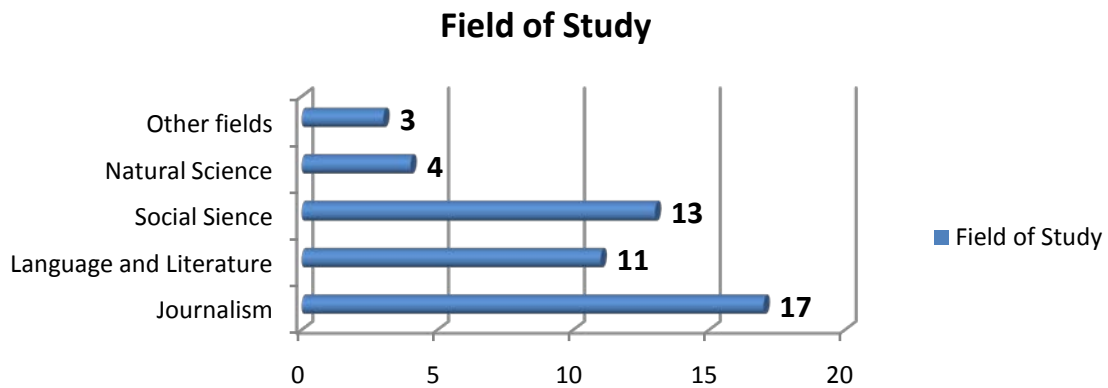
Graph 3. The Marital Status of Participant Journalists

One could learn from Graph 3 above that the majority of participants are married. Besides, the composition includes almost all facets of marital status in different proportion, though. For example, the numbers of divorced and widowed respondents are very low and the level of job satisfaction in this regard won't be that affected by the marital status in the most part.



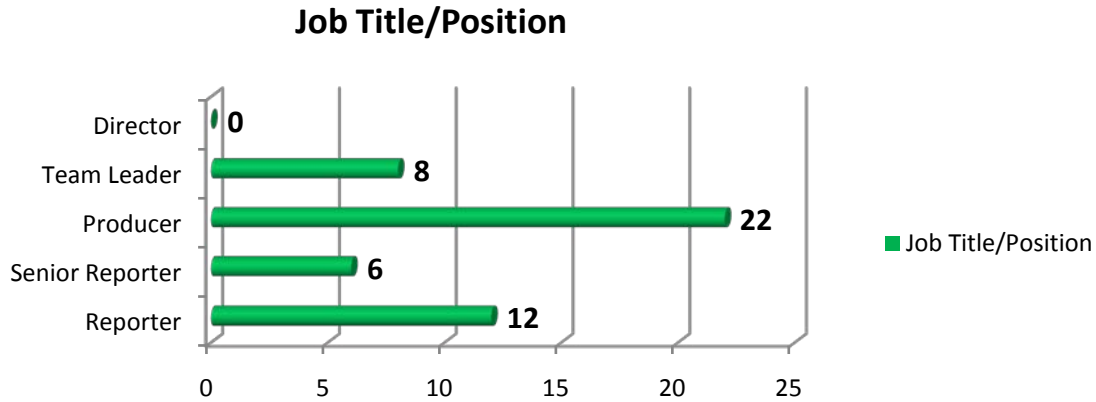
Graph 4. The Educational level of respondent journalists

As can be seen from Graph 4 above, the majority of journalists included in the study are bachelor degree holders and few of them are diploma and master's degree holders. In this regard, if at all a disparity is observed in the job satisfaction level among journalists in this study, it couldn't as such emanate from their educational qualification as the majority of the respondents have the same level of education.



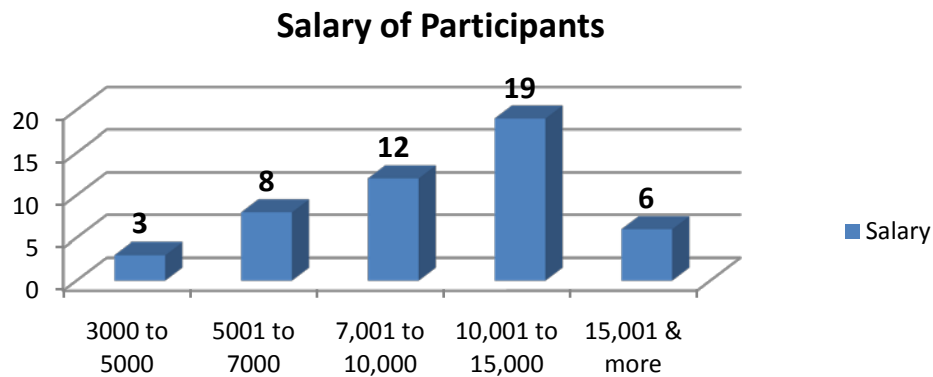
Graph 5. Field of specialization of respondents

From Graph 5 above, we can see that the majority of respondents have studied journalism as their major area of study. Besides most of the respondents have also graduated in language and literature and from social science streams which are relatively relevant and seem adequate for the journalist to effectively and efficiently function on their duties. In this regard, the level of job satisfaction that could emanate from the difficulty level of the job itself won't be expected that much as the majority of them studied in relevant fields to work as journalists.



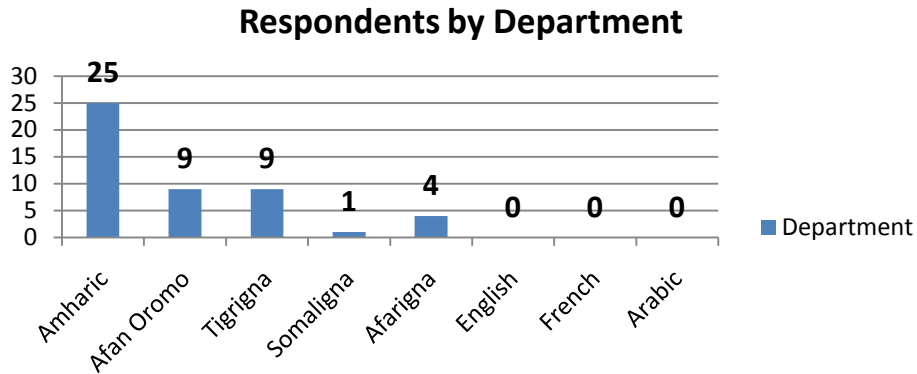
Graph 6. The composition of the respondents in terms of job title/position

As could be seen from Graph 6 above, the composition of the respondent journalist in terms of their job title/position sounds representative as it encompasses almost all of them in different proportion, in fact. To this end, the observed level of job satisfaction that might be observed among the journalists, if there is any, won't be questioned in the representativeness of the sample in their job positions as it involved almost all of them.



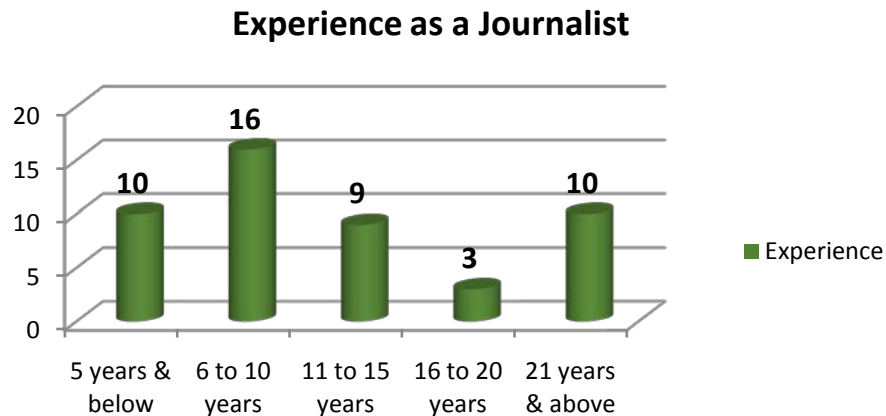
Graph 7. Salary of journalists participated in this study

From Graph 7 above, we could deduce that the majority of journalists who are involved in the study reside in the salary range that is relatively considered to be highest in the salary scale of the radio station. Moreover, the sample consists of almost all salary ranges; in that, it could really represent all levels of employees and could really represent the journalists found in the station.



Graph 8. The composition of the respondents by their department

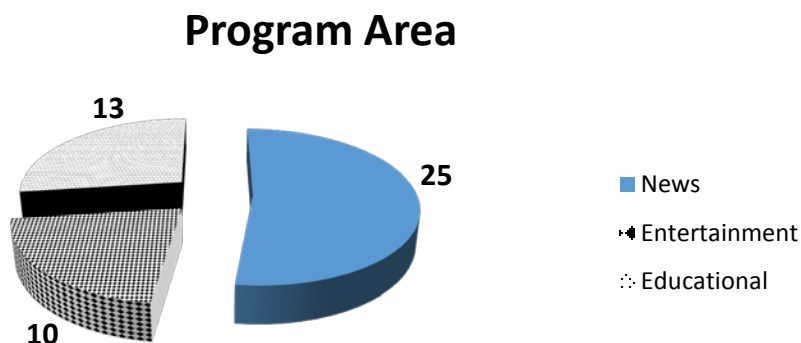
Concerning Graph 8 above, one could notice that all of the departments which are working on local languages are well represented as composed to the total number of staff members that each of them consists. On the other hand regarding foreign language departments were not represented at all due to the reason that the journalists in those departments were included in FM 104.7 medium. In this regard, the sample could fully representative in terms of the five departments that the radio station involves.



Graph 9. Respondents' composition in terms of their work experience as journalists

Graph 9 above shows that the sample involves almost all journalists who have different work experience as a journalist with different proportions, in fact. More specifically, the majority of

respondent journalist have the experience that range between 6 to 10 years which could be considered relevant to tell about one's level job satisfaction in a given areas as the number of years is mostly associated to senior expert level in a professional endeavor. Besides, the majority 22 of them are highly experienced whose opinion in this regard is expected to be influential and dependable.



Graph 10. Composition of the respondents in terms of program area in the station

From Graph 10 above, the composition of respondents sounds relevant in terms of the program areas that they involve in preparation of radio programs. The observed difference in number emanates simply from the area of focus of the radio station on each programs and nothing else. Therefore, the representativeness of the sample in this regard was also successful.

4.2. Journalist Level of Job Satisfaction

With regard to the journalist level of satisfaction data have been collected from the journalists themselves and from other employees who are assumed to have an intimate work relationship with them such as technicians and sound and documentation team leader. And the quantitative data collected from the journalists themselves is also summarized using crosstab tables in the form of frequency count and percentage whereas the qualitative data collected from the journalists and all the other professionals are presented through a thematic narration here under together with the quantitative data in each of the themes found in the objectives of this study. In other words, the presentation of the data is going to be made in such as way that the qualitative thematic narration first and then the quantitative data presentation followed.

Based on the information obtained from the interviewed director, the level of satisfaction of journalists is categorized in to two groups. She said that:

“ the first group of journalists who like the profession are happy; working on it and showing a very good performance. On the other hand, those journalists who don't like the profession and are not competent to perform the task but working only to make a living are not satisfied”.

According to this director, the first group of journalists could work in unfavorable situation happily. Contrary to this, the second group of journalists complained and got mad for small things and give up easily to the extent of failing to discharge their responsibility.

Similarly, the information obtained from a radio technician who was asked about the level of satisfaction of journalists categorized them in to two. The radio technician said that the first group of journalists are diligent and always attempt to suffice the need and demands of their listeners and are very satisfied with the suggestions and comments collected from listeners but they are few in number. The other group of journalists and many in number, said the technician, are the ones who simply try to finish the air time with unworthy things to make a living only. And the technician suspects that the second group of journalists is not seemingly satisfied with their job except working for a paycheck.

In this regard, EBC seems to have inefficient and unprofessional journalists who are not as such motivated to make a difference in the lives of their listeners according to this technician and the interviewed director as well.

Contrary to the director and the technician, the sound and documentation team leader believed that all the radio journalists are unhappy. He even went on saying that, he is one hundred fifty percent sure for his opinion as far as radio journalist level of job satisfaction is concerned. In fact, he mentioned various administrative issues as a reason for his view which will be presented and discussed under the causes of for their dissatisfaction in the coming section.

The first senior reporter interviewed about the level of job satisfaction of journalists has viewed the level of job satisfaction of journalists from two perspectives i.e. intrinsic and extrinsic factors. On his part, his level of job satisfaction including the majority of his colleagues could be

rated average due to the fact that there are a lot of things that need to be improved at the institutional level, said the senior reporter. Most of the issues mentioned by this senior reporter are considered as root causes for the observed dissatisfaction of journalists and shall be discussed accordingly in the upcoming section.

The senior editor interviewed on the issue said that she personally loved the profession very much. Even so, said this senior editor, the existing unfair and discriminating administrative routines making me fed up to get along with my job. She also don't believe that the level of job satisfaction of other journalists is as such encouraging. The time she could remember a bit of happiness on the face of most of her colleagues were by the time of the last salary increment, said the senior editor. She added that, those happy faces did not last long due to the above mentioned situations that are prevailing in the institution. Motivations related to such extrinsic motivations are short lived said the senior editor.

Following is the quantitative data collected from individual journalists concerning their level of job satisfaction. The collected information is summarized making use of cross tab table in terms of frequency count, percentage, and mean score. The mean score has been calculated by assigning 1 to Disagree, 2 to somewhat disagree, 3 to somewhat agree, and 4 to agree; and multiplying each of this numbers with the frequency count obtained in each category, summed up, and then dividing it by the total number of respondents i.e. 48.

Table 1. Journalists level of job satisfaction based on intrinsic motivations as responded by the journalists themselves

Item		Disagree	Somewhat disagree	Somewhat agree	Agree	Mean
I am satisfied with my chances for promotion.	Freq.	20	13	12	3	2.0
	%	42	27	25	6	
I like my job	Freq.	0	3	7	38	3.7
	%	0	6	15	79	
I am recognized as an individual.	Freq.	8	11	17	12	2.7
	%	17	23	35	25	
I understand the corporation's objective, mission and try to achieve the same.	Freq.	1	1	18	28	3.5
	%	2	2	38	58	
I am motivated to do innovative things at work.	Freq.	7	8	19	14	2.8
	%	15	17	40	29	
My views and participations are valued.	Freq.	15	19	9	5	2.1
	%	31	40	19	10	
I feel secure and confident about my job.	Freq.	20	12	10	6	2.0
	%	42	25	21	13	

We could see from Table 1 above that, the majority of journalists like their profession as 79% (the mean score is also 3.7 which is highly approaching to 4) of the respondents agree with the statement 'I like my job'. And yet the majority of the respondents that are amounting 69% (mean score of 2.0) revealed that their chances for promotion is very low and are not satisfied with it. This is relates to the responses obtained from other sources and the open ended items in that lack of transparent evaluation system and the practice of doing it is based on the will and understanding of individual leaders making it inconsistent and it becomes a source of dissatisfaction of journalists'.

On the other hand, the majority of journalists feel insecure about their job and they don't perceive themselves as valuable at the work place as the mean scores obtained for these items are 2.0 and 2.1 respectively.

On the other hand, these forty eight journalists had been asked to mention some three reasons for their satisfaction on the job. Consequently, almost all of them have written three reasons of their own and those views which are assumed to be worth mentioning are listed here under.

- Being able to work in a media that covers large portion of the country i.e. rural Ethiopia.
- Love for the profession.
- Having good work mates.
- Being able to be part of the solution for public problems/challenges.
- Enable us to obtain better information about our country, current affairs, and almost anything we wanted to so as to aware and entertain the public.
- Make us exposed to new technological innovations.
- The career ladder implementation.
- Existence of team work in production activities.
- Finding solutions for public challenges/problems through online public discussion.
- Obtaining comments and appreciations have come from the public.
- Public respect and love.
-

Table 2. Journalists level of job satisfaction based on extrinsic motivators as responded by themselves

Items		Disagree	Somewhat disagree	Somewhat agree	Agree	Mean
My job is appreciated.	Freq.	1	0	8	39	3.8
	%	2	0	17	81	
There is too much arguing and fighting at work.	Freq.	13	13	18	4	2.3
	%	27	27	38	8	
The work accomplished by teams is periodically evaluated to check its effectiveness.	Freq.	7	8	26	7	2.7
	%	15	17	54	15	
The insurance scheme provided by the corporation helps in motivating employees	Freq.	34	9	5	0	1.4
	%	71	19	10	0	
I am satisfied with my current salary in the corporation.	Freq.	11	11	16	10	2.5
	%	23	23	33	21	
I am satisfied with the fringe benefits offered to me through this job.	Freq.	28	12	3	5	1.7
	%	58	25	6	10	

In Table 2 above, we could understand that the journalists are not beneficial as the other employees when it comes to health insurance coverage and other benefits like the other respondents have contended as the mean scores obtained in these issues are 1.4 and 1.7 respectively.

Besides, Table 2 indicates that the majority of journalists believed that their job or profession is appreciated as 98% of them have agreed in the idea, and yet they valued their contributions very low as they have responded in that way in Table 1 above.

4.3. Factors Affecting Job Satisfaction of Journalists and their Impact in Effectiveness of the Radio Station

To assess the factors affecting the job satisfaction of journalist different experienced and managerial level members of the radio station were interviewed in addition to the questionnaires distributed to the journalists themselves. In this case, those employees who are assumed to have an intimate work relationship with the journalists such as technician and sound and documentation team leader, were interviewed. And the quantitative data collected from journalists themselves is summarized in a table using frequency count and percentages in this section.

According to the data obtained from interview of a director, one of the factors for the observed low job satisfaction is related to the merging nature of the radio and television station. She further explained her view of the merge as the attention given to radio by the top management diminishes greatly since that time onwards. He also stressed the situation by saying that ‘the last ten years were not meant for radio at all and rather it has been pushed aside’. This was revealed in ways such as assigning incompetent directors for radio, failure to organize it well, failure to strengthen the leadership, failure to recruit competent and experienced journalists, and underutilization of the existing journalist with no provision of training facilities. He also added the failure to create a conducive working environment, failure to supply the required inputs adequately at every level and so on as indicators for the neglect of radio in the past ten years in the eye of the top management of EBC.

The director also revealed that, he don’t believe that the merger of radio and television had been made suddenly without thorough research and preparation without the participation of the journalists and other employees of merged institutes. That is may be the underlying reason for the later decision to be made that returned radio back to its former location around Zenebe Work incidentally as well, the director contended. In so doing, the journalist assigned to the radio were those who are believed to be unfit for television, as argued by the director. The director concluded that the journalist themselves who are assigned to the radio do not accept it positively and believed that it is made to avoid them from television and have grudges and not happy working on radio. Moreover, said the director, the recruitment of additional journalists had not been well suited to obtain competent and experienced ones but rather the selection process was highly permeable and allowed those journalists who were not tested in their voice, and didn’t have a production experience got into the radio station. Consequently, the radio station was happened to be beginner one and couldn’t satisfy the needs of its listeners, said the director. Due to this reason, said the director, there were people who had been asking that ‘is the Ethiopian radio still function?’ which was immoral for the experienced journalists who have served for many years in it including me.

The technician on the other hand mentioned emphasized the loop hole which is related to the recruitment process that the corporation had followed for radio journalists. He said that the majority of journalists do not have the love of the profession and but they simply join the

corporation for sake of making a living. Due to this, said the technician, the majority are working to simply fulfill the requirement for a monthly paycheck but nothing else. And these journalists do not give the respect that the listeners deserve, the technician contended. On the other hand, few of the journalists are competent and they are working to satisfy their listeners.

The other factor mentioned by the technician was the unfair job evaluation result given to the journalists. In most instances, said the technician, those incompetent journalist obtain a better job grading and promoted than competent ones.

The sound and documentation team leader on the other hand held the journalists themselves as responsible bodies for their level of job satisfaction. In the first place, said the team leader, journalism is one's personal responsibility and when it is you who joy more than anyone by doing the right and useful thing. The opposite is also true in that it is the journalist himself/herself who failed by not doing what is ought to be done and worth the resources and the crew involved lead by him/her.

In fact, said the team leader, there could be external factors that might hinder them to function fully, but as a journalist they should have held responsible to fight it back themselves and mobilize the others concerned as well.

The team leader finally concluded that, there could be lots of external factors that affect the job satisfaction level of journalist but the basic thing and the most determinant factor of all is the journalists themselves. The director of the department might be less competent than individual journalists, but it is the journalist's responsibility to be able to handle the challenge and do things that worth his/her time and knowledge, said the team leader. According to the team leader's opinion, by now it is not the journalist only but both the general public and the government are not satisfied with it is being done through radio. It is rather moving forward for the sake of formality only despite the fact that millions of expenditure it consumes every year.

The editor interviewed in this study in his part said that compared to the current economic situation what is being paid to the journalist is optimum; though it is relative to conclude it adequate as it is trivial that human need is unlimited. Even so, added the editor, the journalists are marginalized when it comes to benefits such as house allowance, transport allowance, and

health insurance, the editor contended. Due to this reason, most journalists who are young and competent are recently moved to other radio stations with attractive salary, the editor witnessed.

The editor also revealed that due to the misplacement of leaders who are less competent than journalists, instances of misunderstanding are becoming more frequent and severe which made the journalists feel unhappy in their work. Moreover, the current geographic location of the radio station is not convenient for the journalists to make invitations and welcome their guests comfortably in the absence of facilities in the station such as WIFI internet connection, ease of transportation access, standard cafeteria service, etc., the editor revealed. The editor also mentioned that the journalists are also obliged to make use of their own money to cover transportation costs both to bring their guest to the studio and to gather the required information in the field. Moreover, the equipment's and furniture's required to accomplish the task are not yet fulfilled, the editor said. The journalist needs to have a sound recorder and a laptop, otherwise, it is like sending a soldier open - handedly to a war, the editor contended.

The editor also added that there are significant numbers of beginner journalists, though do not have the exact number, who make use of the station as a learning institute and moved to other radio stations. It is all due to lack of all the required inputs to lead the industry even at a national level like the other sectors owned and run by the government, said the editor. According to the editor's opinion, the Ethiopia radio remains with its name but the newly established ones are getting ahead in terms of infrastructure and the number of audiences that they have.

According to a senior reporter from one of the departments, among other things, one of the primary causes of job dissatisfaction is failure of the directors to assign jobs explicitly to each individual journalist and job assessment levels of accomplishment accordingly. Due to this reason, there is no precise system of job evaluation in the institute but merely depends on the personality of his immediate boss and this makes the evaluation system to be different across departments, the senior reporter affirmed. To this end, the job evaluation grading is highly dependent on the personality and leadership style of the director in a given department.

The editor also agreed with that of the team leader in the lack of required facilities in the compound of the radio station, and in the absence of transportation facility to get out of the compound any time for journalists. If these challenges are going to be addressed, then the institute

needs to have leaders who could view the situation in the shoe of the journalists and make changes accordingly as much as possible. Otherwise, assignment of directors who are preoccupied and misinformed won't solve the problem and rather strengthened the backlogs, the senior reporter added. The senior reporter went on saying that the leaders who are currently leading the job irresponsible in that when an influence or issue of accountability in programs that are aired to the public have come up from the outside, instead of taking responsibility and negotiating on behalf of the journalists they soon betrayed them in no time.

One of the senior reporters also revealed that, job assignments are also practiced in a way that could be considered as ad hoc and hidden. For instances, said the reporter, what is allowed in one hierarchy of the corporation might be jammed in another hierarchy for unknown reason in cases like job rotation, promotion, etc. The other painful thing, said the senior reporter, most of the decisions made by the top management don't take into account the demands of the majority of the employees. The senior reporter exemplified it by saying most of the issues that are sensitive to the journalist are first decided behind the curtain and came to light for discussion by remembering the decision made that 'radio has to moved out from the Television Building around National Theater and relocated to its current geographic location' was made first by the top management alone and the journalists called up on later for discussion.

What is more surprising, said the senior reporter, the decisions made on the type of equipment's and furniture's that we are supplied for us like computers, chairs, tables, and so on are selected and determined by other people other than the journalist which would have some implications in the job satisfaction of the journalists.

The other senior editor also revealed that the first induction sessions and the welcoming programs organized for the newly recruited journalists are not suit for them to like the job and maintain a harmonious relationship with experienced journalists. But rather it made them a negative impression toward the veteran journalists and establish a suspicious relationship which definitely affected the whole work, the second senior editor affirmed. The other main problem in the opinion of this senior editor was that the failure of the top management to listen to radio programs at all. She argued that, if your directors failed to listen to the radio programs aired from

the station and give constructive feedback, then the journalist might get motivated and passionate to even contribute more and get job satisfaction in the process.

According to this senior editor, anyone journalist who is recruited for the first time needs to obtain the required training and adequate practice before getting to start her/his job. However, the majority of newly recruited journalists go on to the air without having the required training and practice in the profession and they are supposed to practice on the audiences of the general public made the journalists themselves to experience frustration and dissatisfaction in the job from the very beginning, said the senior editor.

The other source of dissatisfaction of journalists, said the second senior editor, is that the competence gap between the reporters and editors. Literally the editor is expected to be much experienced and competent than the reporter, she noted. And yet, she went on saying, ‘when the reporter bring about a translation of some international news from the BBC or other medias, it is the editor who is supposed to make the necessary corrections at least in terms of the right choice of words based on the context of the target audience and yet there are editors who couldn’t understand the English language very well’ which is going to be the other source of dissatisfaction.

This senior editor also revealed that there is no sense of belongingness on the part of journalists in such a way that ‘the institute is the wealth of my country and I am responsible for its sustainability’ kind of mentality is not observed. conversely there is high level of destructions of various types of equipment’s, furniture’s, etc. with irresponsible use of them and everyone keep one another suspiciously. All these emanates somehow from the ‘orientation’ that the newly recruited journalists are feed wrongly when they first arrive to the radio station which greatly affected the job satisfaction level of all the journalist in one way and the other. The senior editor said that:

“A health professionals, a soldiers, and a journalists are one and the same. Among all these three, it is the journalist who is more powerful to abolish. Even so, the majority of journalists do not understand this power that they have. Due to this reason, the majority of them prefer to spend much of their time on FACE BOOK than getting into the library so as to teach herself/himself in every aspect

that a certain journalist is supposed to have. So, how could someone who is not equipped with the required competence that his/her job requires experience a satisfaction in his/her job? The answer is obvious, NONE!”

Table 3. Determinant factors emanated from the organizational system of the corporation for the job satisfaction of Journalists as reported by the journalists themselves

Item		Disagree	Somewhat disagree	Somewhat agree	Agree	Mean
The reporting structure is very easy and clear between my supervisor and me.	Freq.	9	10	14	15	2.7
	%	19	21	29	31	
Many of our rules and procedures are inconsistent and changed according to the interest of the incumbent managers.	Freq.	4	3	11	30	3.4
	%	8	6	23	63	
Job performance evaluation is fair, transparent, result oriented and checked by the team members and the management.	Freq.	15	14	11	8	2.3
	%	31	29	23	17	
In this corporation, the tasks performed by an individual are assessed with reference to one's experience and expertise.	Freq.	24	12	7	5	1.9
	%	50	25	15	10	
The corporation structure facilitates team work, which enhances effective accomplishment of tasks	Freq.	16	9	17	6	2.3
	%	33	19	35	13	
Journalists who are hardworking and result oriented are praised, rewarded, and promoted in this corporation.	Freq.	22	14	11	1	1.8
	%	46	29	23	2	
In this corporation, the interdepartmental communication is effective and reliable.	Freq.	18	13	10	7	2.1
	%	38	27	21	15	
I am satisfied with the editorial policy adopted by the corporation.	Freq.	30	9	6	3	1.6
	%	63	19	13	6	
My corporation shows respect for diverse range of opinions, ideas and people.	Freq.	18	16	9	5	2.0
	%	38	33	19	10	
The promotion opportunity that the corporation provided to the journalists becomes fair, participatory and transparent.	Freq.	28	12	7	1	1.6
	%	58	25	15	2	

From Table 3 above, one can infer that the majority of journalists that amounts 86% of them i.e. mean score of 3.4 revealed that the rules and procedures of the corporation depends on the interest of an avoidable managers. In this regard, what have been repeatedly contended by other respondents' as there are no consistent rules, guidelines, and regulations that guide the reward, punishment, promotion, and recognition system of employees were seemingly true.

This is also affirmed from the responses obtained for the item that states about rewarding hard working journalists of the corporation as the majority disagree with the idea i.e. 75%. Besides, the other similar items like transparency of the promotion policy also indicated the absence of consistent rules and procedures in the corporations of which the dissatisfaction of journalists might arise. We could also note that the journalists are not satisfied by the editorial policy that the corporations adopted as the mean score is 1.6 and it also failed to entertain differences in opinion as the mean score is found to be 2.0.

Table 4. Working conditions in the Corporation in relation to the job satisfaction of Journalists

Item		Disagree	Somewhat disagree	Somewhat agree	Agree	Mean
I get support and team work from other department in this corporation.	Freq.	17	10	16	5	2.2
	%	35	21	33	10	
The departments formed with clear-cut goals/tasks to be achieved by the team members.	Freq.	22	11	12	3	1.9
	%	46	23	25	6	
I am provided with all resources to perform.	Freq.	7	11	25	5	2.6
	%	15	23	52	10	
The working conditions are good and safe.	Freq.	11	19	13	5	2.3
	%	23	40	27	10	
The corporation makes efforts to identify my strength and weakness.	Freq.	13	14	14	7	2.3
	%	27	29	29	15	
Management has created an open and comfortable work environment.	Freq.	21	17	6	4	1.9
	%	44	35	13	8	
My corporation provides education/ training opportunities to meet the changing needs of the work place.	Freq.	10	12	18	8	2.5
	%	21	25	38	17	
The management has created an open and conducive working environment.	Freq.	26	8	10	4	1.8
	%	54	17	21	8	
The logistics services of the corporation provide adequate important materials to accomplish the job optimally.	Freq.	22	17	9	0	1.7
	%	46	35	19	0	

One could learn from Table 4 above that the majority of journalists don't believe that the corporation has placed clear cut goals (69%), the managers created comfortable working environment (79%), and conducive working environment (71%), and the corporation supplied the required logistics services (81%). All these are similar to what has been collected from other data sources.

Table 5. Factors emanated from the immediate supervisor on job satisfaction of journalists as reported by the journalists themselves

Item		Disagree	Somewhat disagree	Somewhat agree	Agree	Mean
		Freq.				
I am recognized as an individual.	Freq.	8	11	17	12	2.7
	%	17	23	35	25	
My supervisor clearly defines my job responsibilities.	Freq.	14	15	11	8	2.3
	%	29	31	23	17	
My immediate supervisor communicates to me the important areas of my job.	Freq.	14	7	21	6	2.4
	%	29	15	44	13	
My immediate supervisor is objective, in terms of tasks assigned and outcomes observed, while evaluating my feedback.	Freq.	18	14	12	4	2.0
	%	38	29	25	8	
My immediate supervisor or colleague at work seems to care about me as a person.	Freq.	9	11	21	7	2.5
	%	19	23	44	15	
My supervisor practices the standards by setting personal example.	Freq.	16	17	10	5	2.1
	%	33	35	21	10	
My supervisor communicates effectively, open-minded and trustworthy	Freq.	17	15	12	4	2.1
	%	35	31	25	8	
My supervisor does not hide any information pertaining to the department or the task I am involved in	Freq.	15	14	13	6	2.2
	%	31	29	27	13	
My supervisor makes him/herself easily accessible to discuss issues pertaining to our job and personal needs	Freq.	11	19	13	5	2.3
	%	23	40	27	10	
My supervisor is a constant source of inspiration to all the team members	Freq.	21	13	12	2	1.9
	%	44	27	25	4	

As can be seen from Table 5 above, the majority of employees don't value the contributions of their immediate supervisors as their responses aggregated to somewhat disagree based on the mean scores obtained to the majority of items in the table.

On the other hand, the majority of journalists (71% of them) don't consider their supervisor as a constant source of inspiration to all members of the team. In this regard, the responses obtained from other sources which have been revealing the difference in competence between the leaders and subordinates is to the opposite sounds real.

Moreover, the respondents of the questionnaires were also asked to rate the four identified challenges that are assumed to be contributing factors for their dissatisfaction. And the majority of respondents have rated all the four challenges as 'the most important'. On the other hand, some of the respondents ranked the factors hierarchically and it is presented in the table below.

Table 6. The ranking of contributing factors by the journalists

Item	Ranked
House allowance	1 st
Transport allowance	2 nd
Health insurance	3 rd
Importance of organizing events on cultural assets of the society	4 th

From Table 6 above, the journalists rated the absence of house allowance as the most determinant factor for their level of job satisfaction among the listed four.

conversely the journalists has been asked to mention three things that made them unhappy in their job and many of them has written of their own some of which are very personal and the researcher don't find them important to present them in here. Even so, there are lots of ideas that the journalists have mentioned some of which are similar to the ones explained by the interviewees and they are listed as follows:

- Do not like the working place.
- Short supply of the required inputs such as sound recorder, laptops, and others.
- System failure in the distribution equipment's.
- Failure to give priority to the interests of the general public.
- Failure to provide transportation service for field work.
- Failure to provide fringe benefits.
- Failure to treat different languages equally.
- Inability to entertain different views and opinions.
- Lack of scholarships and short term training opportunities.
- Failure to promote and strengthen team work.
- Existence of discrimination and the prevailing informal network that bottleneck the work.

- Consideration of the profession as simply a way of making a living on the part of journalists.
- Existence of biases in the organization.
- When planned activities are unreasonably blocked and reversed.
- Unfair treatment of employees.
- Promoting low accomplishments to the high level that doesn't worth and belittling better accomplishments on the contrary.
- Overlooking competence in the assignment of leaders and other employees.

4.4. The Possible Strategies to Enhance the Job Satisfaction Level of Journalists

According to the information obtained from the director who has been interviewed in this study, establishment of a clear and transparent work flow system is important which is emanated from the common understanding of the journalists and the management. Such a system, added the director, terminates discriminations that are observed to in a greater extent in the corporation. For instance, said the director, the job evaluation and promotion policy of the corporation is not well designed in that anyone reporter who is believed to be competent might be assigned in the position of vice director or even a director all at once jumping up all the hierarchies that lie in the middle.

The other remedy that the director has suggested was that the management should take in to account its treatment of employees so as to maintain the level satisfaction in their job. To put the other way, the management should become people oriented than being task oriented in this century as the people are the most important assets of any given organization.

The other technical staff, the radio technician, on his part suggests that for the journalists to become satisfied in their job they should be competent for post and that should be insured at the time recruitment, said the radio technician. The other thing that the corporation should do is that all the newly recruited journalists should have obtained a pre-service training and the corporation

should promote radio journalism much better in order to obtain competent journalists in the area making use of different techniques like better payment and benefit schemes and so on, the technician insisted.

The technician went on saying that the radio station should be well furnished with the facilities such as modern cafeteria, Wi-Fi internet, and other recreational component should also be fulfilled. Besides, said the technician, the journalists should be provided adequate transportation services. Finally, the technician suggested the importance of improving employees treatment and the promotion policy should assign better performers to assume better positions like what the director had contended.

The sound and documentation team leader on his part stated that the satisfaction of journalists is largely emanated from the assignment of each and every journalist at the right position where he/she could serve at his/her best for the success of the radio programs. For example, said the team leader, a good script should be read by a good voice in order to grasp the attention of our audiences otherwise a good script might lose all of its essence when read by a weak voice. And similarly, added the team leader, the assignment of editors should at least take in to account their competence in the area of literature as they are supposed to write in a certain extent. And for one to become a good writer it is automatic to being a good reader as anyone who don't have a reading habit could not been able to write anything, the team leader argued. According to the team leader is therefore, the job satisfaction of journalists is usually originated from their assignment of the post that takes into account their typical strength.

The first editor who was interviewed during data collection has also suggested the opportunity of supplying the journalists with housing facilities through a long term payment system might improve the job satisfaction level of journalists. Besides, the editorial policy should be updated continually in such a way that suits the quest of the time and expectation of the journalist, said the editor.

The senior reporter who was participated in this study on his part said that, those who are committed and dedicated should be segregated from those who don't for the committed ones to obtain the job satisfaction that they deserve and to deny the job satisfaction from those who don't

deserve. And the reward and punishment system should be transparent based on a clear work flow structure of the corporation.

The other point that the senior reporter has added was that, the assignment of journalists to higher posts should be based on their contribution as journalists and nothing else. The senior reporter is then concluded that clear and scientific approaches of accomplishing tasks in the corporation are vital thing to bring about the job satisfaction of journalists.

Finally, a senior editor has been asked on what possible remedies are out there to bring about the job satisfaction among journalists and she demands the need for bringing about paradigm shift among the majority of employees. In other words, the attitude and perspectives of employees should be transformed positively according to the view of this second senior editor. She explained that sense of belongingness and trust should be developed among employees - including the security guards up to the directors.

The employees should be encouraged to exercise their freedom of expression getting out from gossiping around, said the senior editor. If at all there is someone who pay attention what the employees are saying, I could bet that improvements could be realized both in the job satisfaction level and as well as in the accomplishment of the corporation, the senior editor argued.

According to the suggestion bestowed by the senior editor, the government should also take into consideration the need for continual support and attention for the growth of the corporation in to becoming a complex and modern one. Besides, said the senior editor, the government should take into account the quality of directors assigned to the corporation in the areas of media management together with their competence in the political arena. The assignment of directors should have been based on merit, the senior editor contended.

Moreover, said the second senior editor, the organization should strive to launch a transparent system to reward, praise, punish, and promote its employees without which order and flow among journalist could not be maintained which will greatly affect their level of job satisfaction in return. Therefore, said the editor, the corporation should be able to launch such a transparent and well communicated working structure and system in the organization which will avoid

discriminations and biases at the same time. In such a context all the employees won't complain in missing an opportunity but rather they knew the right time for any of those four things which will make the chaos and gossip in this area to minimal, the senior editor argued.

Finally, said the senior editor, the corporation should take in to account the quests and challenges that are forwarded by the journalists and make an in-depth study and analysis on each of them so as to be able to an everlasting solution for them.

On the other hand, the forty eight journalists who have completed the questionnaires were also asked on what ought to be done to improve their job satisfaction levels using an open ended question. The responses that are found highly relevant and complement to what has been mentioned by the interviewees above are listed here under:

- Clear job evaluation system than driven by the interest and authority of individual leaders.
- Short term training opportunities and provision of scholarships for upgrading degrees.
- Adoption of permanent guidelines and regulations to maintain consistency and avoid discrimination.
- Adequate provision of sound recorders and laptops for each one of us.
- Improved facilities of the working place such as cafeteria, Wi-Fi internet and the like.
- Provision of over time payment system.
- Development of a learning community to learn one – another.
- Establishment of a reward system to encourage and promote better performance.
- Professional freedom should be maintained.
- Assigning competent directors and leaders on every ladder.
- Valuing the profession.

- Clear job descriptions for every post.
- Continuous and transparent career promotion system.

4.5. Discussions

The majority of journalists revealed that their level of job satisfaction is very low. Similarly, the other respondents such as the director, the technician, the sound and documentation team leader, the senior reporter and the senior editors contended that journalists' level of job satisfaction is largely low. Off course, among these interviewed staff members, the director, the senior reporter, and the senior editors are part and parcel of the journalists themselves and having a many years of stay and experience in the National Radio. Though the majority of these interviewees largely attached the cause of the dissatisfaction to the existing working conditions, the sound and documentation held the journalist themselves responsible for their dissatisfaction as it was presented in the previous sections.

The job dissatisfaction of the journalist has been assessed based on some items of intrinsic and extrinsic in nature. Both of which indicated a negative result in that though the journalists like the profession, they insist that they are not secured and free to innovate and work at their best. Besides, the majority of the respondents revealed that, though the journalists are provided optimum salary, they are denied of the benefit packages that the other members of the corporation are provided with such as house allowance, transportation allowance, and health insurance coverage. On the other hand, the researcher of the this study don't buy this idea in that the journalists got the platform to fight back for what is necessary not only to themselves but to all other oppressed portions of the society if they need be and yet they have backed themselves with chains of 'fear'. At the other extreme, how on earth can a journalist contribute something worthwhile feeling afraid of the external situation?

The majority of the journalists and the interviewees indicated that the primary causes of the dissatisfaction of journalists in their job were working conditions, organizational system, and their relationship with immediate supervisors. More specifically, the working conditions refer to the lack of equipment's and furniture's that they need to accomplish their daily routines, lack of the required facilities in the compound, lack of adequate logistics supply, etc.... For example, the

journalists don't have sound recorders, and laptops to undertake field work any time. Danish et al., (2010) and Romano (2003) also stated that fulfilling the required inputs at the work place is among the determinant factors in the job satisfaction of employees.

On the other hand, the organizational system was found full of flaws as revealed by almost all of the respondents in that the assignment of leaders is highly distorted in that those in most cases the assignment is made making use of contacts and network connection rather than based on merit basis. Besides, the editorial policy of the corporation couldn't make the journalists feel secured and confident to practice journalism to its fullest. Similarly, Shubba (2014) identified that the editorial policy of ORTO has made the journalists dissatisfied in their profession. Contrary to this, Barton (2002) and Robbins (2001) contended that there needs to be a fair rewarding system in the organization for the reward to bring about a strong bond and trust among the organization and its people. Besides, the evaluation and rewarding of employees were not guided by a clear and transparent criterion's in that it is highly vulnerable to be hooked by the emotions and interest of the heads at every level. Finally, it was the relationship of journalists with their immediate bosses that caused the dissatisfaction in that most supervisors are less qualified than the employees who are supposed to be supervised by them and due to this reason there is an emotional tension which leads to dissatisfaction. Similarly, Shubba (2014) found out that the managers failed to recognize and appreciate journalists and lack of scholarships were also found as one source of dissatisfaction among journalists working at Oromia Radio Television Organization /ORTO/.

The job satisfactions of journalists were also assessed to its relationship with some demographic factors such as sex of journalists, and their years of experience. Though the majority of respondents do not want to say anything in this regard arguing that it in itself requires a thorough study, some of the respondents have revealed that it is the female journalists who are relatively better satisfied in the job and stay much longer than their male counterparts. When it comes to years of service, it is those who have served longer in the National Radio Station that are found to be better satisfied and strong enough to cope up with the exiting challenges in the corporation.

The respondents are also suggested possible strategies to bring about job satisfaction to journalists. Some which were; revisit of the editorial policy of the corporation, provision of

benefit packages, improvisation of the working conditions to the extent of individual journalists to have their own sound recorder, and laptops, transparent organizational system, and consistent reporting system to their immediate supervisors'. Most of which were also found out by previous researchers on journalist: Sisay(2011), shubba (2014), Mesud(2014), and Hiwot (2015). Not only that but also, the assignment of leaders, the evaluation of journalists, the reward, and promotion systems as well need to be guided with a scientific and transparent guide line to mitigate or even reduce the complaints of journalists in these areas.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSITONS AND RECOMMEDATIONS

5.1. Summary of the Findings

This study had been initiated with the intent of investigating the level of job satisfaction level and affecting factors of radio journalists working at the Ethiopia Broadcasting Corporation, especially the National Radio section. The researcher of the study himself is a journalist in this section for many years and wanted to point out a scientific findings and possible solutions to mitigate the dissatisfactions prevailing in the organization. In this regard, the study based itself in meeting the following objectives from the start:

- ✓ To assess the level of job satisfaction of journalists in the national radio service.
- ✓ To examine the determinant factors of job satisfaction and its effect on Ethiopian national radio services.
- ✓ To find out the possible solutions to tackle problems related to job satisfaction of journalists working in national radio services.

To undertake the study, the researcher employed a mixed research design as making use of both approaches complement each other by minimizing the weaknesses that each approach might have in its own when used alone. The data have been collected from 48 journalists using a closed ended and open ended questionnaires and which has been presented and interpreted using a descriptive statistical methods and thematic narrations in chapter 4 above. Moreover, other members of the corporation have also been interviewed which stayed for one hour to around two hours. The interviewees have been selected based on their closed relationship in their daily contact with the journalists and some the interviewees on the other hand, are journalists themselves having long years of experience in the corporation. More specifically, a director, a technician, a sound and documentation team leader, a senior reporter, and two senior editors were interviewed.

The major findings of the study were:

The majority of journalists revealed that their level of job satisfaction is very low. Similarly, the other respondents such as the director, the technician, the sound and documentation team leader, the senior reporter and the senior editors contended that journalists' level of job satisfaction is largely low. Off course, among these interviewed staff members, the director, the senior reporter, and the senior editors are part and parcel of the journalists themselves and having a many years of stay and experience in the National Radio. Though the majority of these interviewees largely attached the cause of the dissatisfaction to the existing working conditions, the sound and documentation held the journalist themselves responsible for their dissatisfaction as it was presented in the previous sections.

The job dissatisfaction of the journalists has been assessed based on some items of intrinsic and extrinsic in nature. And both of which indicated a negative result in that though the journalists like the profession, they insist that they are not secured and free to innovate and work at their best. Besides, the majority of the respondents revealed that, though the journalists are provided optimum salary, they are denied of the benefit packages that the other members of the corporation are provided with such as house allowance, transportation allowance, and health insurance coverage. On the other hand the journalists got the plat form to fight back for what is necessary not only to themselves but to all other oppressed portions of the society if they need be and yet they have backed themselves with chains of 'fear'. Howon earth can a journalist contribute something worthwhile feeling afraid of the external situation?

The majority of the journalists and the interviewees indicated that the primary causes of the dissatisfaction of journalists in their job were working conditions, organizational system, and their relationship with their immediate supervisors. More specifically, the working conditions refer to the lack of equipment's and furniture's that they need to accomplish their daily routines, lack of the required facilities in the compound, lack of adequate logistics supply, etc. For example, the journalists don't have sound recorders, and laptops to undertake field work any time. On the other hand, the organizational system is full of flaws as revealed by almost all of the respondents in that the assignment of leaders is highly distorted since in most cases the assignment is made making use of contacts and network connection rather than being based on

merit basis. Besides, the evaluation and rewarding of employees were not guided by a clear and transparent criterion's in that it is highly vulnerable to be hooked by the emotions and interest of the heads at every level. Finally, it was the relationship of journalists with their immediate bosses that caused their dissatisfaction in that most supervisors are less qualified than the employees who are supposed to be supervised by them and due to this reason there is an emotional tension which lead to dissatisfaction.

The job satisfactions of journalists were also assessed to its relationship with some demographic factors such as sex of journalists, and their years of experience. Though the majority of respondents do not want to say anything in this regard arguing that it in itself requires a thorough study, some of the respondents have revealed that it is the female journalists who are relatively better satisfied in the job and stay much longer than their male counterparts. When it comes to years of service, it is those who have served longer in the National radio station that are found to be better satisfied and strong enough to cope up the exiting challenges in the corporation.

The respondents were also suggested possible strategies to bring about job satisfaction to journalists. Some which were; provision of benefit packages, improvisation of the working conditions to the extent of individual journalists to have their own sound recorder, and laptops, transparent organizational system, and consistent reporting system to their immediate supervisors'. Not only that but also, the assignment of leaders, the evaluation of journalists, the reward, and promotion systems as well need to be guided with a scientific and transparent guide line to mitigate or even reduce the complaints of journalists in these areas.

5.2. Conclusions

Based on the major findings of the study explained above of the study has made the following conclusions concerning the researched problem. As far as the first research is concerned, the level of job satisfaction of journalists were found to be low as the majority of respondents has said so including the respondents themselves.

The primary factors that are mentioned as causes for the observed job dissatisfaction of journalists in their respective jobs were working conditions (such as lack of facilities in the compound, lack of logistics services adequately, lack of inputs in the required amount, lack of

benefit packages, etc.), inconsistency of the organizational system (like the rewarding, promoting, evaluating and assigning) of team leaders or filling higher posts in general is based on the emotions and interests of individual managers of the corporations rather than made based on a transparent guideline. What is worse is that? Anything organized and launched by one manager might be destroyed with the upcoming of new one without making any assessment whether or not the decision is viable or not.

The other conclusion that could possibly be made here is that the management doesn't have room to listen to the say of its employees and it doesn't comprise the employees in decision making but rather they always gather them in light after the decision had already been made in closed doors or in the dark. This is true not only to high level issues but for silly things as well for example in decisions such as what kind of equipment or furniture is required to employees made behind closed doors.

5.3. Recommendations

Based on the findings of study, would like to make the following recommendations:

- The denials of benefit packages separating them from the remaining employees do not sound logical and fair. Therefore, the corporation needs to stop and think where this thing is heading too.
- The corporation needs to prepare a consistent guideline to handle complaints and create transparency and accountability in areas of employees rewarding, promoting, evaluating, and assigning. Besides, there needs to be a transparent and clear cut reporting mechanism among subordinates and supervisors to create harmony and mitigate possible biases that might arise from individual's emotions and subjectivity.
- The career development quests and demands of journalists also need to be answered as soon as possible as the trainings enable them to contribute their best that the job requires and in the end they may feel satisfied in their job.
- The facilities required and demanded by the journalists should be fulfilled as their feeling of satisfaction and happiness is the most important thing to be maintained first if the

corporation really wanted to maintain the former fame of the Radio Ethiopia, and for quality transmissions to be prepared. For example, the cafeteria, the Wi-Fi service, other similar facilities should be refurbished as the compound is far away from the city center for the guest and the journalists themselves to spend much of their time there.

- Sound records and laptops to each one the journalists seemed very essential, if at all, they are supposed to contribute optimally for their work

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ADDIS ABABA UNIVERSITY
SCHOOL OF JOURNALISM AND COMMUNICATION

My name is AsegidKebede . Now, I am doing my MA thesis on job satisfaction of Journalists who are working in Ethiopian Broadcasting Corporation/EBC/ National Radio Division. I would like to ask you to be a part of this study as a primary data source.

The main purpose of this questionnaire is to investigate job satisfaction level of journalists working in EBC, radio division.

I would really appreciate you taking the time to fill out honestly these survey questionnaires for me and help me with my research work.

No need of writing your name, please indicate your responses by putting “ X “mark in the box and also you are expected to write clear and precious words or sentences on open-ended questions.

Thank you for your cooperation!

I. General Information

1. Sex: Male Female
2. Age: a. Below 30 b. 31-40 c. 41-50 d. Above 50
3. Marital status
 - a. Married
 - b. Unmarried
 - c. Divorce
4. Educational Level
 - a. 12 graduate
 - b. diploma
 - c. BA
 - d. MA and above
5. Field of study
 - a. Journalism
 - b. Language
 - c. Other social science
 - d. Natural science
 - e. Other field -----
6. Job title/ position
 - a. Reporter
 - b. senior reporter
 - c. Producer I/editors
 - d. Team leader
 - e. Director
7. Salary
 - a. 3000-5000
 - b. 5001-7000
 - c. 7001-10,000
 - d. 1001-15,000
 - e. 15,001 and above
8. Department
 - a. Amharic
 - b. Afanoromia
 - c. Tigrigna
 - d. Somaligna
 - e. Afarigna
9. Program area
 - a. News
 - b. Entertainment
 - c. educational
10. Your work experience as journalist's (in years).
 - a. 5 and below
 - b. 6-10
 - c. 11-15
 - d. 16-20
 - e. 21 and above

II. Job satisfaction sub scales

No	Statement	Agree	Somewhat agree	Somewhat disagree	Disagree
1	Please indicate your level of agreement with each of the following statements:				
A	My job is appreciated.				
B	I am provided with all resources to perform.				
C	The working conditions are good and safe.				
D	I am satisfied with my chances for promotion.				
E	I like my job				
2	I am recognized as an individual.				
3	I get support and team work from other department in this corporation.				
4	I understand the corporation's objective, mission and try to achieve the same.				
5	There is too much arguing and fighting at work.				
6	The departments formed with clear-cut goals/tasks to be achieved by the team members.				
7	The reporting structure is very easy and clear between my supervisor and me.				
8	Many of our rules and procedures are inconsistency and changed according to the interest of the incumbent managers.				
9	My supervisor clearly defines my job responsibilities.				
10	My immediate supervisor communicates to me the areas of important in my job.				
11	My immediate supervisor is objective, in terms of tasks assigned and outcomes observed, while evaluating my feedback.				
12	My immediate supervisor or colleague at work seems to				

	care about me as a person.				
13	Job performance evaluation is fair, transparent, result oriented and checked by the team members and the management.				
14	The corporation makes efforts to identify my strength and weakness.				
15	I get an opportunity to do innovative things at work.				
16	My views and participation are valued.				
17	In this corporation, the tasks performed by an individual are assessed with reference to ones experience and expertise.				
18	The corporation structure facilitates team work, which enhances effective accomplishment of tasks				
19	Management has created an open and comfortable work environment.				
20	Journalists who are hard working and results oriented are praised rewarded and promoted in this corporation.				
21	My corporation provides education/ training opportunities to meet the changing needs of the work place.				
22	The work accomplished by teams is periodically evaluated to check its effectiveness.				
23	In this corporation, the interdepartmental communication is effective and reliable.				
24	I am satisfied with my current salary in the corporation.				
25	The insurance scheme provided by the corporation helps in motivating employees				
26	The suggestion scheme provided by corporation helps the welfare of the journalists and benefits the corporation.				
27	I am satisfied with the gratuity policy/editorial policy adopted by the corporation.				
28	The management has created an open and conducive				

	working environment.				
29	I feel secure and confident about my job.				
30	Which qualities you like in your senior or supervisor, a. He /she practices the standards by setting personal example.				
	b. He/she communicates effectively, open-minded and trustworthy				
	c. Does not hide any information pertaining to the department or the task I am involved in				
	d. Makes him/herself easily accessible to discuss issues pertaining to our job and personal needs				
	e. He/she is a constant sources of inspiration to all the team members				
31	My corporation shows respect for diverse range of opinions, ideas and people.				
32	I am satisfied with the fringe benefits offered to me through this job.				
33	The promotion opportunity that the corporation provided to the journalists becomes fair, participatory and transparent.				
34	The logistics services of the corporation; that provides you are adequate important materials for the convenience work.				

35. Please rate the following as preference level where 1 is least preferred and 4 is most preferred.

- A. I wish my corporation regularly conducted cultural activities.
- B. I wish my corporation took care of journalists' transportation problem.
- C. I wish my corporation contributed towards the journalists health problems.
- D.I wish my corporation contributed towards the journalists house allowance.

36. Would you mention three things/ if any/ that you are most satisfied about in your job as

Journalist in your organization? _____

37. Would you mention three things/if any/ that you are most dissatisfied about in your job as

Journalist in your organization? _____

38. What should be done to minimize factors that affect journalist's job satisfaction? Or to

Enhance your job satisfaction? _____

አዲስአበባዩኒቨርሲቲ

የጋዜጠኝነትናኮሙኒኬሽንድህረምረቃት/ቤት

አሰግድከበደእባላለሁበአሁኑወቅትበአዲስአበባዩኒቨርሲቲየጋዜጠኝነትናኮሙኒኬሽንድህረምረቃት/ቤት ስለሁለተኛዲግሪዬ/MA/ማሚያጥናትእያደረኩኝነው።

የጥናቴርእስምበኢትዮጵያብሮድካስቲንግኮርፖሬሽንብሔራዊሬዲዮዘርፍየሚሰሩጋዜጠኞችየሥራእርካታበምንደረጃላይእንዳለየተመለከተነው።

ውድጋዜጠኛ!እውነተኛናግልጽመረጃዎችንበመስጠትየጥናቴተሳታፊእንዲሆኑበአክብሮትእየጠየኩ፤ ጊዜዎንለጥተውለሚያደርጉልኝያልተቆጠበትብብርልባዊምስጋናዬንአስቀድሜአቀርባለሁ።

በመጠይቁላይስምዎንመጥቀስአይጠበቅብዎትም።ምላሽዎንበሚጠይቀውአማራጭላይይክበቡወይም “X”ምልክትያድርጉማብራሪያለሚፈልጉትጥያቄዎችአጭርናግልጽቃላትንእንደሚጠቀሙተስፋአደርጋለሁ።የሚሰጡትመረጃከዚህጥናትውጭለሌላተግባርአይውልም።

ለሌላወገንአሳልፌእንደማልሰጥምላረጋግጥልዎአወዳለሁ።

ለሚደረግልኝትብብርበድጋሚአመሰግናለሁ።

I. አጠቃላይመረጃ

1. ጾታ፣ ወንድ ሴት

2. እድሜ፣ ሀ. ከ30 በታች ለ. ከ31-40 ለ. ከ41-50 ለ. ከ50 በላይ

3. የጋብቻሁኔታ፣ ሀ. ያገባ ለ. ያላገባ ሐ. የፈታ

4. የትምህርትደረጃ

ሀ. 12ኛያጠናቀቀ ለ. ዲፕሎማ ሐ. ዲግሪ

መ. ሁለተኛዲግሪናበላይ

5. የተመረቀበትየትምህርትመስክ

ሀ. የቀለምትምህርት ጋዜጠኝነት ሐ. ቋንቋናሥነጽሁፍ

መ. የማህበራዊሳይንስዘርፍ የተፈጥሮሳይንስዘርፍ

ረ. ሌላ -----

6. የሥራመደብ

ሀ. ሪፖርተር ለ. ከፍተኛሪፖርተር ሐ. ከዘጋጅ

መ. የቡድንመሪሠ. ዳይሬክተር

7. ደሞዝ

ሀ. ከ3000-5000 ለ.ከ5001-7000 ሐ.ከ7001-10000
 መ. ከ 10001-15000 ሠ.ከ15ሺበላይ

8. የሥራክፍል/ ቋንቋዎች

ሀ. አማርኛ ለ. ኦሮምኛ ሐ. ትግሪኛ መ. ሱማልኛ
 ሠ. አፋርኛ

9. የሥራዘርፍ

ሀ. ዜናናወቅታዊ ለ. መዝናኛ ሐ. ትምህርታዊ

10. በጋዜጠኝነት ያለዎት የሥራ ልምድ /በዓመት/

ሀ/ 5 ዓመትና በታች ሐ/ ከ11-15 ሠ/ 21 ዓመትና በላይ
 ለ/ ከ6-10 ዓመት መ/ከ 16-20

2. የስራ እርካታ ንኡስ ሚዛኖች

እባክዎን ተገቢ መልስ ነው በሚሉት ሳጥን ውስጥ የ x ምልክት ያድርጉ።

ቁ.	ጥያቄ	እስማማለሁ	በመጠኑ እስማማለሁ	በመጠኑ አልስማማም	አልስማማም
1	እባክዎን በእያንዳንዱ መግለጫ ላይ በየትኛው ደረጃ እንደተስማሙ ምልክት ያድርጉ				
ሀ	የምስራው ስራ/መ.ያ/የሚወደድና የሚደነቅ ነው።				
ለ	ለስራዬ የሚያስፈልጉ ግብአቶች ይቀርቡልኛል።				
ሐ	የሥራ አካባቢው ጥሩ እና ደህንነቱ የተጠበቀ ነው።				
መ	ለእድገት ባሉት እድሎች ረክቻለሁ።				
ሠ	ስራዬን እወደዋለሁ።				
2	እንደ አንድ ግለሰብ ለስራዬ እውቅና ይሰጠኛል።				
3	በኪርፖ ራሽያ የቡድን ስራው ስጥከሌሎች ክፍሎች ድጋፍ አገኛለሁ።				
4	የድርጅቱን አላማና ተልእኮ ተረድቻለሁ። ይህንን ለማሳካት እጥራለሁ።				

	ስተማማኝነው።				
24	በኮሮፖራሽኑ አሁን እያገኘሁት ባለው ደሞዝረክቻ ለሁ።				
25	በኮሮፖራሽኑ የሚሰጠው የመድንዋስትና ሰራተኞችን የሚያነቃነቃነው።				
26	በኮሮፖራሽኑ ያለው አስተያየት ማሰባሰብ ያስልት የጋዜጠኞችን ደህንነት እና የተቋሙን ጥቅም ያስጠበቀነው።				
27	በኮሮፖራሽኑ የጥቅማጥቅም/ኤዲቶሪያል ፖሊሲ ደስተኛነት።				
28	አመራሩ እንደሁኔታው ስራና የግልሀይወቱን አመጣጥ ኗመምራት እንዳለብኝ ይረዳል።				
29	በስራዬ ደህነት እና በራስ መተማመን ይሰማኛል።				
30	ከበላይ ያዘረዘረው ወይም ከቅርብ አለቃዎች የትኛውን ነገራቸውን ይወዳሉ/ያደንቃሉ ሀ. እሱ/እሷ ምሳሌ በመሆን መለኪያዎቹን/ስታንዳርዶቹን/ይሰራሉ/ይፈጽማሉ/፤				
	ለ. እሱ/እሷ ተግባራት ክህሎታቸው ወይም ጠቃሚነት የተለየ ሃሳብ ለማድመጥና ለመታመን የበቁ ናቸው።				
	ሐ. የስራ ክፍሉን ወይም እኔን የሚመለከቱ ማናቸውንም የስራ ጉዳዮች እንድናውቅ ያደርጋሉ።				
	መ. ስራችንን ምሆነ ግላዊ ፍላጎታችንን አስመልክቶ በሚነሱ ጉዳዮች ላይ ለመወያየት ዝግጁ ናቸው።				
	ሠ. እሱ/እሷ ለቡድን አባላቱ ቋሚ መነቃቃት ያምንዎቹ ነው/ናት።				
31	ኮሮፖራሽኖችን ለተለያዩ ሐሳቦችና አለመካከቶች ተገቢውን ክብር የሚሰጥነው።				
32	በስራዬ በኩል በማገኘው የተለያዩ ጥቅማጥቅሞች ደስተኛነት።				
33	ኮሮፖራሽኑ ለጋዜጠኞች የሚሰጠው የእድገት እድል ሚዛናዊ ፍትሐዊ አሳታፊና ግልጽነት የተሞላበት ነው።				
34	የኮሮፖራሽኑ የሌጅ ስቲክ አገልግሎት ለስራችን አስፈላጊ የሆኑ ቁሳቁሶችን ያቀርባል።				

35. እባክዎንከዚህበታችየተዘረዘሩትንበሚፈልጉትደረጃ 1 ዝቅተኛተመራጭእና 4 በጣምተመራጭበማለትደረጃይስጡ።

ሀ. ድርጅቱበየጊዜውባህላዊእሴቶችላይያተኮረመድረክቢፈጥሮሚልምኞትአለኝ።

ለ. ኮርፕራሽኖችንየጋዜጠኞችንየመጓጓዣችግርእንዲፈታእመኛለሁ።

ሐ. ኮርፖሬሽኑለጋዜጠኞችየጤናመድህንከስተዋጽኦእንዲያደርግእመኛለሁ።

መ. ድርጅቱለጋዜጠኞችየቤትአበልከስተዋጽኦበያደርግእመኛለሁ።

36. በድርጅቱበጋዜጠኛነትስራዎትበጣምደስተኛየሆኑባቸው 3 ነገሮች /ካለ/ ሊገልጹይችላሉ? _____

37. በድርጅቱበጋዜጠኛነትስራዎትበጣምደስተኛያልሆኑባቸው 3 ነገሮች /ካለ/ ሊገልጹይችላሉ? _

38. የጋዜጠኞችንየስራእርካታየሚቀንሱነገሮችንለመቀነስእናየስራእርካታቸውንለመጨመርምንመደረግአለበት?

.Semi Structured Interview

Job satisfaction of journalist working in Ethiopian broadcasting corporation national radio division

- The research is designed to assess job satisfaction of journalists working in EBC national radio division.
- Respondents are selected on purposive method to get relevant data information in line with the questions of the research
- The purpose of this research is to conduct comprehensive study on job satisfaction levels of journalist working in EBC radio division. It is also important to generate information

towards the improvement of organizational goals and the working conditions of journalists

1. Name _____
2. Date of interview _____
3. Department _____
4. Job title _____
5. Experience as a journalist/-----
6. What is the general satisfaction level of journalists working in the national radio services?
7. What are the determinant factors of job satisfaction of radio journalists? Would you mention it?
8. What are the general satisfaction level according to the demographic variables for instance gender, age, experience, position in the media houses?
9. What should be done to minimize factors that affect journalists' job satisfaction? Or to enhance over all journalists job satisfaction?