



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION AND
INFORMATION SYSTEM

ASSESSMENT OF NEED FULFILLMENT DEFICIENCIES

AND JOB SATISFACTION IN WORLD VISION OF ETHIOPIA AND
ETHIOPIAN ELECTRIC POWER

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ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

AN ASSESMENT OF NEED FULFILLMENT DEFICIENCIES

AND JOB SATISFACTION

**IN WORLD VISION OF ETHIOPIA AND ETHIOPIAN ELECTRIC
POWER**

BY

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LIST OF ACRONYMS

EEP - Ethiopian Electric Power

ES - Employees' Satisfaction

HR - Human Resource

HRD - Human Resource Development

HRM - Human Resource Management

T& D - Training and Development

WVE - World Vision Ethiopia

Five D – Autonomy, self-actualization, security, esteem, and social need

ABSTRACT

The purpose of this study was to examine factor influence job satisfaction and need fulfillment deficit of the employees working in the Ethiopian Electric Power and world vision of Ethiopia. Five questions were set up in this respect. The answer to those questions was sought through a self-developed questionnaire which included both closed and open questions. The researcher used sample size determination formula developed at University Park by Jeff Watson, Research Assistant, and Cooperative Extension & Outreach for calculating the sample size required. The employees were selected through simple random sampling. The questionnaire was administered to sample selection procedure of 100 people, sampled on the basis of gender, and educational qualification. The response to the questionnaire amounted to 75, 5 percent of the sample (N=100). For analyzing and interpreting the data we have used various statistical tools like SPSS 17, Ms Excel 2007 and Ms Word 2007. The test that was applied to interpret the statistical data collected through questionnaire was chi-square. Employee of both company satisfy with the level of fulfillment ranging between 2.1, 1.1 and 3.7, 1.7 mean values in WVE and EEP organization respectively on a five-point scale (1= minimum to 5= maximum). With the exception of security need in EEP organization, esteem, self- actualization, social and autonomy need satisfaction level were not fulfilled satisfactorily in both organization. With respect to factors influencing job satisfaction it came out that there were low level of factors influencing job satisfaction in both organizations with the mean satisfaction values ranging between 4.0, 2.4 and 3.1, 2.4 in WVE and EEP respectively. Furthermore the research report tried to find out the main factors of influencing on decision making of employee to join organization. The correlation result indicates there is positive relationship between facets of job satisfaction and job satisfaction. The study concluded that an effective organization will make sure that there is a spirit of cooperation along with coordination among employees and sense of commitment towards achieving the goals and satisfaction within the sphere of its influence.

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

Need fulfillment is the amount of rewards that individuals feel they need to receive in a particular position in an organization. By comparing actual and ideal need fulfillment, one can derive a need fulfillment deficiency score. As The ophilides (1979) points out, “need fulfillment deficiency is the extent to which the rewards received actually meet or fall short from the rewards expected” (p.18).

It is in the nature of human beings to have the feeling of need fulfillment; to create, to bring out their inherent potentialities and talents and to engage in conscious actions that fulfill their inner needs. People want to create the life they deserve by overcoming challenges and obstacles that they are both external and internal. The external are obstacles easier to identify: peer pressure and poor support system Advancement, Company Policy and administration, Compensation, Recognition, Supervision –human relations, and Supervision – technical are some examples of extrinsic source of job satisfaction mentioned by Weiss et al. (1967).. But the internal are the true obstacles: lack of inner strength or inner confidence. The following are examples of intrinsic sources of job satisfaction mentioned by Weiss et al. 1967: Ability Utilization, activity, achievement, authority, independence, moral value, responsibility, security, creativity, social service, social status, and variety .lack of inner strength or inner confidence. It is in this second area that organizations play their important role. Identifying the need fulfillment desire of the individuals,

Identifying the need fulfillment desire of the individuals, organizations encourage employees to exhibit the behaviors which are important for the organization and to grow personally and professionally. The importance of need fulfillment has succinctly been described by Churned-Sherman (1968); he argues: “It has been proved that motivated people exert a greater effort to perform than those who are not motivated. Motivation for them is the willingness to do something and is conditioned by this action’s ability to satisfy some need for the individual”

(p. 298). A need, in this case means a physiological or psychological deficiency that makes certain outcomes appear attractive. It is reasonable to hypothesize that need fulfillment vary by sex and personality characteristics. Also, reference is made in the literature for four groups of individuals in every organization/work environment whose need fulfillment is different from each other. The four groups are labeled as follows: Veterans (traditionalists), baby boomers, gen doers, (www.flinders.edu.au/Unit4/LeadMotGen). Each group has a distinct set of behavioral characteristics, expectations and values. Because of these differences, each group has diverse need fulfillment. Hence, organizations should understand their individuals by group and try to inspire them so as to be pleased. *Veterans* are the people who feel loyal to the organization, they believe that they ought to be trying new things at work, and they want to know that the employer values their contributions. The administration should let them know that their contributions are valued, and, verbally and publicly, acknowledge their experience and accomplishments. *Baby boomers* are named the optimistic employees who dislike conformity and rules, which need personal satisfaction from jobs, praise, and recognition. For this group of people, the administration must redesign jobs to allow for flexibility, and to increase the chance for personal fulfillment and meaningful work.

The inspiring gen-Xers group is looking for stable environment and economic growth. For these people, communication with superiors leads to 4 excellent performance. Providing learning and development opportunities to increase employability is another technique to increase the growth and development of the members of this group. The managers must give the opportunity to the members of this group to try new things and provide flexible work environments.

The inspiring gen-years group is the best educated and most technically literate. People in this group are looking for career and stability. So the organization must be clear about goals, expectations and emphasize the civic side of the organization. Additionally, communication for these people is vital. Moreover, supervision and structure, establishing mentoring programs and providing a friendly working culture are necessities for the firm. Managers should personalize the work for the members of this group. One size does not fit all Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often

predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1 – 5 scale where 1 represents “not all satisfied” and 5 represents “extremely satisfied”. In general, this project tries to assess the factors of job satisfaction on employees of world vision of Ethiopia and EEP. Past research on factors of job satisfaction has covered some elements important for employee satisfaction, but has only partially addressed the relationship between employee satisfaction and organization existence. This study can be differentiated from past studies, since it considers an ensemble of employee satisfaction elements (individual factors nature of jobs general satisfaction with work, employee relationships, remuneration, situational variables and employee loyalty) as a crucial antecedent of organization growth and builds a model of employee satisfaction-driven training and firm growth, which has not been examined before. This study fills the research gap by developing and empirically testing a model. The key contribution of this research is the model which shed light on the linkages between employee satisfactions and facets that affect employee satisfaction. Large segments of the population in developing countries are deprived of getting a good job to satisfy their demands. It is very much competitive to get a job in the context of Ethiopia. That is why those, who are being employed in private organizations, perceive them as eligible and lucky one. But again being employed through this competitive process does not mean that employees are satisfied from all aspects. But the good

thing is private sectors in Ethiopia are growing rapidly and employment opportunities are increasing. This research will receive insight from various private and government companies' employees of Ethiopia.

1.2. SCOPE OF THE STUDY

The spatial and temporal coverage of this paper is limited both organization of world vision of Ethiopia and Ethiopian Electric Power, to investigate the state and relationship between need fulfillment and job satisfaction at the current period. Further, this study investigated the major indicators and causes of job satisfaction and how they explain job satisfaction in the organizations. The sample respondents were employees from both organizations who are working on a permanent basis. This study again focuses on twenty facets of job satisfaction such as work itself, responsibility, recognition for work well done, advancement, working conditions, supervision, and relationship with co-workers, pay, policy and so forth to see how they predict the variation on the overall job satisfaction.

1.3. STATEMENT OF THE PROBLEM

Many employers do not realize the extent to which their employees are not satisfied with their jobs, or the extent to which that impacts the success of their organization. Contemporary research suggests that job satisfaction has been on the decline since 1995, at which time overall job satisfaction approached 59%. In another survey done by researcher in both organizations (world vision Ethiopia & Ethiopian electric power), it was found that managers are the pool of workers at a particularly high risk of leaving their current organizations due to dissatisfaction with their jobs. Forty-eight percent of both organization employees say they are looking for new jobs or plan to do so as soon as possible. Generally, these two problems are the current most important problems that both organizations in Ethiopia are facing. Especially, EEP and world vision of Ethiopia is the one that such kind problems need to be examined. Therefore, based on the data collected from both organizations, the study were tried to analyze the need deficit fulfillment and effect of facets on employee's job satisfaction.

1.4. BASIC RESEARCH QUESTIONS

1. What is the level of need satisfaction of employees working in world vision of Ethiopia and Ethiopian electric power?
2. What is the level of factors influencing job satisfaction of employees in world vision of Ethiopia and Ethiopian electric power?
3. What are the factors that influence employees' decision to join organizations?
4. Is there a relationship between facets of job satisfaction and job satisfaction whether it positive and strong?

1.5. OBJECTIVES OF THE STUDY

1.5.1. General objective

The main objective of this study was to assess need deficit fulfillment and factors affecting job satisfaction in the work place.

1.5.2. Specific objectives

Specifically, the research was undertaken to:

1. Asses the level of need satisfaction of employees working in world vision of Ethiopia and Ethiopian electric power.
2. Asses the level of factors influencing job satisfaction among employees of world vision of Ethiopia and Ethiopian electric power.
3. Identify factors that influence employees' decision to join the organizations.
4. Explore relationship between facets of job satisfaction and job satisfaction weather it is positive and strong.
5. Summarize, conclude and recommend alternative ways to improve employees" job satisfaction based on findings.

1.6 RESEARCH DESIGN AND METHODOLOGY

INTRODUCTION

The following chapters describe the methodology of the study. The chapters briefly elaborate about research design, sample selection procedure, sampling technique, Data Collection Instruments and Procedure, Reliability and Validity of the Instruments, lastly, the chapter concludes with a Data process and Analysis.

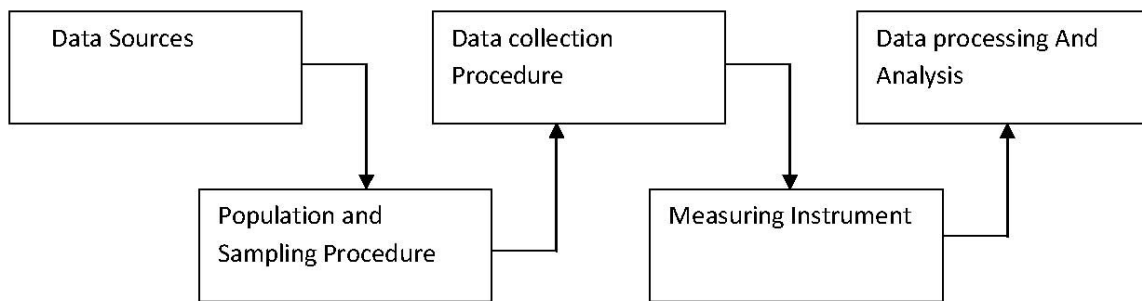
1.6.1. RESEARCH METHODOLOGY

1.6.2. RESEARCH DESIGN

The main objective of this chapter was to give an overview of the research design and methodology used to investigate the research problem. Thus, research design, the data sources, population and the sampling technique, measuring instrument, data processing and analysis using statistical tools would be discussed. The purpose of this research was to describe level of need fulfillment deficiency and the factors of job that affect employees' satisfaction. Descriptive research designs were used to conduct the study.

Diagrammatically, the outline of the research methodology is described below.

TABLE 2.4 Outline of research methodology



Source: Developed for this research

Descriptive study is helpful when a researcher wants to look into a phenomenon or a process in its natural contexts in order to get its overall picture instead of taking one or some of its

aspects and manipulating it in a simulated or an artificial setting. Descriptive research design is typically concerned with determining the frequency with which an event occurs or the relationship between two variables (Malhotra, 2004 p.38) Thus, descriptive study will favored to evaluate promotional practice of organizations.

This Method also used for the reason that it describes the existing facets and practice of different organizations, as well as, it is economically efficient (Abiy, etal: 2009, p, 30). Moreover, in order to achieve the intended objective, both quantitative and qualitative methods were choosing. Quantitative research design help to describe the respondents of the subject numerically and help to get data from large population with in short period of time furthermore qualitative research design preferable in order to get deep feeling of individual respondents.

1.6.3 SAMPLE SELECTION PROCEDURES

The sample size selected here is considered as representative of the target population and also large enough to allow for precision, confidence and general ability of the research findings. The researcher used the following sample size determination formula developed at University Park by Jeff Watson, Research Assistant, and Cooperative Extension & Outreach for calculating the sample size required.

$$n = \frac{\frac{P [1 - P]}{Z^2} + \frac{P [1 - P]}{N}}{R}$$

(Watson, Jeff: 2001)

Where:

n: sample size required	100
N: number of people on the population	941
P: estimated variance in population	50%
A: precision desired	5%
Z: Based on confidence level	95%
R: Estimated response rate	98%

By using the above formula, 100 respondents were selected from the total population of 941 of the two sample organization. 73 and 27 respondents from WORLD VISION ETHIOPIA and ETHIOPIAN ELECTRIC POWER respectively was selected from each service enterprise on proportion basis. The number of samples taken from each enterprise is indicated in table below

Organization	Number of employees	Proportion of sample size
WVE	250	$[(250/941) \times 100] = 27$
EEP	691	$[(691/941) \times 100] = 73$

For the study the populations will be permanent management staff 10 & 7 (WVE and EEP) and permanent non management staffs (681 and 243) who are working in the Head Office and Addis Ababa District offices of those organizations. As the preliminary survey undertaken in November 01 and November 02, 2014 on both organizations respectively, the researcher indicates that currently the public organization has about 691 and non-government organization has 250 employees. And also purposive sampling were use to select the management officer for interview

1.6.4. SAMPLING TECHNIQUE

The sample enterprises from the two stratum category were selected using simple random sampling for each organization will have equal chance of being selected. Hence, the organizations were selected using stratified random sampling and head offices from each enterprise were selected as representatives of each organization. After selecting the head offices, respondents from each office were selected by using simple random sampling technique because each member of the population will have equal chance of being selected.

1.6.5. DATA COLLECTION INSTRUMENTS AND PROCEDURE

Two data collection instruments were used to gather relevant information for the purpose of the study. These are questionnaire and interview.

Questionnaire:

As written in the free encyclopedia Wikipedia, the [http://en.wikipedia.org/wiki/ Questionnaire](http://en.wikipedia.org/wiki/Questionnaire) that a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the respondent and often have standardized answers that make it simple to compile data. As result, the researcher will prepare and administer set questionnaires for the employees. Prior to conducting the study permission was obtained from each organization. After permission was granted, the questionnaires which have three parts – background information, factors of job satisfaction and job satisfaction was distributed to the respondents. The purpose of the study, cooperation from respondents, ethical issues (confidentiality and participation on voluntary basis was also included in the introduction part of the questionnaire.

Interview:

The other type of data collection instrument is interview as it is useful instrument there by helps the researchers to take in to account how the target population feel and think about the problem. Lastly, interviews with Executive officer of Human Resource and Head of Training and Development team were conducted.

1.6.6. MEASURING INSTRUMENTS

1.6.6.1. BACKGROUND INFORMATION

Self administered questions will used to obtain background information of respondents relevant to the study. Participants will ask to furnish information with regard to their Sex, age, and educational level.

1.6.6.2. NEED FULFILLMENT

The Porter Need Satisfaction Questionnaire, widely known as PNSQ. This questionnaire was developed by Porter (1961) and it has been widely used in need satisfaction studies. This section of the questionnaire was used to obtain measures relative to need fulfillment.

The questionnaire includes the Porter Need Satisfaction Questionnaire, widely known as PNSQ. This questionnaire was developed by Porter (1961) and it has been widely used in need satisfaction studies. This section of the questionnaire was used to obtain measures relative to need fulfillment. It contains 7 randomly placed items, each one of which falls into one of five need categories. The need categories and the specific items in each one are as follows:

For each of the 7 items the subjects were asked to answer two questions by circling a number on a rating scale from 1 to 5, where low numbers represent low or minimum amounts and high numbers represent high or maximum amounts. The two questions were: how much is there now? How much should there be? The answers to the above two questions were combined to obtain a score for each particular item, identified in the study as need fulfillment deficiency score. This score was calculated as follows: For each test item, the score on question “a” (How much is there now?)” was subtracted from the score on question “b” (How much should there be?). The result was identified as the need fulfillment deficiency score. The assumption was made that the larger the perceived need fulfillment deficiency score for an item or for a need category, the higher the index of need fulfillment deficiency.

There is one important point to note as regards the way the need fulfillment deficiency score was calculated. The index of need fulfillment deficiency was an indirect measure derived from two direct answers given by the respondent for each item; as such, it reduced any tendency for a simple “response set” to one’s expression of need fulfillment deficiency. Porter (1962) points out that “it is more difficult for the respondent to manipulate his/her satisfaction measure to conform to what he/she thinks he/she “ought” to put down versus what he/she actually feels to be the real situation”. In simple words, the need fulfillment deficiency

score, as calculated in this study, was a more conservative measure than the simple need fulfillment score.

1.6.6.3 JOB SATISFACTION

Closed ended questions about the causes and signs of factors of satisfaction were asked for respondents. The variables and questions for factors of satisfaction questionnaire were taken from J., Djebarni, R. and Mellahi, K. (2011), "Determinants of job satisfaction literature and self assessment questions on factor of satisfaction; and_Jasna A, Antoncic B (2011) "Employee satisfaction, and Development: The questionnaire consists of 50 items and based on these items respondents will asked to indicate the extent of their agreement/disagreement with each of the 50 statements. Accordingly, each statement is rated on a 5 point Likert response scale which includes strongly disagree (1), disagree(2), neither agree nor disagree (3), agree (4) and strongly agree (5).

Minnesota Satisfaction Questionnaire (MSQ)

The Minnesota Satisfaction Questionnaire will develop by Weiss, Dawis, England and Lofquist (1967) and represented the result of research conducted on the Work Adjustment Project in studies conducted at the University of Minnesota. The theory underlying the basis for the Work Adjustment Project stated that "...work adjustment depends on how well an individual's abilities correspond to the rein forcers available in the work environment" (Weiss et al. 1967, p. v). The MSQ consists of long and short form and the researcher used the long form to obtain information on how satisfied the employees are on their current job. Each long form of MSQ consists of five response choices weighted in the following manner.

Response choice scoring weight

Very Dissatisfied (VDS).....	1
Dissatisfied (DS).....	2
Neither (N).....	3
Satisfied (S).....	4
Very Satisfied (VS).....	5

Scale scores are determined by summing the weights for the responses chosen for the items in each scale (Weiss et al. 1967). Weiss et al. (1967) reported that the most meaningful scores to use in interpreting the MSQ are the percentile scores for each scale obtained from the most appropriate norm group for the individual. Ordinarily, a percentile score of 75 or higher indicate a high degree of satisfaction; a percentile score of 25 or lower would indicate a low level of satisfaction; and, the scores in the middle range that is from 26 to' 74 of percentiles indicate average satisfaction.

TABLE 3.1 Reliability test Table

1: Reliability Statistics		
Cranach's Alpha	Cranach's Alpha Based on Standardized Items	N of Items
.805	.802	35
Source: Survey Data		

1.6.7 RELIABILITY AND VALIDITY OF THE INSTRUMENTS

Bless and Higson-Smith (1995) highlight that reliability is “concerned with the consistency of measures”, thus, the level of an instrument’s reliability is dependent on its ability to produce the same score when used repeatedly (Babbie and Mouton, 1998).

According to Bryma and Bell (2003), the Cranach’s Alpha result of 0.7 and above implies acceptable level of internal reliability. To meet consistency reliability of the instrument, the questionnaires were distributed to 35 individuals who were workers of Ethiopian telecommunication corporation and Cranach’s alpha were investigate its reliability (0.745 and 0.946) for need fulfillment questionnaire and job satisfaction questionnaire, respectively; which must be above 0.7. Validity on the other hand refers to whether an instrument actually measures what it was supposed to measure, given the context in which it is applied (Babbie and Mouton, 1998; Bless and Higson-Smith, 1995). To assure validity, questionnaires were designed on the basis of previous studies’ questionnaires and review of related literatures.

1.6.8 DATA PROCESS AND ANALYSIS

1.6.8.1. DATA PROCESSING

The method of data processing in this study was manual and computerized system. In the data processing procedure editing, coding, classification, and tabulation of the collected data were used. The researcher edited the collected raw data to detect errors, omissions, checking that there is an answer for each question, and the questions were answered accurately and uniformly. The process of assigning numerical or other symbols came next which was used by the researcher to reduce responses into a limited number of categories or classes. After this, the processes of classification or arranging large volume of raw data in to classes or groups on the basis of common characteristics were applied. Data having the common characteristics was placed together and in this way the entered data were divided into a number of groups. Finally, tabulation were used to summarize the raw data and displayed in the compact form (in the form of statistical table) for further analysis.

1.6.8.2. DATA ANALYSIS

1.6.8.2.1. DESCRIPTIVE ANALYSIS

The researcher used descriptive analysis to reduce the data in to a summary format by:

The data analysis of this study was done in a way that its“ deemed objectives have been achieved. Moreover, separate analysis for each individual objective was done properly. Demographic characteristics were summarized using frequencies and percentages for all variables including: age, sex, and educational level. In analyzing the factors on job satisfaction; frequencies, mean, percentages, and correlation analysis was deployed. For this purpose, the main statistical tool SPSS (Statistical Package for Social Science) was used. The results of the interview questions were integrated to the responses of employees to support the data collected through questionnaires.

1.7. SIGNIFICANCE OF THE STUDY

The result of this project has significance in various respects. Firstly, it draws some conclusions and identifies employees’ complaint areas in human resource development

practices of the organization. Thus, it will give signal to the human resource management of the organization to take remedial action. Secondly, it will help as a source of reference and a stepping stone for those researchers who want to make further study on the area afterwards.

1.8 LIMITATION OF THE STUDY

Every research project has some limitations that can affect the overall research activities and research report. Throughout the research project, there were following limitations Some external (uncontrollable) factors deterred the smooth implementation of this research as expected. For instance, lack of access to secondary data in the corporation, sampling method chosen inherent limitation (simple random sampling) and poor cooperation of the respondents in filling the questionnaires limit the outcome of the research. Moreover, lack of relevant and up to date literatures was the major constraint during the study. Although it seems to be a reasonable conclusion to say that the results of this study serve to provide a considerably more thorough understanding of the job satisfaction of employees of both organization and underlying factors that influence the overall satisfaction, further empirical research needs to be carried out in order to obtain a more comprehensive picture. This research has provided an initial insight into the factors that are significant antecedents of the overall job satisfaction of those companies. This work will spur further research on extensions in these areas.

1.9 ORGANIZATION OF THE STUDY

The paper will have five chapters. The first chapter would be the introduction part of the research that comprises background, statement of the problem, objectives, significance, scope and methodology of the paper. The literature review that contains two main sub topics-theoretical literature and conceptual framework found in chapter two. Chapter three that would talk about data analysis and interpretation will be followed by conclusion and recommendation in chapter four, finally references and appendices would be attached at the end of the research paper.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1. INTRODUCTION

Chapter II includes a review of current literature related to need fulfillment, theory of motivation, need theory overview. Furthermore the chapter categorizes by application of need theory, Maslow application of need in addition with revise of hierarchy of need by him (Maslow) and some scholars. It also gives a description Fredrick Herzberg's work. Herzberg's theory was chosen to illustrate the different ways in which people are motivated, and job satisfaction. Lastly the chapter concluded by illustrating historical back ground of both organizations.

2.2. NEED FULFILLMENT

According to the Webster's Seventh New Collegiate Dictionary (1969), needs mean "A pressing lack of something essential". The Oxford Advanced Learner's Dictionary (1989) defines needs as "circumstances in which something is lacking or necessary, or which requires something to be done". Archer et al (1976) argue that "need is the lack of something or a desire state of affairs which, if present, would tend to further the welfare of the organism, or to facilitate its usual behavior or the activity or condition that is lacking or desired".

2.3. THEORIES OF MOTIVATION

Motivation theories are classified into two groups; content theories and process theories (Iguisi, 2009). Content theories explore what motivate people, that is arouses and energized behave or. The most famous content theories are Maslow's need hierarchy, Herzberg's two-factor theory and McClland's three-factor theory. Process theories researched the specifics of the motivation process. Vroom's expectancy theory, Four-drive theory, Skinner's reinforcement theory and Adam's equity theory are well known process theories. Among

motivation theories to be reviewed are those of Maslow, McClelland, Vroom, and Lawrence and Nohria.

2.4. NEED THEORIES OVERVIEW

Needs-based motivation theories stem from the understanding that all motivation comes from an individual's desire to fulfill or achieve a need. This also states that human beings are motivated by unsatisfied needs, and typically certain lower needs must be satisfied before higher needs can be satisfied. In general terms, motivation can be defined as the desire to achieve a goal, combined with the energy, determination and opportunity to achieve it. In specific terms to Industrial/Organizational Psychologists, motivation is defined as "Those psychological processes involved with the arousal, direction, intensity, and persistence of voluntary actions that are goal directed" (Mitchell, 1997 as referenced in PSU WC, 2014, L. 1 P. 3). This Wiki explores Abraham H. Maslow's Hierarchy of Needs theory, Clayton P. Alderfer's Existence Related Growth (ERG) Theory, and David McClelland's Need Theory, building of work by Henry A. Murray...

2.5. APPLICATION OF NEED THEORY

Need Theory does not claim that people can be categorized into one of three type (Achievement, affiliation, power), rather, it asserts that all people are motivated by all of these needs in varying degrees and proportions. An individual's balance of these needs forms a kind of profile that can be useful in determining a motivational paradigm for them. It is important to note that needs do not necessarily correlate with competencies; it is possible for an employee to be strongly affiliation-motivated, for example, but to still be successful in a situation in which his affiliation needs are not met. McClelland proposes that those in top management positions should have a high need for power and a low need for affiliation. He also believes that although individuals with a need for achievement can make good managers, they are not generally suited to being in top management positions

2.6. MASLOW'S HIERARCHY OF NEEDS

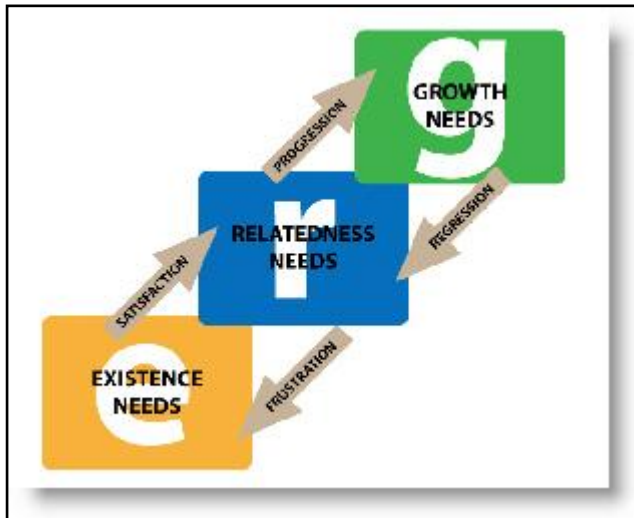
Maslow's hierarchy is commonly displayed in a pyramid fashion, with the basic needs at the bottom and the higher needs at the top. The needs were depicted in this way to show the significance of each need on the others, with the most important and broadest category being the physiological needs at the base (Redmond, 2010). While Maslow's theory was interpreted as portraying that satisfied needs are no longer a motivation (O'Connor & Yballe, 2007), Alderfer's ERG theory clearly states that all categories of needs can become more important as they are satisfied. Additionally, individuals may place greater emphasis on any single category as opposed to the rigid hierarchy of moving from one need to the next (Alderfer, 1969). The main difference between Maslow's Needs Hierarchy and Alderfer's ERG Theory is the order in which needs are met. Alderfer believed that needs are met simultaneously and in no specific order, while Maslow's theory states that needs are met one by one and in a specific order (Alleydog, 1998). An example of Alderfer's ERG Theory is a "starving artist," who may place greater emphasis on creating art (growth) than on existence needs like food or shelter. (Redmond, 2010) An employee who seeks a promotion or increased responsibilities may be attempting to satisfy all needs by increasing pay (existence), developing a larger social network (relatedness), and increasing self-esteem (growth).

FIGURE 2.3 Maslow's Hierarchy of Needs



The following illustration depicts Alderfer's ERG theory. Notice as one progresses from existence needs through relatedness needs to growth needs, she/he experiences satisfaction. However, regression through the needs levels results in frustration. The idea of frustration-regression is explained as reverting to a lower level need when a higher level need is not met. (Redmond, 2010) Along the same lines, Borkowski (2009) theorized that a person "regresses" to lower needs to once again achieve satisfaction.

FIGURE 2-1 PROGRESS OF EXISTENCE NEEDS

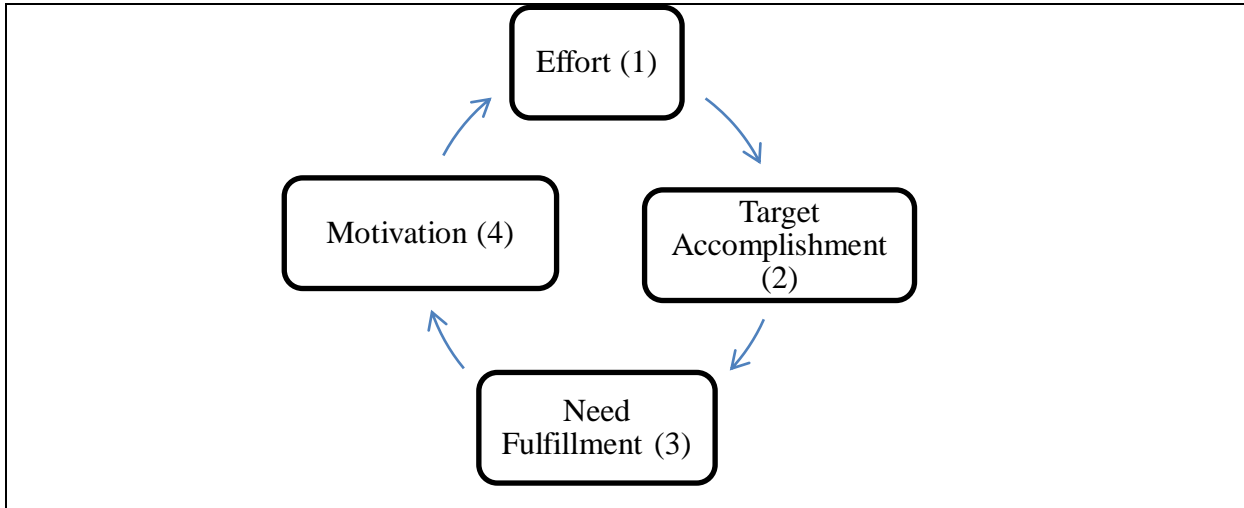


(Redmond 2010, p. 6)

There are, however, exceptions to frustration-regression. According to Brian Redmond, from the Pennsylvania State University, there are two exceptions to frustration-regression. The first exception is "failure to fulfill existence needs leads to greater existence needs" (Redmond, 2010). An example of the first exception is if one needs to sleep and is unable, s/he will develop a larger, more powerful need for sleep. The second exception to frustration-regression is "fulfillment of growth needs leads to greater growth needs" (Redmond, 2010). For instance, if one achieves successful completion of an undergraduate degree program, one may then feel the need to attend graduate school in order to obtain more education and expertise.

Below the study we postulate that there is a positive relationship between work motivation and need fulfillment. The figure suggests that motivation leads to increased effort; the relationship between the two is positive, expressed with the (+) sign. In turn, increased effort leads to target accomplishment, which enhances need fulfillment, hence the (+) sign for both relationships. Finally, need fulfillment increases motivation. The net outcome expressed by Figure is a positive feedback loop, indicating a positive relationship between motivation and need fulfillment.

FIGURE 2.2 a positive feedback loop between motivations and need fulfillment



According to Butkus & Green (1999), motivation is derived from the word “motivate”, means to move, push or influence to proceed for fulfilling a want (Kalimullah et al, 2010). Bartol and Martin (1998) describe motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue (Farhad et al, 2011). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their destinations. In view of Bedeian, (1993) it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It is the concluding product of interface among personality behavior and organizational distinctiveness (IRCO). It symbolizes those psychological procedures that foundations the stimulation, route, and determination of deliberate actions that are target oriented (Farhad et al, 2011). Motivation is a set of courses concerned with a kid of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah et al, 2010). According to Barron (1983), it is an accrual of diverse routes which manipulate and express our activities to attain some particular ambitions (Rizwan et al, 2010). To achieve character growth, character expression, maturation, and development. Growth to Maslow (1954, 1968) means that individuals will continue to seek greater social recognition, self-respect, and other higher order needs long after basic needs have been gratified. It has been suggested by Maslow (1954) that a sound motivational theory must assume that people are

continuously in a motivation state; however, because of the complex nature of motivation, individuals rarely reach a state of complete satisfaction, except for a short time. As one need becomes satisfied, another replaces it. This never-ending sequence gives rise to Maslow's theory of motivation in which a hierarchy of needs is postulated. This theory is based on the concept that human needs are ordered, generally, in terms of their relative potency as motivators.

2.7. MASLOW REVISED HIS HIERARCHY

Maslow later modified his hierarchy of needs to move one stage and include three new stages: Stages 1-4 remain the same. Maslow added cognitive needs as stage five. These include the need for knowledge and meaning. Stage six is known as aesthetic needs. People on this stage appreciate beauty, form, and balance while actively seeking it. Self-actualization needs are stage seven of this theory. The eighth and final stage on the revised hierarchy is transcendence needs. People who have reached this highest stage need to help others become self-actualized (McLeod, 2007).

5. Cognitive Needs - Which include the need for knowledge and meaning.
6. Aesthetic Needs - Which encompasses the appreciation of beauty, form, and balance while also activity seeking it.
7. Self-actualization Needs - Moved from level five to level seven.
8. Transcendence Needs - Becomes the final stage and includes the need to help others become self-actualized (McLeod, 2007).

2.8. MASLOW'S HIERARCHY OF NEEDS STRENGTHS AND WEAKNESSES

The biggest strength of Maslow's need theory relates to its intuitive nature. Intuitive nature is the awareness of emotions. It is this strength that supports practitioners in using the theory despite the lack of supportive evidence (O'Connor & Ybatel, 2007). Each person has an individual motivational framework which they work and behave; this framework differs from person to person and even for a single individual from day to day (Redmond, 2010).

Practitioners of the theory, those who put it into practice when working within their organizations, understand this flexible, individualized theory as a dynamic solution to motivating members of an organization. Strength of Maslow's theory is the fact that it focuses on the individual's own constructs and experiences instead of focusing on the mentally ill.

2.9. MASLOW'S HIERARCHY OF NEEDS APPLICATION

Maslow's theory still has implications in the modern day workplace. If a manager or organization understands that lower-level needs must be met before a person can satisfy higher-level needs, the manager or organization is better positioned to meet those needs, and in the order they must be met. Physiological needs can be met by offering a fair competitive wage, lunch/coffee breaks, fitness facilities, and company cafeterias so that the employee feels comfortable that his/her basic needs are satisfied. Next, a company can ensure that the work facility is a safe environment, so that employees feel physically safe. The company can also have a fair progressive discipline policy ensuring job security. Also, the employer can encourage employees to participate on work teams and/or sponsor informal gatherings so employees may socialize to help meet their social needs. A rewards and recognition program for good performance, perfect attendance, and similar programs could help satisfy the employee's esteem needs. Finally, to help satisfy employees' self-actualization needs, companies can offer in-house development, or offer reimbursement for tuition or relevant training seminars. There are many possibilities for applying these needs to drive worker's motivation. It may not always be very clear what needs to be done, but this is why it's important for managers to understand these needs theories so that they are better able to apply them when the opportunity arises. As stated by Net, MBA, "the manager must be able to recognize the needs level at which the employee is operating, and use those needs as levers of motivation" (2010).

2.10. MASLOW'S HIERARCHY REVISITED

Kenrick, Griskevicious, Neuberg, & Schaller (2010) recently updated Maslow's pyramid of needs to reflect a controversial, yet possibly, a more up to date approach that is based on findings in the fields of neuroscience, developmental psychology, and evolutionary

psychology. Quotes (as cited in Nauert, 2010) by Arizona State University Professors Steven Neuberg and Douglas Kenrick:

While Maslow's pyramid has not always been supported by empirical evidence, it does have several ideas worth maintaining. What it lacks are important facets about human nature that were not fully understood during Maslow's time (Kenrick et al., 2010). Self-actualization, while an interesting and important concept, is no longer viewed as an evolutionary, fundamental need and has been removed from the pyramid (Kenrick et al., 2010). Replacing the concept are three evolutionary motives that researchers believe Maslow did not account for; mate acquisition, mate retention, and sitting at the very top is parenting (Kenrick et al., 2010). In the new pyramid, reproduction of our genes is regarded as one of humankind's most biologically fundamental aspirations. This indicates that the notion of self-actualization, when broken down to its most basic form, is actually a subconscious expression of our evolutionary need to reproduce and raise children (Kenrick et al. 2010). In addition to this dramatic change in the top of the hierarchy, researchers have reworked the pyramid to reflect an overlapping of needs. This replaces Maslow's initial idea, that once a need is met it disappears and the individual moves on to the next level (Targeted News Service, 2010). However, Maslow's thought process does not account for the idea that a person who has attained a need, and goes on to the next, may find it necessary to revert back to that need (Kenrick et al., 2010). Kenrick et al. explain that needs developed as people age does not replace earlier needs or more basic needs (2010). Rather, there is an ongoing interplay between internal motivation and environmental situations, whether they are opportunities or threats, which determine which needs, will function as a source of individual motivation (Kenrick et al., 2010). While the basic evolutionary premise of this new pyramid has garner some agreement among researchers, there are still those who do not share the notion that self-actualization should be removed. Along with that, they also do not agree that parenting should receive such prominence at the top of the pyramid. (Targeted News Service, 2010) Kenrick et al. explain their placement of parenting at the top of the modified hierarchy by describing uniquely human characteristics in the rearing of offspring, such as the effort to create and maintain family bonds as well as paternal investment in raising children (2010).

A team of psychologists have updated a cornerstone of modern psychology — Abraham Maslow’s pyramid of needs. Maslow’s pyramid describes human motivations from the most basic to the most advanced. According to experts, Maslow’s time-tested pyramid, first proposed in the 1940s, needed to be updated to reflect the last 50 years of research.

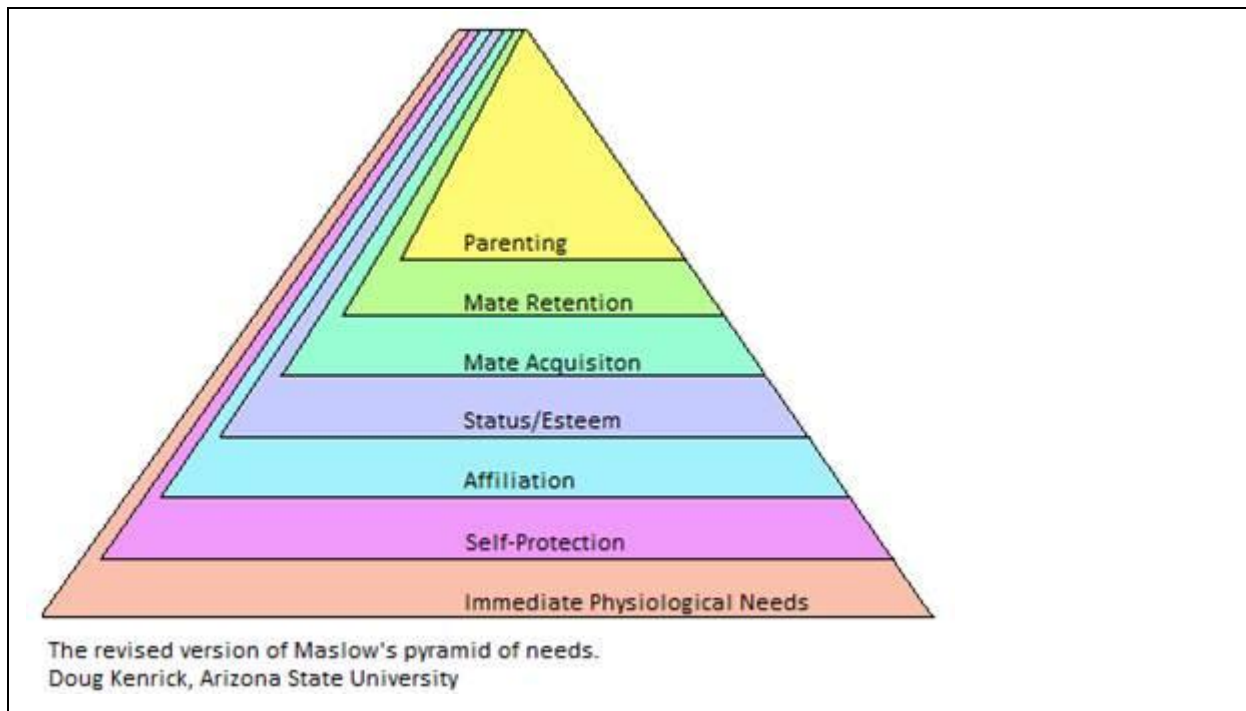
A team of psychologists, including two from Arizona State University, recast the pyramid. In doing so, they have taken on one of psychology’s iconic symbols and have generated some controversy along the way. The revamp of Maslow’s pyramid reflects new findings and theory from fields like neuroscience, developmental psychology and evolutionary psychology, said Douglas Kenrick, an Arizona state university (ASU) professor of psychology and lead author of the paper, “Renovating the pyramid of needs: Contemporary extensions built upon ancient foundations.” Despite being one of psychology’s most memorable images, Maslow’s pyramid hasn’t always been supported by empirical research, said Steven Neuberg, an ASU Foundation professor and coauthor of the paper.

“Within the psychological sciences, the pyramid was increasingly viewed as quaint and old-fashioned, and badly in need of updating,” Neuberg added. “It was based on some great ideas, several of which are worth preserving,” Kenrick said. “But it missed out on some very basic facets about human nature, facets which weren’t well understood in Maslow’s time, but were established by later research and theory at the interface of psychology, biology and anthropology.” Maslow developed the pyramid of needs to represent a hierarchy of human motives, with those at the bottom taking precedence over those higher up. At the base of Maslow’s pyramid are physiological needs – hunger, thirst and sexual desire. According to Maslow, if you are starving and craving food that will trump all other goals. But if you are satisfied on one level, you move to the next. So, once you are well fed, you worry about safety. Once you are safe, you worry about affection and esteem and so forth. Perhaps most famously, at the top of Maslow’s pyramid sat the need for self-actualization – the desire to fulfill one’s own unique creative potential.

The research team – which included Vladas Griskevicius of the University of Minnesota, Minneapolis, and Mark Schaller of the University of British Columbia, Vancouver – restructured the famous pyramid after observing how psychological processes radically

change in response to evolutionarily fundamental motives, such as self-protection, mating or status concerns. The bottom four levels of the new pyramid are highly compatible with Maslow's, but big changes are at the top. Perhaps the most controversial modification is that self-actualization no longer appears on the pyramid at all.

FIGURE 2.4 revised version of Maslow's pyramid of needs



At the top of the new pyramid are three evolutionarily critical motives that Maslow overlooked – mate acquisition, mate retention and parenting.

The researchers state in the article that while self-actualization is interesting and important, it isn't an evolutionarily fundamental need. Instead, many of the activities that Maslow labeled as self-actualizing (artistic creativity, for example) reflect more biologically basic drives to gain status, which in turn serves the goal of attracting mates.

“Among human aspirations that are most biologically fundamental are those that ultimately facilitate reproduction of our genes in our children's children,” Kenrick explained. “For that reason, parenting is paramount.” The researchers are not saying that artists or poets are consciously thinking about increasing their reproductive success when they feel the

inspiration to paint or write. “Reproductive goals are ultimate causes,” Kenrick added, “like the desire of birds to migrate because it helps them survive and reproduce. But at a proximate (or immediate psychological) level, the bird migrates because its brain registers that the length of day is changing. In our minds, we humans create simply because it feels good to us; we’re not aware of its ultimate function.”

“You could argue that a peacock’s display is as beautiful as anything any human artist has ever produced,” Kenrick said. “Yet it has a clear biological function – to attract a mate. We suspect that self-actualization is also simply an expression of the more evolutionarily fundamental need to reproduce.” But, Kenrick adds, for humans reproduction is not just about sex and producing children. It’s also about raising those children to the age at which they can reproduce as well. Consequently, parenting sits atop the revamped pyramid. Here are other distinctions as well. For Maslow, once a need was met, it disappeared as the individual moved on to the next level. In the reworked pyramid, needs overlap one another and coexist, instead of completely replacing each other. For example, certain environmental cues can make them come back. If you are walking down the street thinking about love, art or the meaning of life, you will revert quickly to the self-protection level if you see an ominous-looking gang of young men headed your way.

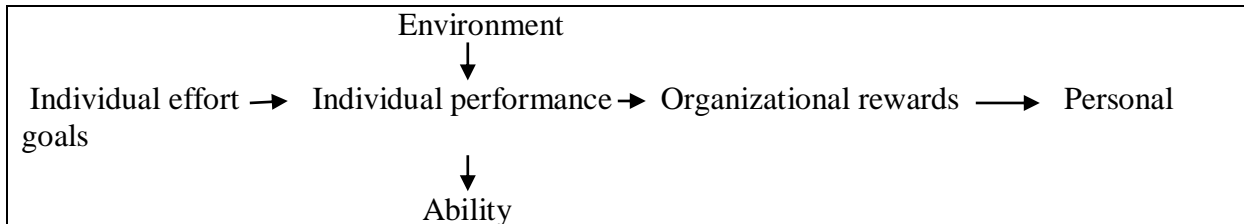
The new pyramid already has generated some controversy within the field. The published article was accompanied by four commentaries. While the commentaries agreed with the basic evolutionary premise of the new pyramid, they take issue with some of the specific details, including the removal of self-actualization and the prominence of parenting in the new pyramid. “The pyramid of needs is a wonderful idea of Maslow’s,” Kenrick said. “He just got some of it wrong. Now people are talking about it again, which will help us get it right.”

2.11. EXPECTANCY THEORY

Expectancy theory is one of the most accepted theories of motivation. It suggests that an employee is motivated to exert a high level of effort when he or she believes that the effort will lead to a good performance appraisal. This will lead to organizational rewards, which will satisfy employee’s personal goals. In simple words, the theory focuses on the following three

relationships: Effort-performance relationship, performance-reward relationship, and rewards-personal goals relationship. The above relationships are shown in figure 2.5.

TABLE 2.1 EXPECTANCY THEORIES



The above figure explains why a lot of employees are not motivated to their jobs and offer only the minimum output. The workers usually do not want to increase their production when their effort: will be not recognized by their employers, when they will not have an organizational reward, and when the anticipated reward maybe will not personally attractive (e.g. the employee works hard with the hope of getting a promotion and instead he/she taking just only a pay raise).

In simple words, the expectancy theory concentrates on the understanding of an individual's target and to the link that exists between his/her effort, performance, reward and satisfaction.

As it was pointed out in Chapter One, one main focus of the study was to examine the relationship between motivations and need fulfillment of employees working in both organizations .The need satisfaction level was operational zed adopting a seven-item questionnaire developed by Porter (1964). The questionnaire is structured in such a way to yield measures of the current and ideal .levels of need fulfillment and this allowed the researcher to compute the need fulfillment deficiency score. The need fulfillment deficiency score was treated as a criterion variable in order to assess its contribution to explaining the variance of the dependent measure, which was job satisfaction.

2.12. JOB SATISFACTION

2.12.1. HISTORY OF JOB SATISFACTION

The history of job satisfaction stems back to the early 1900's with the situations perspective on job satisfaction. This perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself. This view has been present in the literature since the first studies by Hauser, Taylor and the various projects at the Western Electric plants in Hawthorne (Cranny, Smith & Stone 1992). These studies follow the assumption that when a certain set of job conditions are present a certain level of job satisfaction will follow. The Hawthorne Studies are considered to be the most important investigation of the human dimensions of industrial relations in the early 20th century. They were done at the Bell Telephone Western Electric manufacturing plant in Chicago beginning in 1924 through the early years of the Depression. The Hawthorne plant created an Industrial Research Division in the early 1920's. Personnel managers developed experiments to explore the effects of various conditions of work on morale and productivity (Brannigan & Zwerman 2001). "Today, reference to the "Hawthorne Effect" denotes a situation in which the introduction of experimental conditions designed to identify salient aspects of behavior has the consequence of changing the behavior it is designed to identify. The term job satisfaction was brought to lime light by hoppock (1935). He revived 35 studies on job satisfaction conducted prior to 1933 and observes that Job satisfaction is combination of psychological, physiological and environmental circumstances. That causes a person to say. "I m satisfied with my job". Such a description indicate the variety of variables that influence the satisfaction of the individual but tell us nothing about the nature of Job satisfaction. Job satisfaction has been most aptly defined by pestonjee (1973) as a job, management, personal adjustment & social requirement. Morse (1953) considers Job satisfaction as dependent upon job content, identification with the financial & job status & priding group cohesiveness one of the biggest preludes to the study of job satisfaction was the Hawthorne study. These studies (1924-1933), primarily credited to Elton Job satisfaction Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity.

These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed.

This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management (aka Taylorism) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor's 1911 book, *Principles of Scientific Management*, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labor and piecework towards the more modern approach of assembly lines and hourly wages. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace.

However, workers became exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. Job satisfaction this model served as a good basis from which early researchers could develop job satisfaction theories.

2.12.2. THE CONCEPT AND DEFINITION OF JOB SATISFACTION

Job satisfaction is an important element from organizational perspective, as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development (Feinstein, 2000, as cited by Ahmed et al 2010) additionally growth, effectiveness and efficiency of the organization and low employees' intentions to leave the organization (Mosadeghard 2000, as cited by Ahmed et al 2010).

Dissatisfied individuals leave the organization and negatively influence the motivation of those staying there (Feinstein, 2000) and as a result workers loose performance and efficiency and might sabotage the work and leave the job (Sonmezer and Eryaman, 2008, as cited by Ahmed et al 2010). Human resources research has well established the importance of job satisfaction for retention (Arthur 2001). Defining and measuring job satisfaction has been a challenging process, which has been refined through decades of research and is still occurring. The study of job satisfaction grew out of several schools of management theory dating back to Taylor's early applications of the scientific method to factory problems in the first part of the 20th century (Locke, 1976). According to Cranny et al. (1992), job satisfaction is generally agreed upon by researchers to be an affective reaction to a job that results from the employee's comparison of actual outcomes with those that are desired. Job satisfaction has been defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976: 1300). Locke (1976 as cited in Luthans 2005) forwarded that; although, theoretical analyses have critically accepted job satisfaction as being too narrow conceptually, there are three generally accepted dimensions to job satisfaction. **First**, job satisfaction is an emotional response to a job situation. **Second**, job satisfaction is often determined by how well outcomes meet or exceed expectations. **Third**, job satisfaction represents several related attitudes (Luthans, 2005). Extensive research has been conducted about the relationship between job satisfactions and other work related behaviors or attitudes such as job performance, stress and health, general life satisfaction, commitment to the organization, pro-organizational behaviors and ultimately the concept of employee turnover. Improving job satisfaction thus appears to be instrumental in decreasing employee turnover (Zeytinoglu et al. 2007). Organizations with satisfied employees have satisfied customers/clients. This results in organizations with satisfied employees having higher levels of customer retention, which increases overall profitability (Reichheld and Sasser, 1990). Satisfied workers have been found to be more committed to organizations, have more favorable attitudes towards work and the organization, more conscientious, more likely to help co-workers, to have greater willingness to report unethical behaviors, and to be less likely to leave their jobs than dissatisfied workers. George and Jones (1996) accede to this opinion when they posit that there is a weak to moderate negative relationship between job satisfaction and turnover. Cranny et al. (1992) further note that job satisfaction has been

shown to influence attendance at work, pro-organizational behaviors, voting for or against union representation, decisions to leave the organization or to retire, and psychological withdrawal behaviors. The findings of research have been inconsistent over a period of time. This very well may be due, however, to the wide variation in definitions of job satisfaction and in the validity of methods used to measure it (Cranny et al., 1992). However, an even more widely accepted relationship is the link between employee job satisfaction and employee turnover. Employee job satisfaction is perhaps the most critical factor in job retention. This chapter will serve as the foundation for the development of the study. Therefore, the primary purpose of this chapter is to give the theoretical understanding in assessing employees' satisfaction with regard to an organization human resource development practices. More specifically, review of up-to-date related literatures regarding: theory of Employee satisfaction, factor of employee satisfaction and factors affecting Employees' Satisfaction (ES) will be presented.

2.13. THEORETICAL FRAMEWORK OF THE STUDY

2.13.1. THEORY OF JOB SATISFACTION

2.13.1.1. AFFECT THEORY

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

2.13.1.2. DISPOSITIONAL THEORY

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction. A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. An internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

2.13.1.3. TWO-FACTOR THEORY (MOTIVATOR-HYGIENE THEORY)

Frederick Herzberg's two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the work place. This theory states that satisfaction and dissatisfaction are driven by different factors — motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals (Hoskinson, Porter, & Wrench, p.133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences,

conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured

2.13.1.4. VALUE-PERCEPT THEORY

Locke (1976) argued that individuals' values would determine what satisfied them on the job. Only the unfulfilled job values that were important to the individual would be dissatisfying. According to Locke's value-percept model, job satisfaction can be modeled by the formula $s = (v - p) \times VI$ or Satisfaction = (want - have) X importance where S is satisfaction, v. is value content (amount wanted), P is the perceived amount of the value provided by the job, and V; is the importance of the value to the individual. Thus, value-percept theory predicts that discrepancies between what is desired and what is received are dissatisfying only if the job facet is important to the individual. Because individuals consider multiple facets when evaluating their job satisfaction, the cognitive calculus is repeated for each job facet. Overall satisfaction is estimated by aggregating across all contents of a job, weighted by their importance to the individual. The value-percept model expresses job satisfaction in terms of employees' values and job outcomes. A particular strength of the model is that it highlights the role of individual differences in values and job outcomes. However, one potential problem with the value-percept theory is that what one desires (V or want) and what one considers important (V; or importance) are likely to be highly correlated. In addition, the use of weighting may be inappropriate unless weighting variables are measured with very high reliability. The model also ignores influences from exogenous factors, such as costs of holding a job, or cur-Job Satisfaction 401 rent and past social, economic, or organizational conditions external to the individual/job.

2.13.2. ESTABLISHMENT OF EMPLOYEE SATISFACTION MODEL

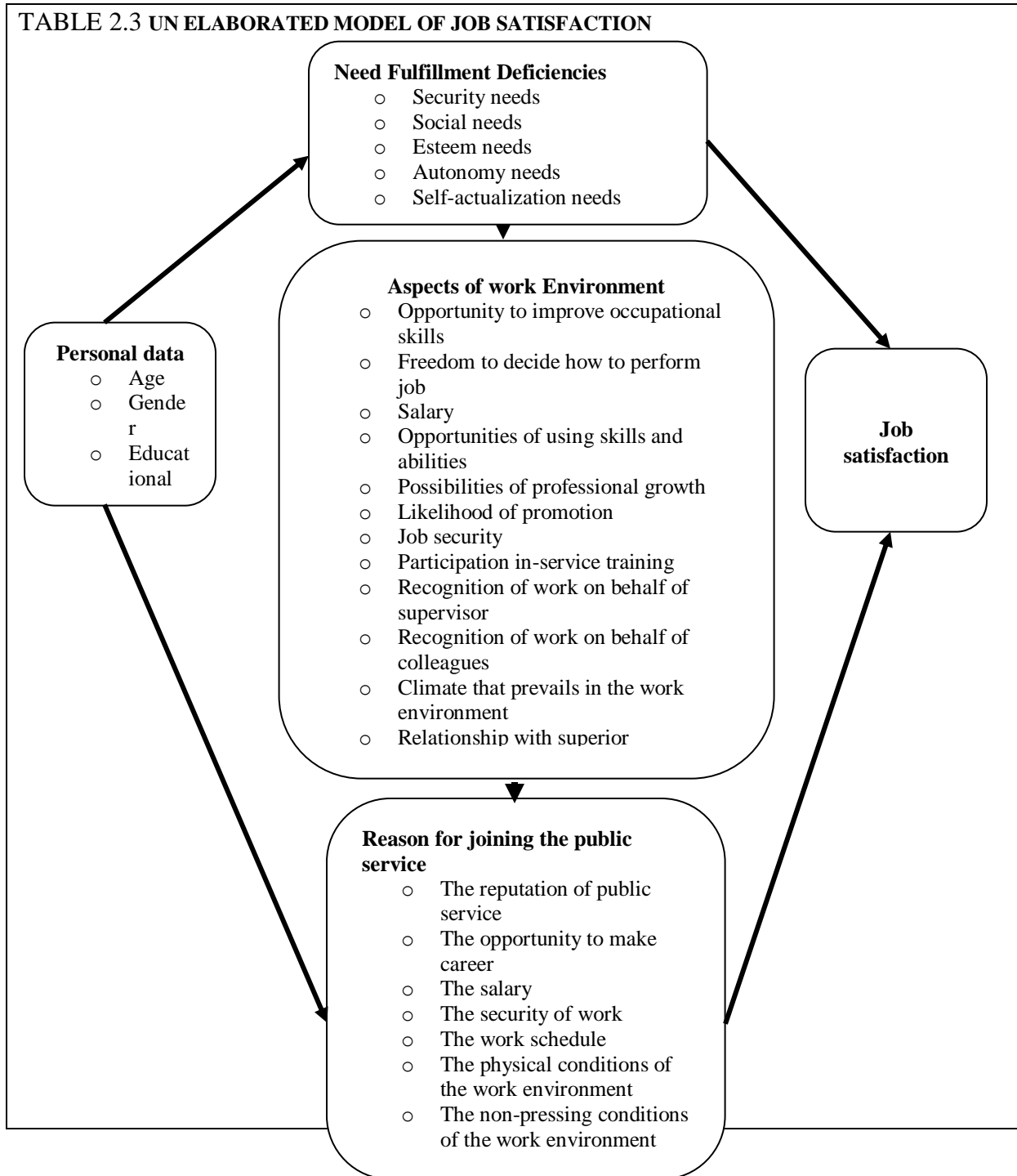
The most commonly used methods for importance-satisfaction surveys are to examine the thoughts and satisfaction of subjects via questionnaires; the dimensions of the questionnaires are used to explain the determinants. The dimensions of the determinants for employee satisfaction surveys vary among different businesses or organizations, but the differences are not obvious

Table 2.2 the development of the definition of the job satisfaction

Perspective	Time	Representative
Single perspective	from 1930s to late 1970s	Fisher & Hanna; Locke (Affection)
Multiple perspective	from 1980s to now	Organ & Near; affection and cognition

Moorman et al

TABLE 2.3 UN ELABORATED MODEL OF JOB SATISFACTION



2.13.3. FACTORS AFFECTING JOB SATISFACTION

Over the years, many studies have attempted to categorize and find out the factors that affect job satisfaction (Abdullah et al., 2011) and found wages as the main factor for job satisfaction, but other factors such as the promotion, recognition of work, and employees loyalty also considered. In addition, salaries and incentives are the most important determinant of job satisfaction (Calisir et al., 2010). Ali and Ahmed (2009) concludes that due to the changes in reward or recognition programs, there will be a corresponding change in work motivation and satisfaction, this means that if there is a greater focus on remuneration and recognition, can have a positive impact as a result of motivation and thus lead to higher levels of job performance. Moreover positive and significant association found between job satisfaction and management practices such as team work, independence and leadership positions (Hunjra et al., 2010).

Hanif and Kamal (2009), argues that if companies makes favorable strategies and rules for the employees related to pay scales, policy development, staff input, and the work environment, may lead to employee engagement, satisfaction and increased employee loyalty with the organization because satisfied employees are more likely to be welcoming and attentive which attracts customers and the employees not satisfied with the job can lead to customer unhappiness. Abdulla et al. (2011) examines the relationship between job satisfaction and environmental and demographic factors and found environmental factors (such as salary, promotion and supervision) better predictors of job satisfaction as compared to demographic factors (such as sex, age and education level as well as other factors related to their work experience, such as job level, shift work, and years of experience). Rumman (2011) concludes that there is no statistically significant association between demographic factors and their working environment in travel and tourism companies in Amman and a statistically significant Correlation was found between the nature of the employee's job and job satisfaction in the travel and tourism companies in Amman. Employee satisfaction relates to the design of compensation system for a business, because payment strategies based on compensation system and should appreciate (Lai, 2011). Lai (2011) argue that an efficient compensation system result in organizational growth and expansion and exhibit a positive

relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay.

The study concludes that the intrinsic factors of motivation, including recognition, work, career opportunities, professional growth, responsibility, good feeling about the organization that has a significant correlation with job satisfaction, while hygiene (external) factors have no significant relationship with job satisfaction of employees satisfaction. According to Locke (1976), there should be clear policies and strategies in the organization which makes easy for employees to understand their tasks and objectives etc because otherwise it may lead toward dissatisfaction.

Abu Elanain (2009) recently argued that UAE employees prefer clear goals and objectives, well defined lines of authority, autonomy because of their high degree of uncertainty avoidance. Abdulla et al., (2011) identified communications and job stress an important determinant of job satisfaction and found no significant influence on job satisfaction whereas significant relationship found between job satisfaction and its determinants (salary and incentives, organizational policy and strategy and nature of the work). In addition, significant differences found between the gender, qualifications, experience, job characteristics and job satisfaction (Ahmed et al., 2010). It can be concluded that the salary, promotion and training positively and significantly influence the job satisfaction. However, employees place more emphasis on pay and promotion of the program (Butt et al., 2007). Akbar et al., (2011) confirms that empowered employees leads towards higher levels of employee satisfaction (Akbar et al., 2011). Calisir et al. (2010) found a very strong influence of job satisfaction on organizational commitment whereas job stress and role ambiguity indirectly influence the willingness of employees to leave their jobs. Hansia (2009) concluded that the majority of people or employees agree that personality type suits the work they do, and have the opportunity to do what they do best and they are also optimistic about their personal and professional life (Hansia, 2009). Hansia (2009) demonstrate Organizational policy & Strategy Recruitment & Selection Nature of work Job Stress Employee Personality Communication Employee Job Satisfaction that the procedures for recruitment and selection are an important predictor of job satisfaction of employees, and fair policy of recruitment and selection leads to

employee satisfaction at work. The global approach to measurement of employee job satisfaction is used when the objective is to measure overall aspect to the job. However, facet approaches can specify which specific viewpoints of the job are generating satisfaction or dissatisfaction for the individual. Facets of job satisfaction can involve any aspect of the job such as pay, co-workers, supervisors, organizational factors and work environment (Coomber and Barriball, 2007).

Pearson (1991) suggests that employees wait for their job to provide an aggregation of features (e.g. pay, promotion and autonomy) for which the employee has certain favorable values. In terms of employee satisfaction, Luthans (1992) has mentioned five dimensions comprising pay, characteristics of job, working conditions, management politics and working colleagues. While pay has been considered an external function, other factors (factors of job characteristics) have been defined as internal factors (Rose, 2003). McAfee *et al.* (1995) investigated effects of discretion, outcome feedback and process feedback on employee job satisfaction. They found that providing discretion and outcome feedback alone does not improve employee satisfaction. Significantly, but providing employees with discretion and both outcome feedback and process feedback concludes in statistically significant developments on job satisfaction of employees. According to Drummond and Stoddard (1991), employee satisfaction contains an evaluation of various characteristics of the job. These characteristics are working conditions, pay, relationships with co-workers and supervisor, organizational policies and the nature of the job itself. Also, according to Dinham and Scott (2000) and Koustelios (2001), there are various factors-related job satisfaction, for example job characteristics (e.g. work overload and time pressure), occupational characteristics (e.g. various types of work), organizational characteristics (role ambiguity and role conflict), background characteristics (e.g. age and gender) and personality characteristics (e.g. *locus* of control and self-esteem) have been studied in relation to both concepts (Tsigilis *et al.*, 2006).

Salary and working hours are some of the factors related to job satisfaction. Kuo *et al.* (2010) suggested that both the job characteristics of work redesign and employee empowerment are significant attributes in providing higher employee commitment and loyalty toward the

organization. Jun *et al.* (2006) investigated direct and indirect relationships among top management commitment, HR-focused TQM practices, and employee satisfaction and employee loyalty. They found a strong relationship between TQM practices and job satisfaction-loyalty. Total quality management states that employee involvement and feedback improves employee satisfaction. Employees feel they are a major part of the organization and are motivated to further participate in improving the system (Teh *et al.*, 2009).

2.13.4. EMPOWERMENT AND PARTICIPATION

Participation consists of involvement of employees in management and decision making related to strategies, goals and policies of the firms. According to Chao *et al.* (1994), employees' understanding of the goals, values and politics of their companies were positively and significantly related to job satisfaction. According to Brewer *et al.* (2000), public managers should consider employees in decision-making processes. Bhatti and Qureshi (2007) suggest that employee participation in organization events may improve job-satisfaction level. Empowerment involves creating values for employees to do their job independently without constant intervention of management (Ampofo-Boateng *et al.*, 1997). Velthouse (1990) defined Employees think about their own jobs, and find and solve problems related to their job (Seibert *et al.*, 2004; Jun *et al.*, 2006). From an employee's viewpoint, feelings of empowerment should have a positive impact on attitudinal responses and satisfaction from job (Snipes *et al.*, 2005):

2.13.5. RECOGNITION AND JOB SATISFACTION

Rewards and recognition are used to increase motivation and job performance of employees (ROBERTS, 2005). Robbins (2003) described that recognition and promotional opportunities are considered to be the important factor for intrinsic job satisfaction. This is the factor which is used as a reward for the employee. Human resource tool which is useful for the job satisfaction is salary and recognition (Mathauner *et al.*, 2006). NL (2012) pointed out that our younger generation is motivated more through recognition than money. Young people are more active and vibrant. Recognition is the step through which they can be satisfied in their

work. They required that someone like their work, make them to participate in decision making, and value them. It is seen that employees get more motivated through recognition than money. People of fresh blood are more energetic and dynamic so they want recognition regarding their work than others. Recognition can be provided through involving employees in decision making, by increasing their responsibility, by showing empathy towards them and provide them with succession planning and different opportunities to get high designation. Robbins (2001) described that Maslows theory tells about the self- esteem need of employee. This theory shows that recognition, status, development and growth are the factors which leads to motivation and ultimately leads toward job satisfaction. Herzberg theory indicated that recognition is one of those motivating factors which leads employee from no dissatisfaction to satisfaction.

2.13.6. PAY AND JOB SATISFACTION

Heery and Noon (2001) defined pay as payment, in which include many components like basic salary, benefits, bonuses, pay for doing extra work and incentives” According to Erasmus, van Wyk and Schenk (2001) define pay, “is what an employee gets against his work after fulfilling his duty, include all type of financial and non financial rewards”. Martocchio (1998) described that compensation include both intrinsic rewards and extrinsic rewards. Extrinsic rewards include monetary and non monetary rewards. Non monetary rewards include things apart from basic pay like benefits. Money is the indicator of motivation. Employee’s performance will increase if they are highly paid. Money is considered as the reward which is given to employees against work, to support their family, and payment for the work which is done. Barton (2002) suggested that organization should take into account financial rewards like salary because it has strong influence on employee motivation and retention. Dessler (2008) indicated that employee pay includes all compensation factors which are given to him against his work. Cowins (2002) indicated pay is an important component for the retention of nurses because if they feel inequality regarding pay between their profession and others profession, they got dissatisfied and disappoint with their profession. Less pay as compared to work done is one of that extrinsic factor which is responsible for job dissatisfaction (Robbins, 2003). Yang, Miao, Zhu, Sun, Liu and Wu (2008) suggested that, in Chinese forces it is considered that pay and satisfaction influence each other. Pay has direct

influence on satisfaction level of employee. NL (2012) described that pay is one of those satisfying variable which hindered reduces the dissatisfaction level of employees. So remuneration is most satisfying factor. Robbins (2001) described that Herzberg's motivation-hygiene theory tells that salary is one of those hygiene factors which eliminate job dissatisfaction. Salary is a factor which leads employees from dissatisfaction to no dissatisfaction. Expectancy theory described that people do effort because they want some rewards in term of money, promotion etc. People expect that if they work well in the workplace then their performance will increase and automatically their pay will increase and they will be promoted. This will cause increase in their job satisfaction level.

2.13.7. TEAMWORK

Effective teamwork can motivate employees and improve employee performance and self-efficacy. This increases motivation and self-efficacy through teamwork can be a source of employee autonomy, significance, bonding with team members and satisfaction. For example, according to results of Rahman and Bullock's (2011) surveys performed with manufacturing companies in Australia and New Zealand, the use of teams has a significantly positive relationship with employee morale. We expect the same positive relationship between effective teamwork and employee satisfaction in the public sector:

SHRM's 2014 Employee Job Satisfaction and Engagement Survey examine 35 aspects of job satisfaction and 34 factors directly related to employee engagement. Among the topics explored are career development, relationships with management, compensation and benefits, work environment, engagement opinions, engagement behaviors, and conditions for engagement. The survey also includes responses from HR professionals as to their own job satisfaction and engagement. People who are given greater variety and independence in their jobs feel both less stressed and more satisfied, according to findings which suggest that several management practices designed to make employees more efficient also make them happier. Employees are also more likely to be happy when management readily shares information and consults with them, according to a release from the University of Leicester. Stephen Wood, Professor of Management PTI June 3, 2011

2.13.8. DETERMINANTS OF JOB SATISFACTION

Economists, who tend to avoid data on subjective feelings (Freeman, 1978; Sloane and Williams, 2000), have long left the study of employee satisfaction to other disciplines. Both workers' personal characteristics (demographic variables such as gender, marital status, age, education, health), and characteristics of the job itself (such as income, hours of work, union membership, professional status, activity sector) are explanatory variables in the employee satisfaction equation. While analyzing the various determinants of job satisfaction, we have to keep in mind that: all individuals do not derive the same degree of satisfaction though they perform the same job in the same job environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction thus all those factors which provide a fit among individual variables, nature of job, and the situational variables determine the degree of job satisfaction. Let us see what these factors are.

INDIVIDUAL FACTORS:

Individuals have certain expectations from their jobs. If these expectations are met from the jobs, they feel satisfied. These expectations are based on an individual's level of education, age, and other factors.

NATURE OF JOB:

Nature of job determines job satisfaction which is in the form of occupation level and job content. 1. Occupational level 2. Job content:

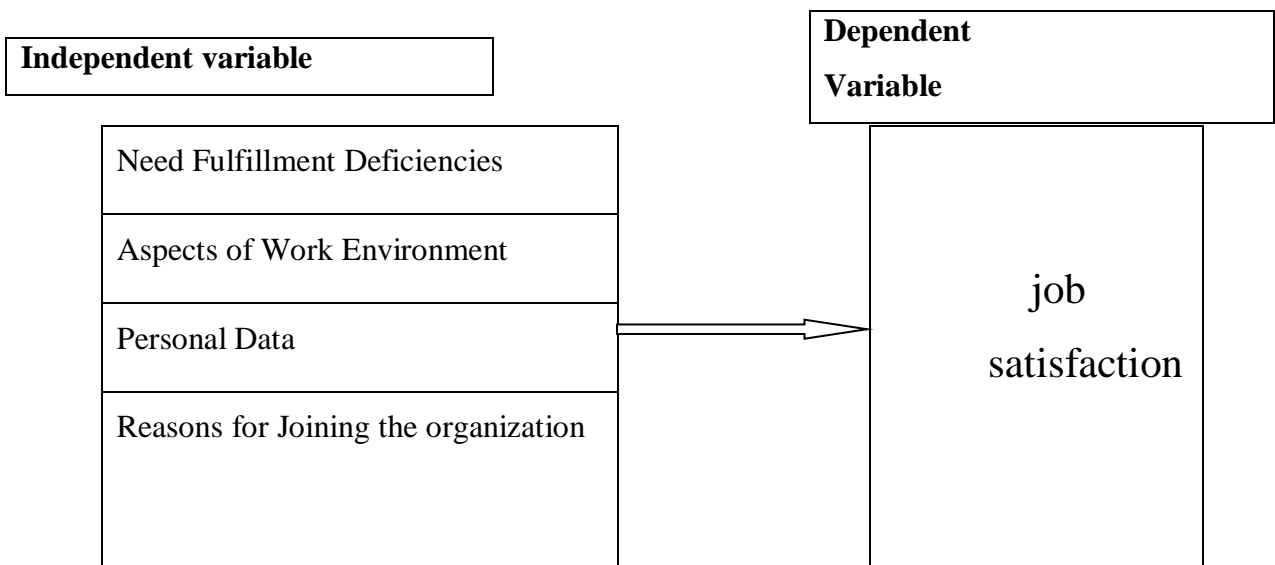
SITUATIONAL VARIABLES:

Situational variables related to a job satisfaction lie in organizational context-formal and informal Working conditions, Supervision, Equitable Rewards, and Opportunity for Promotion, Work Group are some of the example of situational variables.

2.13.9. THE SIGNIFICANCE OF EMPLOYEE SATISFACTION

Employee satisfaction is vital for ensuring the long-term efficiency and effectiveness of organizations in both the public and private sectors. Nowadays comparable organizations use similar starting points to provide the inputs required for operations, such as financial and material resources, information etc. Nevertheless, organizations achieve different levels of efficiency and effectiveness in their operations. The main reason for the differences between organizations lies in how the management of an organization understands and implements their role in human resource management, and whether it shows commitment and sets an example to its employees. It is only in this way that they can ensure the satisfaction of their employees. Monitoring satisfaction has been one of the main tasks of management that should not serve its own purpose but should underpin the identification of opportunities to continuously improve human resources management processes. In this regard, Sakanovič and Mayer (2006) state that employee's satisfaction has become an increasingly important category. A satisfied employee works more and better. Authors have delved into the factors that influence employee dissatisfaction and have been investigating their correlation with an organization's effectiveness. A positive correlation between employee satisfaction and an organization's effectiveness has often been proven.

2.13.10. BASED ON THE LITERATURES REVIEWED THE FOLLOWING CONCEPTUAL FRAMEWORK HAVE BEEN ESTABLISHED



2.14. RATING SCALE OF JOB SATISFACTION

It is one of the most common methods of measuring job satisfaction. The popular rating scale used to measure Job satisfaction is to include:

Minnesota Satisfaction Questionnaires: It helps to obtain a clear picture of pertinent satisfactions and dissatisfactions of employees.

Job Description Index: it measures Job satisfaction on the dimension identified by Smith, Kendall, Hullin.

Porter Need Identification Questionnaires: It is used only for management personnel and revolves around the problems and challenges faced by managers. Critical incidents, personal interview, action tendencies are some of the rating scale of job satisfaction

CHAPTER THREE

3.1 ESTABLISHMENT AND HISTORICAL DEVELOPMENT OF WORLD VISION OF ETHIOPIA

NGOS IN ETHIOPIA

Non Government organizations history in Ethiopia is back to the early 20 century related with the introduction of modernization and the participation of European missionaries in the development of the economic and social life of the country. Although their primary preoccupation remained spiritual, they took pioneering steps in the expansion of education and health care services. It was, however, following the outbreak of the drought and its attendant famine of 1973/74 that the NGO's emerged as important participants in the development efforts of the country. For instance, the Ethiopian Orthodox Church - Child & Family Affairs Organization (EOC-CFAO) which is an indigenous local and non government organization was established in 1973 with the objective of assisting drought affected population especially children and women in the Northern part of the country by obtaining financial and technical support from the German based Christian organization donor called Kinder not half. Initially the major emphasis of the NGOs was on relief operation in which their achievements in saving millions of lives have been widely accepted. Since then, NGOs have become a permanent feature in the development of process of the country. In addition, the recurrence of the 1984/85 drought gave a further boost to the growth of NGOs both in number and scale, especially their involvement in emergency operations

In 1971, World Vision began its first relief project to help the Nuer people, refugees from the civil war in Sudan. About the same time, in the Ogaden area between Ethiopia and Somalia, villagers suffered severe consequences of a drought. Thousands were left destitute when they lost most of their livestock. Between 1971 and 1975, World Vision drilled wells to provide water for villagers and their livestock; improved medical, economic, and educational standards for villagers in southwest Ethiopia; and helped indigent children living in the streets of Addis Ababa through a rehabilitation program.

In 1976, World Vision's sponsorship program began assisting 2,000 children. During the period between 1976 and 1980, child sponsorship projects grew, impoverished families were cared for, medical treatment was provided, and proactive measures were taken to mitigate the effect of future natural disaster in 1981, one of the worst droughts in Ethiopia's history claimed many lives through starvation. In 12 of the country's 14 regions, food shortages affected thousands, and 80 to 100 percent of crops were lost. In response, World Vision implemented a massive relief operation, saving thousands of lives. Fourteen drought-related projects were active between 1981 and 1985, airlifting food and medical aid to meet the needs of those affected. From 1986 to 1990, as drought conditions ceased, certain projects within the Ethiopia program were scaled back from the \$70 million budget necessary to fund relief efforts to \$43 million. Rehabilitation efforts continued to restore pre-drought conditions for many. After the turn of the century, World Vision continued to help families and children in Ethiopia. In the northeast region of the country, a program in the Borkena Valley helped reduce the transmission of trachoma, a disease that causes blindness. Project leaders succeeded in offering afflicted people much needed surgery, antibiotics, and facial cleanings. The Ethiopia Omosheleko HIV and AIDS Prevention and Control Project focused on raising awareness to reduce the spread of all sexually transmitted diseases, alleviating the social impact of HIV and AIDS in target communities, supporting HIV testing institutions, and increasing care and support to patients.

WORLD VISION ETHIOPIA TODAY

World Vision is committed to partnering with the people of Ethiopia to enhance their lives today and to help enact sustainable solutions for the future of their communities, families, and children. Currently, 187,255 children are registered in the World Vision sponsorship program. Several times this number of children and other family members benefit from World Vision activities. Of these registered children, many have World Vision sponsors in other countries. U.S. donors sponsor more than 75,000 girls and boys. In addition, World Vision operates 65 development programs, 22 of which are supported by U.S. donors. Highlights of these efforts include the following:

- **The Ethiopia Rural Water Project's** mission is to increase safe water sources, provide adequate sanitation facilities, and organize water management committees in seven community development areas. So far, in Yabukuna, a well has been constructed, a generator house has been built, and construction on a concrete reservoir is 75 percent complete. In Adama, a 643-yard water supply pipeline has been maintained. Eleven ventilated pit latrines and 21 dry pit latrines have been constructed, 792 latrines slabs have been produced and distributed, and 20 refuse pits have been built. The project is slated to continue through September 2011.
- **The Afar Area Development Program** assists the semi-nomadic Afar people in the northeastern region by providing a holistic, community-based approach to meet the needs of poor farmers with a special emphasis on children and women. This includes building veterinary posts and livestock vaccination sites; teaching improved farming methods to increase agricultural productivity; increasing immunization coverage; and offering access to primary education for children.

WORLD VISION ETHIOPIA STRATEGY OUTLINE (2013-2015)

World Vision Ethiopia has a three year national strategy that covers from 2013-2015.

1 Mission:

World Vision is an international partnership of Christians whose mission is to follow our Lord and Savior Jesus Christ in working with the poor oppressed to promote human transformation, seek justice, and bear witness to the good news of the kingdom of God.

2 Objective:

To improve food security at household level in the target community
Contribute to the reduction of national hiv/aids prevalence

3 Goal: World Vision Ethiopia will have contributed to the wellbeing of 3.5 million vulnerable children by 2015.

Three year Ministry priority

- 1 To improve household food security status, resilience to shocks and recovery from disasters In line with World Vision's objective of contributing towards attaining food security, In line with World Vision's objective of contributing towards attaining food security, World Vision provided various trainings related to savings, credit, entrepreneurial skills and value chains. These trainings helped raise community awareness on the need to diversify crop production and produce market surplus for future savings. In Shone district in Southern Ethiopia for example, the community used to produce food only for subsistence. Children, who are among the most vulnerable, did not enjoy good health and were not properly attending school as a result of poor nutrition. Today, the community has started growing fruits and vegetables such as tomatoes, cabbage, mangos, avocados, and dairy products along with other crops for market. They have also begun to save the money in cash and in kind (such as jewelry that has a good resale value when the need arises).
- 2 To improve adequate access to potable water, World Vision constructed deep wells; shallow wells; hand-dug wells and developed springs to supply drinking water to 454,700 people across the country.
- 3 To improve access to quality education,

To improve access to quality education, World Vision Ethiopia has constructed primary and secondary schools, kindergarten and pre-schools and furnished the facilities with utilities such as desks and chalkboards. It also supported children by providing various educational materials. The Dollo Ado of Buramino Refugee Camp is one case in point. In this camp, there are thousands of Somali refugee children who migrated to Ethiopia in 2011 for fear of being caught in the violence between Al Shabab and the interim government of Somali. Children were desperate, had no hope to starting school until World Vision intervened. Today, children are getting every school material and are attending class in a school built by World Vision.

“World Vision’s education intervention is not restricted to refugee communities at Bur Amino. It has extended its support to other refugee camps and to host communities,” Mesin Jonfa, the education in Emergency specialist for World vision said. He added that World Vision provided school materials to more than 20,000 students across the camp, distributed 14,000 school uniforms to school children at Buramino, Heleweyen, and Kobe Refugee Camp sites, and also prided 1,807 students in the Bur Amino host community with educational supplies and school uniforms

4 To improve access to adequate WASH practices

To improve adequate access to potable water, World Vision constructed deep wells; shallow wells; hand-dug wells and developed springs to supply drinking water to 454,700 people across the country.

In the rural village of Ganjure Chicho, Hulla Woreda area of Southern Ethiopia for instance, getting water for daily consumption was once tedious and time consuming task which women and girls are mostly responsible for.

5 Previously, getting access to pre and post natal care was unthinkable for many mothers living in the rural areas. There are instances where the nearest hospital may be found at a distance of 150 kilometers with no transportation available. As a result, mothers are obliged to take the huge risk of giving birth at home. In this regard, as part of its efforts to increase Maternal and Child Health Outreach Services across the country, World Vision Ethiopia focused its strategic efforts on supporting the government of Ethiopia to achieve its goals.

6 This work was also supported by the agency’s Child Health Now Campaign.

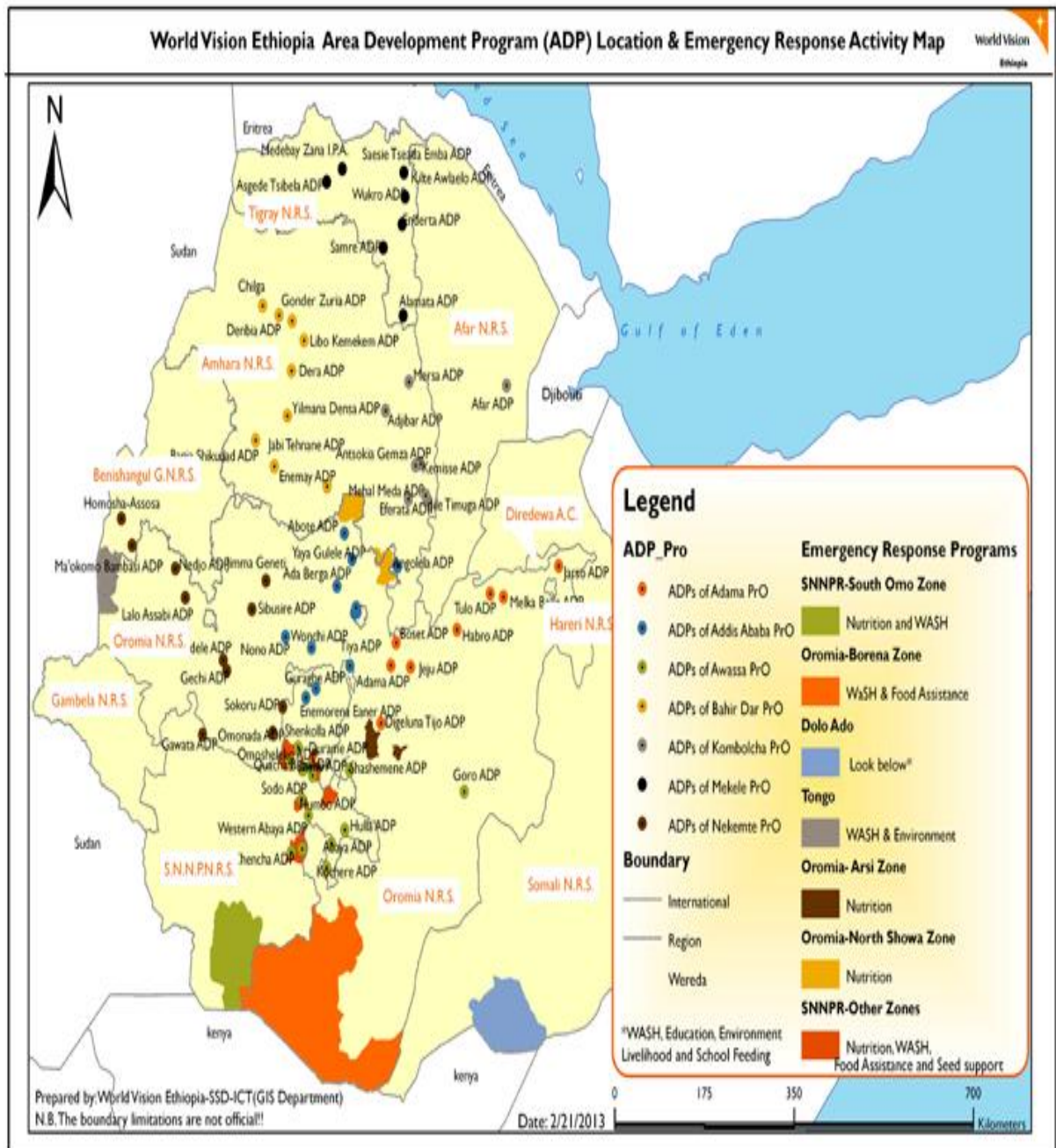
7 To promote child protection, participation and spiritual development

8 To ensure climate resilient sustainability development

9 To improve community resilience to shocks and response to disasters

FIGURE FIVE WORLED VISION ETHIOPIA AREA DEVELOPMENT PROGRAM LOCATION AND EMERGENCY RESPONSE ACTIVITY MAP

FIGURE 2.5 World vision Ethiopia development (ADP) location and emergency response activity map



3.2. ESTABLISHMENT AND HISTORICAL DEVELOPMENT OF ETHIOPIAN ELECTRIC POWER Corporation



Electric power was introduced to Ethiopia in the late 19th century, during the regime of Minilik. The first generator was said given to Minilik around the year 1898 to light the palace. In addition to the use of generators, Minilik got constructed the first Hydro power plant on Akaki River in the year 1922 in order to supply power to small factories that had been established in Addis Ababa. Consequently, the power supply that had been limited to small factories and the palace was extended to public places and major roads in the vicinity of the palace. However, the effort of the government to extend the power supply to the public was hindered by the Italian invasion of Ethiopia in the years 1936. During this temporary occupation, the Italian company called Coneil overtook the generation and distribution of electric power. The company installed generators at different places and extended the power supply to the then major towns.

After the Italians were driven out from Ethiopia in the year 1941, an organization called Enemy property Administration was established and took over along with other activities the generation and distribution of power to the public.

In the year 1948, an organization that had been vested with the power to administer the enemy property was evolved to an organization called Shewa Electric Power. The new organization Shewa although with limited capacity, managed to increase the power supply not only in Shewa but also other administrative regions. In light of its function, its name was changed to “Ethiopian Electric Light and Power” in the year 1955. Soon after its establishment, the supervision and management of the organization was vested in the Board of Directors

appointed by the government. After eight months of its establishment, the Ethiopian Electric light and power was transformed to the “Ethiopian Electric Light and Power Authority”

The purpose of this newly established authority was to engage in the business of production, transmitting, distributing and selling of electric energy to the public of Ethiopia and carry on any other lawful business incidental or appropriate hereto which is calculated directly or indirectly to promote the interest of the authority or to enhance the value of its properties.

In light of the socio economic development of the country the authority continued to increase the scope of its operation in order to accommodate new changes. After being in operation for about 50 years in this manner, major changes in the objective and structural set up of the organization took place relative to the changes in the socio-economic condition of the country. In this regard, one of the major changes in the economic sector was the transformation of the centralized command economy to the free market driven economy in the year 1987. In order to accommodate the new changes in the environment, the Ethiopian Electric Light and Power Authority was transformed to the EEP by reorganizing its functions on the basis of the principles of commercialization and decentralization. See organizational chart of the corporation in the appendix.

Accordingly, the EEP as public enterprise was established for indefinite duration by regulation No. 18/1997, and conferred with the powers and duties of the previous Ethiopian Electric Light and Power Authority.

The purpose of the corporation is to engage in the business of producing, transmitting, distributing and selling electrical energy in accordance with economic and social development policies and priorities of the government and to carry on any other related activities that would enable it achieve its purpose. At the time of establishment, the authorized capital of the Corporation was 6.1 billion Birr of which 2.67 billion Birr was paid up in cash and kind.

Currently, the annual electricity production capacity of the corporation is about 3981 GWH and the number of customers is about 1.8 million. Although the corporation has been increasing the number of customers by more than 15% annually, but this does not mean that

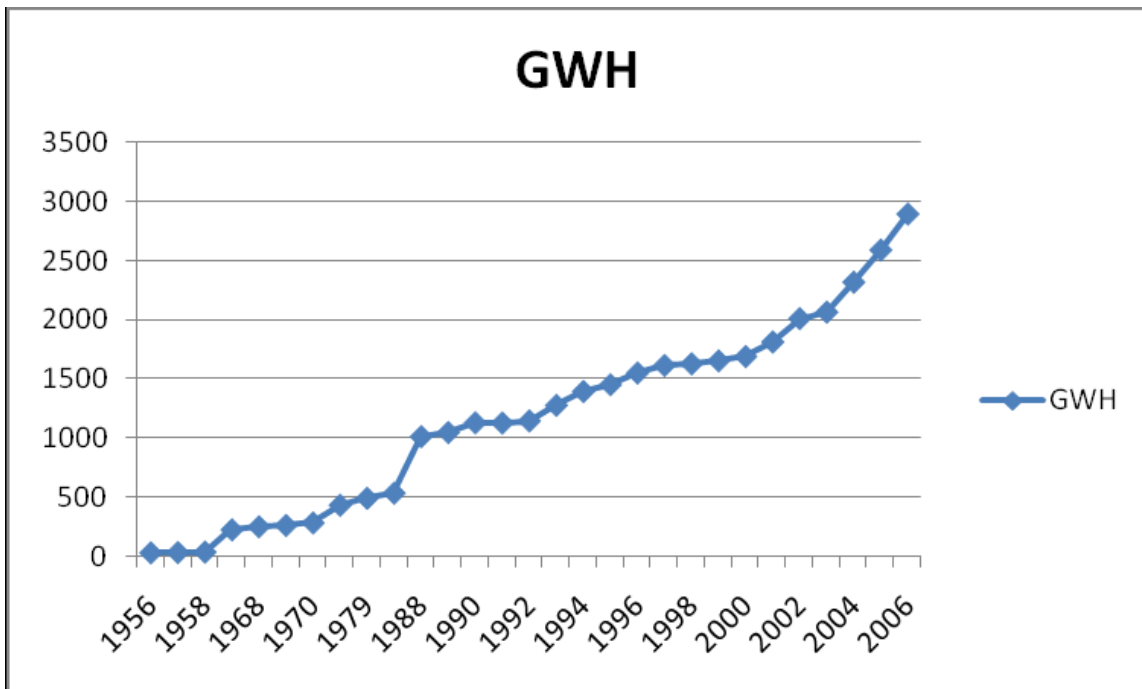
the corporation has met the demand for electric power. Hence, the corporation is required to think and work strategically to meet the power supply need of the socio-economic development of the country.

THE FIFTY YEARS PERFORMANCE ON ENERGY GENERATION, CUSTOMERS NUMBER AND EMPLOYEES' NUMBER IN EPP

When we see the growth trend of energy generation, during 1970s certain decline had been registered. This may be due to climate condition and political instability during that period. In spite of this, the rate of production was increasing. The following graph shows EPP's electric generation for the last fifty years:

FIGURE 2.6 Electric generation for the last 50 years

EPP'S Electric Generation for the last 50 years



Source: EPPs 50th golden jubilee special issue, 2006.

As we see from the above graph, electric generation capacity was 35 GWh in 1956 and in 2006 it significantly increases to 2,890 GWh. After 2006 the capacity continuously grows and reaches 3,981GWh in 2010.

FIGURE 2.7 Energy Production and Sales in Gwh

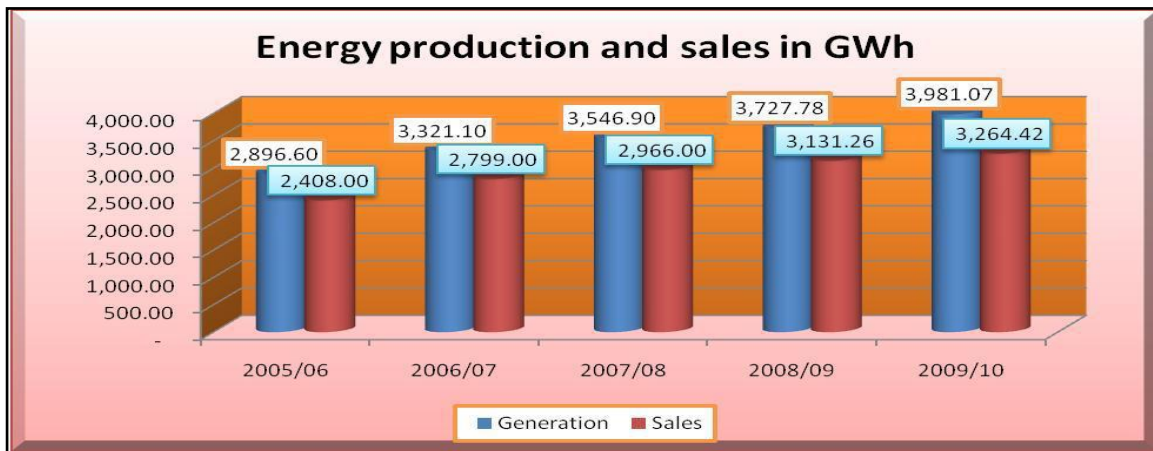
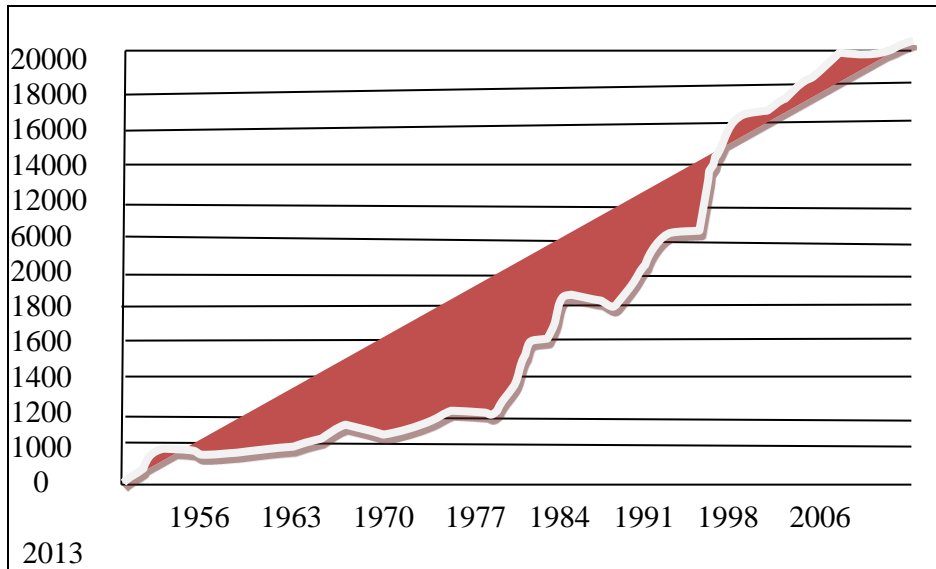


Figure3.2. Energy production capacity

Source: www.EPP.gov.et

EPP customers are categorized under three groups namely Domestic, Commercial and Industrial tariff groups. Most of the customers are found under domestic tariff group. The customer number at the end of 1950s was around 22 thousands. Then increase up to the end of 1970s. A certain decline had been shown at the end of 1980s. Afterwards the customer number increased at an increasing rate. As shown in the graph below, currently the total number of customers at the end of 2010 in the country reaches 1,896, 265.

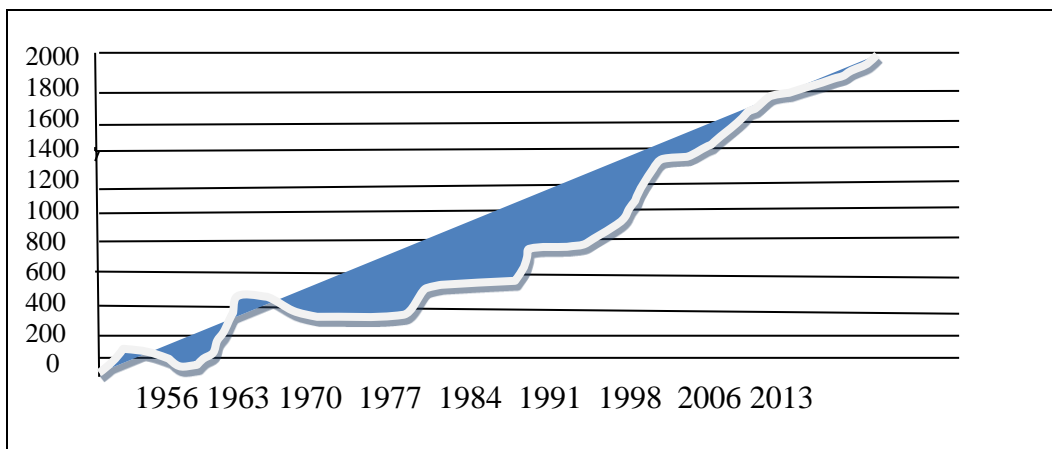
FIGURE 2.8
Number of Employees' in EEP over the past Fifty four years



Source: EPP's strategic Management and programming document

On the other hand, the numbers of employees" are indicated in the following diagram

FIGURE 2.9 Customers number in EEP over the past fifty four years



Source: EPP's strategic Management and programming document

EEP'S VISION, MISSION AND GOALS

EEP'S VISION:

To be a center of excellence in providing quality electric service at every one's door and being competitive export industry.

EEP'S MISSION

To provide adequate and quality electricity generation, transmission, distribution and sales services, through continuous improvement of utility management practices responsive to the socio-economic development and environmental protection need of the public.

EEP'S GOALS

In order to provide quality service delivery, EPP, has formulated clear goals which would enable it to satisfy the customers need and plays its role on the power market. The Corporation has puts six strategic corporate goals: these are

Goal 1: To bring institutional change by implementing the capacity building program.

Goal 2: To increase the generation capacity to ensure adequate and reliable power supply by implementing the generation program.

Goal 3: To have reliable transmission network to transmit the power produced from power plants to consumers by implementing the power transmission program.

Goal 4: To ensure quality and reliable power distribution to consumers by implementing the power distribution program.

Goal 5: To increase the electricity supply coverage and access by implementing the customer service program and the Universal Electricity Access Program.

Goal 6: To enhance the financial capacity of the corporation by executing all scheduled projects within specified budget and time.

Ethiopia's Electric Light and Power Corporation (EEPCO) has been officially renamed and split into two corporate entities, reportedly to facilitate the firm's plans of rapid expansion as Ethiopia increases its electrical power generation capacity.

As EEPCo mission has expanded and become more complicated, the service delivery of the company needs to be modernized; the split was made in to effect because EEPCo could not carry on with its current structure because of the vast expansion in the power sector.

Prior to the split, a study was conducted to prepare a framework by an international consultant. Based on the study and by taking international experiences into consideration, the government have decided to carry out the works of EEPCo through two companies, After the division of the corporation into two, it has been decided that the production of power would be handled by the new Ethiopian Electric Power office, which would be governed by a management team made up entirely of Ethiopians, Power distribution services will be handled by the Ethiopian Electric Services office, and will be managed by an Indian Company, Power Grid Company,

The EEP is given the task of supplying power; its major task during the transition period would be managing construction works, Recruitment of middle level management also begun with 4 100 new jobs having been created. EEPCo had 13 372 employees and the two new companies between them will need 17 484.

The Grand Renaissance Hydroelectric Project (GRHEP), formerly known as the Millennium Project of Ethiopia, is being developed on the Blue Nile River in the Ethiopian state of Beneshangul Gumuz. It will be the largest hydropower project of Africa, with an installed capacity of 6,000MW.

"Construction of the \$5bn hydropower project is expected to be completed by 2017."

The project is located around 750km northwest of the Ethiopian capital Addis Ababa and 40km from the Sudan border.

The construction of the \$5bn hydropower project started in April 2011 and is expected to be completed by 2017.

The hydropower plant is expected to generate 15,000GWH of power per year, when operational, increasing the current electricity generation capacity of Ethiopia by four times.

The Ethiopian Government is implementing the massive project through the Ethiopian Electric Power Corporation.

Sudan and Egypt are entitled to 90% of the Blue Nile's flow in an agreement made during the 1920s. But the massive Ethiopian project might change this scenario. The Blue Nile emanates from Ethiopia and contributes more than half of the water to the world's longest river, the Nile. Ethiopia accounts for 86% of the river's water in its territory alone.

Environmental experts have also warned against the hydro project. The project could affect up to 200km of the river course, leading to the displacement of around 5,000 people in nearby villages.

"The hydropower plant is expected to generate 15,000GWH of power per year."

Furthermore, there is also widespread skepticism around the financing of project. The World Bank as well as private investors have shown unwillingness to invest in the project. Ethiopia is raising some funds for the project by selling bonds to Ethiopians on patriotic grounds. A recent International Monetary Fund (IMF) report has, however, warned that the project will place burden on the country's economy since its cost accounts for 10% of the country's GDP estimate in 2012-13.

Moreover, there has been a perceived lack of transparency regarding the planning and progress of the project from the Ethiopian Government over the last couple of years, which has further aggravated the political and environmental backlash against the GRHEP.

Financing of the Grand Renaissance Project

The project is being funded by the Ethiopian Government through the sale of bonds to Ethiopians as well as international buyers.

The construction is expected to involve 12,000 workers and ten million tons of concrete.

Grand Renaissance Plant make-up

The Grand Renaissance hydro plant will consist of a 145m high roller compacted concrete (RCC) dam divided into three sections - right bank, central section and left bank; two powerhouses; a gated spillway, and a 60m high rock-fill saddle dam.

The central section of the RCC dam will create a reservoir underlying an area of 1,680km² with water volume capacity of 63 billion cubic meters (BCM). Three spillways will control the water level of the reservoir. The right bank and left bank sections of the dam will be kept higher than the central section to serve as spillways during floods.

Two underground power houses will be situated on the river's right and left banks downstream of the main dam. The power houses will be equipped with ten and five 375MW Francis turbine units respectively.

A 500kV double bus-bar switchyard will be built 1.4km downstream of the main dam to transmit the output of the hydroelectric plant.

Contractors involved with the Grand Renaissance hydropower project

Saline Construction, an Italian company, was awarded a \$4.8bn contract in March 2011 to construct the project.

Metals & Engineering Corporation (METEC) of Ethiopia is responsible for the electromechanical works of the hydropower project.

METEC awarded Alstom a €250m (\$326m) worth contract in January 2013, to supply eight 375MW Francis turbines and generators for phase 1 of the Grand Renaissance hydro power project. Alstom will also provide engineering and power plant commissioning services as part of the contract. Tratos has been awarded a contract by Salini to provide low-and high-voltage cables for the project.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF RESULTS

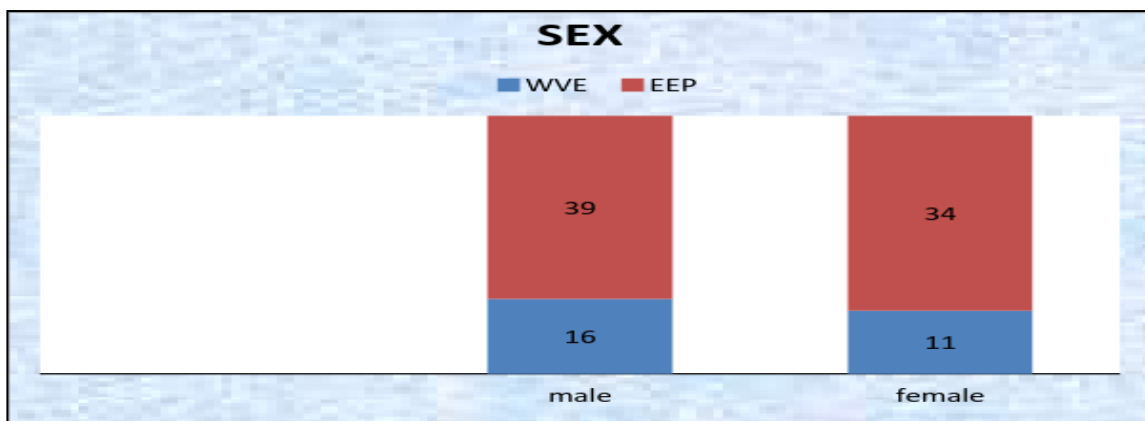
4.1. INTRODUCTION

This chapter presents the results of the study based on the empirical analysis of the data collected from the research respondents and discussion of results with respect to previous research findings and literature. In this chapter, both descriptive and inferences on the data analysis and procedures are presented.

4.2. DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

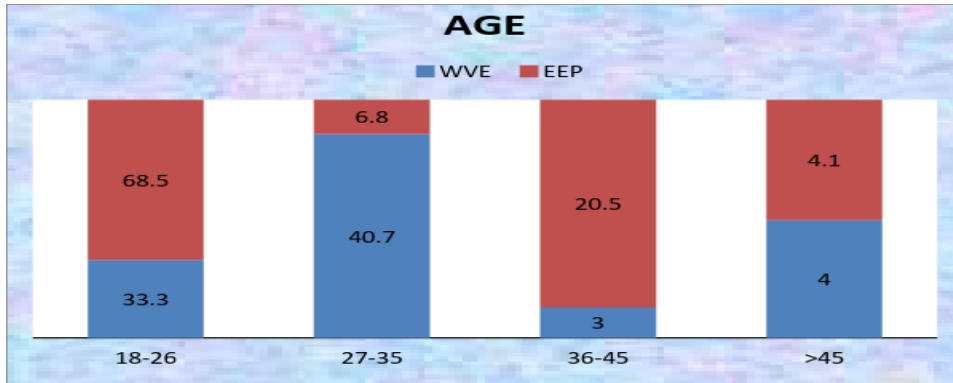
The first part of the questionnaire contained demographic information of the participants. Moreover, the questionnaire comprised only limited amount of information related to personal and professional characteristics of the respondents. Consequently, the following variables were summarized and described in figure 4.1, 4.2 and 4.3 respectively. These are: gender, age in the organization and the highest educational level achieved by employees.

Figure 4.1: Summary of respondents profile by gender



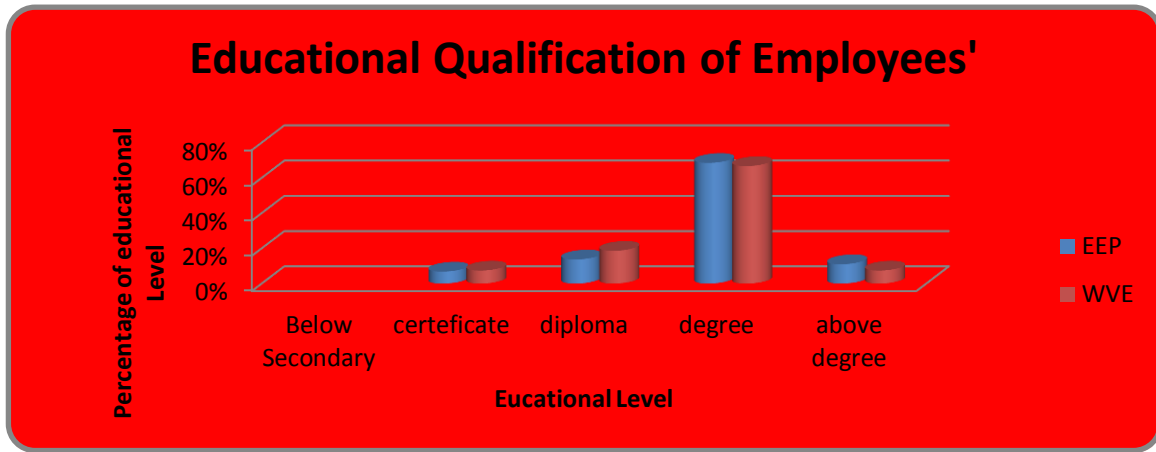
As shown from the figure item sex distribution of the sample, 100 (100%) of the total respondents are, 55 (55%) are male and 45% are female. This implies that the proportion of male employees is not much larger than that of female employees in the sampled two organization.

Figure 4.2 Summary of respondents profile by age



Looking in to figure 4.2, the age of respondents, 33.3% of WVE sample employee were discovered below 26 years, while 68.5% of EEP sample employees were below the age of 26 years. Similarly, 40.7% of WVE sample respondents were identified as they are between the ages 27- 35 years and 3 % were identified that they are between the ages 36 - 45 years. On the other hand, 6.8% of EEP sample employees are between the ages 27- 35 years and 20.5% are between 36 – 45 years finally, 4% and 4.1% accounts for the sample employees of WVE and EEP who are above ages of 45 respectively. So majority respondents of employee categorized in below 26 and below 35 years in EEP and WVE respectively.

Figure 4.3 Summary of respondents profile by educational qualification



From figure 4.3, it is also possible to note that none of the sample of WVE and EEP was below secondary school. And 7.4 %, 18.5 %, 66.7 %, and 7.4 % of the sample respondents of WVE were discovered that they do have certificate, diploma, bachelor degree, above degree, respectively. On the other hand, 6.8 %, 13.7 %, 68.5 %, and 11% of sample respondents of EEP respectively were identified as who have certificate, diploma, bachelor degree, and above degree. Therefore, from figure 4.3 it would be deduced that the corporation employees are more of first degree holders . From this one can understand that most of the respondents are diploma and above holders, therefore, they would have the ability to fill the questionnaire by having known how about the quaternary message. it is not cynical that employees furnish high concern for participation in decision making on the affair of their jobs and also they seek good enough attractive working climates in the organization. Therefore, this might create burden to both organization in satisfying employee’s interest. Moreover, such demand may create an opportunity for company to enhance employees’ job satisfaction through empowering and improving internal service climate.

4.3. NEED SATISFACTION

Question A1: What is the level of need satisfaction of employees working in world vision of Ethiopia and Ethiopian electric power?

SECURITY Pair 1, the feeling of security in my position:

Table 4.1 **SECURITY Paired Samples Statistics**

	Security	WVE			EPP			Discrepancy score	
		Mean	N	Std	Mean	N	Std	WVE	EEP
Pair 1	How Much Should there is?	4.89	27	4.24	3.95	73	1.246	3.78	.18
	How Much is there Now?	1.11	27	.424	3.77	73	.906		

Table 4.1 shows that the mean value of current feeling of security and the discrepancy score of WVE and EEP , (1.11) and (3.77) and (3.78) and (0.18) respectively. So, it might be inferred that the security level of need satisfaction in WVE was less and high in EEP according in to porter need measurement scale. So, employees need high desire of steady employment. furthermore according to interview about security with management bodies it approved the result of the above employee.

SOCIAL NEED

Pair 1, the opportunity to develop close friendships in my position

Table 4.2 **SOCIAL NEED Paired Samples Statistics**

	SOCIAL NEED	WVE			EPP			Discrepancy score	
		Mean	N	Std	Mean	N	Std	WVE	EEP
Pair 1	How Much Should there is?	3.85	27	.818	4.63	73	.742	2.74	2.44
	How Much is there Now?	1.11	27	.424	2.19	73	.921		

As table 4.2 displays, the current mean value and discrepancy score of both WVE and EEP were (1.11) (2.19) and (2.74) (2.44) respectively. Thus as indicated above the social levels of

need satisfaction was low in both organizations. There were not friendships and romantic attachment on employees of both organizations.

ESTEEM

Pair 1, feeling of self-esteem a person gets form being in my position.

Table 4.3 ESTEEM Paired Samples Statistics

	Esteem	WVE			EPP			Discrepancy score	
		Mean	N	Std	Mean	N	Std	WVE	EEP
Pair 1	How Much Should there is?	4.07	27	.616	4.26	73	1.00	2.7	2.48
	How Much is there Now?	1.37	27	.742	1.78	73	1.283		

As the above table depicted, feeling of self esteem a person gets from being in my position in WVE, and EEP , the discrepancy score(2.7) and (2.48) and their current feeling of self esteem were (1.37) and (1.78) respectively. Therefore, from this score we might deduce that the esteem levels of need satisfaction in WVE & EEP were low according to the Satisfaction Questionnaire developed by Porter Need. Also as researcher gather data through interview with employee there were not recognition of work, personal growth, achievement, and personal worth.

AUTONOMY

Pair 1, the authority connected with my position

Pair 2, the opportunity for independent thought and action in my position

Table 4.4 AUTONOMY Paired Samples Statistics

	Autonomy	WVE			EPP			Discrepancy score	
		Mean	N	Std	Mean	N	Std	WVE	EEP
Pair 1	How Much Should there is?	4.07	27	.616	4.63	73	.742	2.7	2.44
	How Much is there Now?	1.37	27	.742	2.19	73	.921		
Pair 2	How Much Should there is?	4.63	27	.742	4.03	73	1.35	2.44	2.5
	How Much is there Now?	2.19	27	.921	2.53	73	1.27		

Table 4.4 depicted that in pair one the current mean value and discrepancy score of both WVE and EEP (1.37) (2.19) and (2.7) (2.44) respectively. Furthermore it shows that in pair two current mean value and discrepancy score in both organization (2.19) (2.53) and (2.44) (2.5) respectively. Based on the above information researcher conclude that autonomy level of need satisfaction were less in WVE and high in EEP.

SELF ACTUALIZATION

Pair 1, the opportunity for personal growth and development in my position

Pair 2, the feeling of self-fulfillment a person gets from being in my position

Table 4.5 **SELF ACTUALIZATION Paired Samples Statistics**

	Self actualization	WVE			EPP			Discrepancy score	
		Mean	N	Std	Mean	N	Std	WVE	EEP
Pair 1	How Much Should there is?	4.07	27	.616	3.81	73	.174	2.7	2
	How Much is there Now?	1.37	27	.742	1.81	73	.981		
Pair 2	How Much Should there is?	3.89	27	1.050	4.04	73	.964	2.52	2.03
	How Much is there Now?	1.37	27	.620	2.01	73	1.161		

The table above indicates in pair one, the mean value and discrepancy score of WVE and EEP (1.37) (1.81) and (2.7) (2) respectively, and in pair two mean value (1.37) (2.01) and discrepancy score were (2.52) (2.03) in WVE and EEP respectively. From this information the current researcher conclude that self-actualization levels of need satisfaction were low in WVE and EEP respectively. The above result resembles with the data gathered through interview, meaning that Satisfaction level for personal growth either through promotion or educational qualifications were low.

Interpretation

With the help of chi-square, Pearson's chi-square value has found, that is p value, it can be identified that there is any relationship between given two variable or not. Here p value is 0.000 which is less than 0.05 with the exception of social variable in EEP, the null hypothesis is rejected, and it can be said that there is relationship between need variable (autonomy, esteem, security, social and self actualization) and need satisfaction to employees in both organization.

4.5. JOB SATISFACTION

Part B

Question B1: What is the level of job satisfaction in general and of specific job aspects such as salary, promotion, opportunity of fair treatment work environment and general satisfaction, of the employees working in the companies?

The subjects of the study reacted to five questions which focuses on (salary, promotion, opportunity for fair treatment, work environment and general satisfaction) in order to indicate their level of job satisfaction. The respondents were asked to indicate the extent of their satisfaction for each question using a five-point interval scale, where 1= not at all to 5= to a great extent. The four bars provide information for the perceived level of job satisfaction in four job elements: salary, promotion, opportunity for fair treatment, and work environment. The fifth bar presents the e extent of general job satisfaction. As stated in the literature, Job satisfaction can be a result of various factors. Most commonly satisfaction on work, people, promotion, supervision and salary are used to examine the level of Employees job satisfaction. Accordingly, these four factors were used to measure employees 'job satisfaction in the organization. Therefore, the responses of employees" related to job satisfaction is presented below.

TABLE 4.7 Percentage level of job satisfaction

	WVE										EEP									
	Not at all		A little		enough		A great ex		A Ver,gre at,ex		Not at all		A little		enough		A great extent		To Very Great Extent	
	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	N	%
Salary			3.7	1	3.7	1	74.1	20	18.5	5	4	3	6.7	5	66.7	50	13.3	10	5	6.7
Promotion Opportunity	37	10	25.9	7	18.5	5	5	18.5			53.3	40	13.3	10	13.3	10	13.3	10	3	4
Opportunity for fair treatment	37	10	18.5	5	18.5	5	5	18.5	7.4	2	53.3	40	13.3	10	13.3	10	13.3	10	3	4
Work Environment	55.6	15	37	10	3.7	1	1	3.7			40	30	26.7	20	13.3	10	13.3	10	3	4
In general how satisfies with your jobs	37	10	18.5	5	18.5	5	11.1	3	14.8	4	33.3	25	33.3	25	24	18	6.7	5	2	2.7

The table above indicates, in terms of salary, WVE respondents replied that 3.7% of the respondents were a little satisfied, 3.7% were enough Satisfied, 74% were a great extent satisfied, 18.5% were a Very great extent Satisfied and in EEP 4% were not at all, 6.7% were a little Satisfied, 66.7% were enough satisfied, 13.3% were a great extent satisfied, 6.7% were a very great extent satisfied.

The researcher states that the salary level of job satisfaction is high in both organizations, the mean value of both organization WVE & EEP (4.0 & 3.1) respectively express that the satisfaction level is above the average (see appendix 1) and also the interview result state that salary of employee of organization were in a good condition to satisfy physiological needs.

Similarly, to the second question which reads “level of Promotion Opportunity “ in WVE, 37% of respondents were replied not at all, 25.9% were a little, 18.5% were enough, 18.5% were to a great extent satisfied, and 53.3% of the respondents were not at all satisfied, 13.3% were a little satisfied, 13.3% were enough satisfied, 13.3% were a very satisfied, 4% were a very great satisfied in EEP company.

This result implies that there were no promotion opportunity in both organization, the mean value of both organization WVE & EEP are (2.1 and 1.9) respectively so, employee yet not get any promotion opportunity at all (see appendix 1). And also in addition to with interview result the researcher conclude that job satisfaction level of promotion opportunity were low in both organizations

And to the third item which focuses on Opportunity of fair treatment 37% of respondents were not at all satisfied, 18% were a little satisfied, 18.5% were enough satisfied, 18.5% were very satisfied, 2% were a very great satisfied in WVE company, and 53.3% of respondents were not at all satisfied, 13% were a little satisfied, 13% were enough satisfied, 13% were a great satisfied, 4% were a very great satisfied in EEP company.

This result shows that there were no opportunities of fair treatment in both organizations according in to the employee percentile response. The above table depicted that job satisfaction level of opportunity of fair treatment in both company were low.

Furthermore, for the item “Work Environment” 55.6% of WVE employees indicated that they were not at all satisfied, 37% were a little satisfied, 3.7% were enough satisfied, 3.7% were a very satisfied in WVE Company, and 40% of respondents were not at all satisfied, 26.7% were a little satisfied, and 13.3% were enough satisfied, 13.3% were a great satisfied, and finally 4% were replied a very great satisfied in EEP Company.

The researcher implied that job satisfaction level of work environment in both organization were not conducive for employee, the mean value of both organization are 1.5 and 2.1 which is below the average (see appendix1)

Lastly, for the item “In general how satisfies with your jobs ” 37% of WVE employee indicated that they were not at all satisfied,18.5% were a little satisfied, 18.5% were enough satisfied, 11.1% were very satisfied, 14.8% were a very great satisfied in WVE company, and 33% of respondents were not at all satisfied, 33.3% were a little satisfied, 24% were enough satisfied, 6.7% were a very satisfied,2.7% were a very great satisfied in EEP company .

In general, depending on the above information the researcher states that, employee of both WVE and EEP organization were not satisfied with the general level of work and the mean values of both organizations are the same 2.4. (See appendix1)

TABLE 4.8 Correlations between variables promotion opportunity, Opportunity for fair treatment, salary, work environment and in genera how satisfied in your work. EEP

		salary	Promotion Opportunity	opportunity of fair treatment	Work Environment	in general how satisfied in your work
Salary	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	73				
Promotion Opportunity	Pearson Correlation	.752(**)	1			
	Sig. (2-tailed)	.000				
	N	73	73			
opportunity of fair treatment	Pearson Correlation	.752(**)	1.000(**)	1		
	Sig. (2-tailed)	.000	.000			
	N	73	73	73		
Work Environment	Pearson Correlation	.773(**)	.962(**)	.962(**)	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	73	73	73	73	
in general how satisfied in your workt	Pearson Correlation	.766(**)	.831(**)	.831(**)	.895(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	73	73	73	73	73

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

TABLE 4.9 Correlations between variables promotion opportunity, Opportunity for fair treatment, salary, work environment and in genera how satisfied in your work. (WVE)

		Promotion Opportunity	Opportunity for fair treatment	Work Environment	in genera how satisfied in your work	Salary
Promotion Opportunity	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	27				
Opportunity for fair treatment	Pearson Correlation	.811(**)	1			
	Sig. (2-tailed)	.000				
	N	27	27			
Work Environment	Pearson Correlation	.547(**)	.896(**)	1		
	Sig. (2-tailed)	.003	.000			
	N	27	27	27		
in genera how satisfied in your work	Pearson Correlation	.832(**)	.985(**)	.859(**)	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	27	27	27	27	
Salary	Pearson Correlation	.471(*)	.649(**)	.573(**)	.678(**)	1
	Sig. (2-tailed)	.013	.000	.002	.000	
	N	27	27	27	27	27

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

* Correlation is significant at the 0.05 level (2-tailed).

To see the correlation between variables: variables promotion opportunity, Opportunity for fair treatment, salary, Work Environment and in genera how satisfied in your work, a Spearman's Correlation coefficient was applied. The result showed a significant correlation exists between the Opportunity for fair treatment and promotion opportunity with a correlation coefficient of .811 in WVE and 1.00 for EEP . This indicates that those who replied not at all or a little on the first variable also did the same on the second one (see table 4.15).

In general, it is possible to say that lack of opportunity for fair treatment is the reason that respondents not at all satisfaction regarding to promotion opportunity in both organization (WVE and EEP), And there were significant correlation exist between opportunity for fair treatment and work environment with a correlation coefficient of .896 in WVE and .962 in EEP. this indicate that those who replied not at all or a little on the first variable also did the same on the second one see table 4.15 we can say that shortage of opportunity for fair treatment is let the way to happen not at all satisfaction on working environment in both organization, furthermore there were significant correlation exist between variables of opportunity for faire treatment and salary with a correlation coefficient of .649 in WVE and .752 in EEP , the respondents who replied not at all satisfaction on an opportunity for faire treatment responded inversely because there were opportunity of faire treatment in case of salary meaning that there is faire treatment for employee in case of salary in both organization. Lastly opportunity for faire treatment exist significant correlation coefficient with a variable in general how satisfied with work with a correlation coefficient of .985 in WVE and .831 in EEP; in generally, it is true to say that unfair treatment of management and work condition leads to in general dissatisfaction of work in both organization.

The above table shows that there were significant correlation exists between promotion opportunities and work environment with a correlation coefficient of .547 in WVE and .962 in EEP, this indicate that those respondents who dissatisfied with first variable (promotion opportunity) did the same thing to next variable (work environment), and this imply that the existence of unfair promotion opportunity results to bad working environment in both organization. And promotion opportunity exists significant correlation coefficient with salary with a correlation coefficient of .471 in WVE and .752 in EEP that means respondents who responded not at all and a little in first variable (promotion opportunity) did the same thing to the second one, however the correlation coefficient is medium in WVE and high in EEP, meaning that there were faire promotion opportunity in the company and it produce good salary condition in organization. Lastly, there were significant correlation exists between promotion opportunity and the variables of generally how satisfied with work with a correlation coefficient of .832 in WVE and .831 in EEP, this implies that the respondents replied the same thing (not at all and a little) to this variable, so we can conclude that the

shortage of promotional opportunity paved the way to happening general dissatisfaction of work in organization in both organization.

And to the third correlation of salary the above table shows that both salary and work environment exists significant correlation with a correlation coefficient of .573 in WVE and .773 in EEP. this indicate that for both variables respondents replied that the same information meaning that availability of good working condition of the organization help to satisfied in salary in both organization. And in addition both salary and variables of general satisfaction exists significant correlation with a correlation coefficient of .678 in WVE and .766 in EEP, this tells that majority respondents of variable (general satisfaction of work) responded the same idea, therefore there is general satisfaction in case of salary in both organization (see appendix 1).

PART C: FACTORS INFLUENCING THE DECISION TO JOIN THE ORGANIZATION

Table4.10 Response of employee to factors influencing the decision to join the organization

	The Security of Work				The Work Schedule				The Physical Conditions of the Work Environment				The Non-Pressing Conditions of the Work Environment			
	WVE		EEP		WVE		EEP		WVE		EEP		WVE		EEP	
	Co unt	%	Co unt	%	Co unt	%	Co unt	%	Co unt	%	Co unt	%	Co unt	%	Co unt	%
Not at all	5	18.5	10	13.7	5	18.5	18	24.7	9	33.3	20	27.4	7	25.9	30	41.1
A little	10	37	15	20.5	5	18.5	18	24.7	9	33.3	10	13.7	7	25.9		
enough	5	18.5	40	54.8	10	37.5	20	27.4	9	33.3	20	27.4	10	37	40	54.8
To a great extent	5	18.5	5	6.8	5	18.5	10	13.7			10	13.7	3	11.1	3	4.1
To a very great extent	2	7.4	3	4.1	2	7.4	7	9.6			13	17.8				

As table 4.10 displays, for the item which concerns ‘the security of work, 18.5% of the respondents were Not at all, 37% were a little, 18.5% were enough, 24% were to a great

extent , and 7.4% were to a great extent affect the security of work their decision to join the organization in world vision of Ethiopia , and also in Ethiopian electric power,13.7% were not at all, 20.5% were a little, 54.8% were enough ,6.8% were to a great extent, and 4.1% were to a very great extent affect the security of work their decision to join the organization.

From the above table researcher conclude that WVE mean value (2.8) were implies averagely influence of the security of work on employee decision to join the organization, and EEP mean value (3.0) were implies the security of work influence employee decision moderately to join the organization (see appendix 1) .

And to the second item which focuses on ‘the work schedule’18.5% respondents were replied not at all , 18.5% were a little , 37.5% were enough , 18.5% were to great extent, 7.4% were replied to a very great extent that the work schedule of the company influence the decision to join the organization of WVE . And 24.7% respondents were replied not at all, 24.7% were a little, 27.4% were enough, 13.7 were to great extent, 9.6% respondents were replied to a very great extents influence of the work schedule to decide joining the company of EEP.

The researcher conclude that the mean value (2.7&2.5)of both organization WVE and EEP respectively, implies that work schedule of the company influence the decision of employee less moderately to join the organization (see appendix 1)

And to the third item which focuses on ‘the physical conditions of the work environment ’ , 33.3% respondents were replied not at all, 33.3% were a little, 33.3% respondents were replied enough influence of the physical condition of the work environment to join the organization, and, 27.4% respondents were replied not at all, 13.7% were a little, 27.4 were enough, 13.7% were to a great extent, 17.8% respondents were replied to a great extent of the physical condition of the work environment influence to decide the joining the company of EEP.

From the above table researcher conclude that both organizations WVE and EEP has the mean value of (2.0 & 2.8) respectively, this implies that the physical condition of the work

environment influence below the average, the decision of employee to join the organization. (See appendix 1)

As table 4.10 displays, for the item which concerns ‘The Non-Pressing Conditions of the Work Environment’ 25.9% respondents were replied not at all, 25.9% were a little, 37% were enough, 11.1% respondents were replied the non pressing of the work environment influence the decision to join the WVE organization, and 41.1% were replied not at all, 54.8% were enough, 4.1% were replied to a great extent of influence of the non-pressing condition of the work environment to decide joining the EEP company.

So, from the above result one can understand that the in fluencies of non pressing condition of the work environment on decision of employee are below an average (2.3 & 2.2). (See appendix 1)

TABLE 4. 11response of employee to factors influencing the decision to join the organization

	The Reputation of the Organization				The Opportunity to Make a Career				Salary			
	WVE		EEP		WVE		EEP		WVE		EEP	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Not at all	2	7.4	3	4.1	5	18.5	10	13.7	2	7.4	10	13.7
A little	5	18.5	10	13.7	5	18.5	10	13.7	5	18.5	10	13.7
enough	10	37	40	54.8	10	37	40	54.8	10	37	40	54.8
To a great extent	5	18.5	10	13.7	5	18.5	10	13.7	10	37	10	13.7
To a very great extent	5	18.5	10	13.7	2	7.4	3	4.1			3	4.1

Table 4.11 depicted 7.4% respondents were replied not at all, 18.5% were a little, 37% were enough, 18.5% were to a great extent, 18.5% respondents were replied the reputation of the organization influence the decision to join the organization of WVE, and 4.1% were not at all,

13.7% were a little, 54.8% were enough, 13.7% were to a great extent, 13.7% respondents were replied to a great extent influence of the reputation of the organization to decide joining the EEP company.

This result implies that the mean values of both organizations are (3.2 & 3.9) and it states that reputation of the organization makes strong influence on employee decision to join the organization. (See appendix 1)

Furthermore, 18.5% respondents were replied not at all, 18.5% were a little, 37% were enough, 18.5% were to a great extent, 7.4% respondents were replied to a very great extent influence of the opportunity to make career in decision of to join the WVE company, and 13.7% respondents were replied not at all, 13.7% were a little, 54.8% were enough, 13.7% were to a great extent. 4.15 respondents were replied to a very great extent influence of opportunity to make a career joining the EEP Company.

The researcher conclude that the mean value of both organization WVE and EEP are (2.7 & 2.8) respectively and the influence of opportunity to make a career joining the organization is below the average. (See appendix 1) so there were no opportunity to make a career influence on employee decision to join organization.

Lastly, the table depicted 7.4% respondents replied not at all, 18.5% were a little, 37% were enough, 37% respondents were replied salary had a great extent influence on decision to join the WVE company. And 13.7% were not at all, 13.7% were a little, 54.8% were enough, 13.7% were to a great extent, 4.1% respondents were replied salary were a very great extent influence on decision in joining the organization of EEP.

Furthermore, from the above table the researcher conclude that salary makes influence on employee on their decision to join the organization the mean values of salary were (3.0, 2.8). (See appendix 1)

PART D: Minnesota Satisfaction Questionnaire (MSQ)

Table 4.12... Response of employee to work environment

	The salary I Get				The Existing Salary structure of the Company				How My Pay Compares with that for Similar Job in the Organization				My Pay and the Amount of Work I Do				Benefit I Received			
	WVE		EEP		WVE		EEP		WVE		EEP		WVE		EEP		WVE		EEP	
	Co	%	Co	%	Co	%	Co	%	Co	%	Co	%	Co	%	Co	%	Co	%	Co	%
Strongly disagree			3	4	5	18.5			5	18.5	10	13.3								
Neither agree nor disagree	1	3.7	5	6.7	1	3.7	10	13.3	10	37	10	13.3	5	18.5	10	13.3				
Agree	20	74.1	10	13.3	10	37	20	26.7	10	37	10	13.3	10	37	30	40	5	18.5	10	13.3
Strongly agree	5	18.5	5	6.7	1	3.7	3	4	1	3.7	13	17.3	2	7.4	3	4	2	7.4	13	17.3

As table 4.12 displays, for the item which concerns ‘the salary I Get, 3.7% respondents were replied disagree, 3.7% were nether agree nor disagree, 74.1% were agree, 18.5% respondents were replied strongly agree on the satisfaction what they get from the salary in WVE company, and 4% respondents were replied strongly disagree, 6.7% respondents were disagree, 66.7% were nether agree nor disagree, 13.3% were agree, 6.7% respondents were replied the salary what they get were strongly satisfied and agree. Thus, from this one might infer that the salary what received by WVE and the salary received by EEP were equally satisfied so, the organization factors of salary influence positively to satisfy employees.

As further indicated in table 4.12, for the item which concerns ‘the existing salary structure of the company ‘majority of the respondents, 37% and 53.3% of both WVE and EEP respondents were neither agree nor disagree respectively .The next high percentage (18.5%) of respondents of WVE were strongly disagree and 26.5% of EEP employees were agree. The

other 3.7%, 3.7% and 37% of respondents of WVE respectively replied as disagree, strongly agree and neither agree nor disagree to the statement in addition 13.3% respondents were disagree and the other 4% of EEP respondents replied strongly agree. No one percent of EEP employees indicated that they were strongly disagree to the statement. So the researcher concludes that the factors existing salary structure of the company influence positively to job satisfaction of employee of both org. and the mean value of EEP and WVE (3.0 and 3.2) is equal to the average respectively. (See appendix 2)

Similarly, to the third item which reads „ how my pay compares with that for similar job in other organization “ 18.5% were strongly disagree, 37% were disagree, 37% were neither agree nor disagree, 3.7% were agree, 3.7% respondents were strongly agree in WVE company, and 13.3%, respondents were strongly disagree, 13.3% were disagree, 40% were neither agree nor disagree, 13.3 were agree, 17.3% were strongly agree to the statement in EEP company.

The result implies that the payment of similar job in other organization were not so much influence on job satisfaction of employee but need little adjustment when we compare both organizations payment. Paying the salary more than another organization reduces turnover and the flow of employee and increase employee satisfaction.

And to the fourth item which focuses on ‘my pay and the amount of work I do’ 18.5% respondents were replied disagree, 37% were neither agree nor disagree, and only 7.4% of WVE employee were replied agree to the statement in WVE company and 13.3% were disagree, 40% were neither agree nor disagree, 40% were agree, and 4% of EEP employee were replied agree to the statement.

The researcher concludes that the mean value of both organization (3.3 and 3.3) implies that the payment and work that was doing were influence positively on employee job satisfaction. (See appendix 2)

Lastly, for the item “benefit I received ” 74.1% respondents were replied neither agree nor disagree, 18.5% were agree, 7.4% were strongly agree, and 66.7% were neither agree nor

disagree, 13.3% were agree, and only 17.3% respondents of EEP employee replied strongly agree to the statement

From The mean value of both organization researchers infer that benefit had positive influence on employee job satisfaction, benefit contribution of employee satisfaction and organization development is high, so the company progress the activity of benefit package policy. (See appendix 2)

Table 4.13 Response of employee to work environment

	The Method My Supervisor and I Understand Each Other				The Competence of MY Supervisor in Making Decisions				The Recognition of My Work on Behalf of MY Superiors				Being able to Take Pride in a job Well Done			
	WVE		EEP		WVE		EEP		WVE		EEP		WVE		EEP	
	co	%	Co	%	co	%	co	%	co	%	co	%	co	%	co	%
Strongly disagree	10	37	20	26.7	10	37	40	53.3	5	18.5	30	40	15	55.6	10	13.3
Neither agree nor disagree	10	37	30	40	5	18.5	10	13.3	5	18.5	20	26.7	5	18.5	10	13.3
Agree	5	18.5	5	6.7	5	18.5	10	13.3	10	37	10	13.3	5	18.5	40	53.3
Strongly agree	1	3.7	5	6.7	5	18.5	10	13.3	2	7.4	3	4			10	13.3

The table above indicated that 37% respondents replied that strongly disagree, 37% were disagree, 18.5% were neither agree nor disagree, 3.7% and 3.5% respondents of WVE employee were replied agree and strongly agree respectively, and 26.7% respondents were strongly disagree, 40% were disagree, 6.7% were neither agree nor disagree, and 6.7% and 17.3% respondents of EEP employee replied agree and strongly agree respectively.

Therefore, from this and the mean value 2.0 and 2.4, in both organizations one might infer that the organization method of understanding each other were not influence on employee job satisfaction. (See appendix 2)

And to the second item which focuses on ‘The competence of my supervisor in making decisions’ respondents of employee replied that 37% were strongly disagree, 18.5% were disagree, 18.5% were neither agree nor disagree, 18% were agree, and only 7.4% of WVE respondents replied strongly agree, and 53.3% were strongly disagree, 13.3% were disagree, 13.3% were neither agree nor disagree, 13% and 4% of EEP respondents were replied agree and strongly agree respectively.

The current researcher infers that the mean result of both organizations (2.4 and 1.9 respectively) implies that the competence of supervisor in making decisions were not influence positively on employee job satisfaction. So building the capacity of manager is the most important to implement organization program. (See appendix 2)

The other objective that the researcher wanted to point out was the recognition of my work on behalf of my superiors. Respondents representing 18.5% and 18.5% were strongly disagreed and disagree respectively, and also 7.4% and 18.5% of employees of WVE replied as agree and strongly agree. Furthermore, 40%, 26%, 13%, 4% and 13% of employee respondents replied strongly disagree, disagree, neither agrees nor disagrees, agree and strongly agree to the statement respectively. According to some informal discussions with employees the major reason for these negative responses was lack of good communications and trust between them. From this the researcher concludes that the recognition of work on behalf of superior were not influence satisfactorily on employee job satisfaction.

Table 4.13 further shows the respondents view “on pride in a job well done”. Accordingly, 55% and 53% respondents replied that they were strongly disagree and neither agree nor disagree in both WVE and EEP organization respectively, also 18.5% and 13.3% of respondents replied disagree and strongly disagree to the statement in both organization . The other, 18.5%, 7.4% of WVE employee replied neither agree nor disagree to the statement and 13.3%, were disagree, 13.3% were agree, 2.7% of EEP employee were replied strongly agree to the statement.

Therefore, from this and the mean value 2.4 and 1.99, 1.85 and 2.8, 2 and 2.4, researcher conclude that employees pride in a job well done were not much influence positively on employee job satisfaction (see appendix 2.) .

TABLE 4.14 Descriptive Statistic Response of employee to work environment

	Physical Surroundings where I Work				working condition on this job				Policies and Practices toward Employees of this Organization				The Opportunities for Advancement on this Job				Present Performance Appraisal Policy of the Company			
	WVE		EEP		WVE		EEP		WVE		EEP		WVE		EEP		WVE		EEP	
	C	%	C	%	C	%	C	%	C	%	C	%	C	%	C	%	C	%	C	%
Strongly disagreed							40	53.3	15	55.6	30	40	10	37	10	13.3	5	18.5	30	40
Disagree	5	18.5	20	26.7	15	55.6	10	13.3	5	18.5	20	26.7	5	18.5	10	13.3	10	37	11	14.7
Neither agree nor disagreed	10	37	30	40	10	37	10	13.3	5	18.5	10	13.3	5	18.5	40	53.3	10	37	23	10
Agree	5	18.5	10	13.3	1	3.7	10	13.3	1	3.7	10	13.3	5	18.5	10	13.3			6	5
Strongly agree	7	25.9	13	17.3	1	3.7	3	4	1	3.7	3	4	2	7.4	3	4	2	7.4	3	4

The Above table shows that nearly average respondents were satisfied with the employee’s physical surroundings where they work in both organizations. For instance, 18.5% were disagree, 37% were neither agree nor disagree, 18.5% were agree, 25.9% replied that strongly agree to the statement, and in EEP organization 26.7% were disagree, 40% were neither agree nor disagree, 13.3% were agree, and 17.3% were strongly agree.

Therefore, from the data, it could be concluded that the mean value of organization of WVE and EEP, 3.5 and 3.2 respectively would tell us that physical surrounding, where they work were influence positively on employee job satisfaction. (See appendix 2).

As clearly stated in the table, majority of respondents opposed the expressions that stated in the headings which stated as “working condition on this job”, 55.6% and 53.3% of respondents did answer as disagree and strongly disagree in WVE & EEP organization respectively while 37% and 13.3% responded as neither agree nor disagree in both organizations. Only 3.7% and

13.3% of respondent replied agree in both WVE & EEP, 3.7% and 4% replied strongly agree, 13% respondent of EEP replied disagree.

Thus this data would imply that the mean value of both organization 2.5 & 1.5 were below the average, the researcher conclude that working condition of the job were influence negatively on employee of job satisfaction in both organization. (See appendix 2).

The above table reveals that 55.6% of the respondents were strongly disagree, 18.5% were disagree, 18% were neither agree nor disagree, 3.7% were agree, and 3.7% were strongly agree with their policies and practice toward employee of this organization in WVE organization and, 40% of the respondents were strongly disagree, 26.7% were disagree, 13.3% were neither agree nor disagree, 13% were agree, and 4% were strongly agree with their policy & practices toward employees of this organization in EEP organization

From this conclusion the researcher concludes that the policy and practice towards employee of this organization were not influence positively on employee job satisfaction ,the mean value of both organization were 1.8 and 2.1 (see appendix 2).

in addition With regard to the Opportunities for Advancement on this Job, 37% replied as strongly disagree, 18.5% as disagree, and 18.5% as neither agree nor disagree, 18.5% as agree, 7.5% as strongly agree in WVE organization and 13.3% replied as strongly disagree 13.3% as disagree, 53.3% as neither agreed nor disagree, 13.3% as agree, 4% replied as strongly agree in EEP company. So, from the above result one can understand that the opportunity for advancement on the job were not conducive for employee, and not influence on employee job satisfaction positively..

Concerning Present Performance Appraisal Policy of the Company 18.5% rated as strongly disagree, 37% disagree, 37% neither agree nor disagree, and 7.4% rated strongly agree in WVE replied as strongly disagree, 14.7% as disagree, 30.7% as neither agree nor disagree, 8% as agree and finally 4% replied as strongly agree to the statement .

This result implies that present performance appraisal policy of the company were not influence satisfactorily on employee job satisfaction on both organization. There mean value for 2.4 and 2.1 for WVE and EEP respectively, (see appendix 2).

TABLE 4.15 Response of employee to work environment

	The Way My Leader Provides Help on Hard Problems				The Personal Relationship Between My Boss and His/her Employees				The System My Leader delegates Work to Others			
	WVE		EEP		WVE		EEP		WVE		EEP	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Strongly disagree	10	37	20	26.7	5	18.5	30	40	5	18.5	15	20
Disagree	5	18.5	20	26.7	10	37	30	40	5	18.5	10	13.3
Neither agree nor disagree	5	18.5	20	26.7	5	18.5	10	13.3	5	18.5	30	40
Agree	5	18.5	5	6.7	3	11.1	3	4	5	18.5	10	13.3
Strongly agree	2	7.4	8	10.7	4	14.8			7	25.9	8	10.7

Table 4.15 Reveals that 37% of the respondents said that the way my leader provides help on hard problems is strongly disagree and unsatisfied , 18.5% of the respondents said disagree, 18.5% said that neither agree nor disagree, 18.5% of respondents said that the way my leader provides help on hard problems, satisfied and agree and 7.4% were strongly agree. furthermore, 26.7% respondents of WVE Said that the way my leader provides help on hard problems is strongly disagree and unsatisfied, 26.7% of the respondents said disagree, 26.7% said that neither agree nor disagree, 6.7% were agree with the Way My Leader Provides Help on Hard Problems while 10% responded that the way my leader provides help on hard problems is strongly agree and satisfied.

The result implies that the way my leader provides help on hard problems was below average and not influence positively on employee job satisfaction (see appendix 2).

TABLE 4.16 Response of employee to work environment

	Possibility to Make Decision on MY Own				The overall Job Security				Autonomy to Use My Own Judgment			
	WVE		EEP		WVE		EEP		WVE		EEP	
	Count	%	Count	%	Count	%		%	Count	%	Count	%
Strongly disagreed	10	37	25	33.3	10	37	39	52	10	37	1	1
Disagree	5	18.5	5	6.7	10	37	11	14.7	10	37	2	3
Neither agree nor disagree	5	18.5			5	18.5	10	13.3	5	18.5	40	55
Agree	4	14.8	20	26.7	2	7.4	10	13.3	2	7.4	20	27
Strongly agree	3	11.1	23	30.7			3	4			10	13

One of the items in the tables above shown were the one which stated as “possibility to make decision on my own “in this regard 37% replied strongly disagree, 18% disagree, 18.5% neither agree nor disagree 14.8% agree, 11.1% strongly agree by WVE employee organization and 33.3% were replied strongly disagree, 6.7% were disagree, 26.7% were agree, 30.7% were strongly agree by EEP employee. So the researcher concludes that possibility to make decision on them were not influence on WVE employee job satisfaction, however the factors influence positively on EEP.

With regards to the overall Job Security, 37% did replied that they strongly disagree, 37% were disagree, 18.5% were neither agree nor disagree, 7.4% agree to the statement and none of the respondents of WVE employee replied strongly agree, and 52%, 14.7%, 13.3%, 13.3%, 4% of EEP respondents replied strongly disagree, disagree, neither agree nor disagree, agree and strongly agree respectively.

Therefore, from the above analysis one can conclude that job security of both organizations not influence positively on employee job satisfaction. (see appendix 2).

Concerning the autonomy to use my own judgment in WVE organization, 37% of the respondents did replied that they were strongly disagree, 37% were disagree, 18.5% were neither agree nor disagree, 7.4% agree to the statement, none of the respondents were replied as strongly agree, and in EEP organization 1%, 3%, 55%, 27% 13% replied strongly disagree, disagree, neither agree nor disagree, agree, and finally strongly agree respectively.

Generally, from the above mean value of respondents 1.9 & 2.0 it can be possible to conclude that employee's self-determination to their jobs and department affairs were not influence positively on employee job satisfaction. This means employees self-determination power either due to the organization rules and procedures or personal problem controlled by management. (see appendix 2).

As displayed below in (appendix 1), Person's Product Moment Correlation was computed so as to determine whether there are significant relationships between facets of job satisfaction and overall job satisfaction. Thus, the result of the table illustrates there is linear and positive relationship between the facets of job satisfaction and job satisfaction ranging from medium to substantial correlation coefficients.

Findings from the correlations in (see appendix 1) below, indicate that, there is moderate and positive relationship between the salary I get and job satisfaction ($r = 0.652$, $p < 0.01$ in WVE and $.652$ in EEP), the existing salary structure of the company and job satisfaction ($r = 0.825$, $p < 0.01$ in WVE and $.825$ in EEP), how my pay compared with that for similar job in another organization and job satisfaction ($r = 0.845$, $p < 0.01$ in WVE and $.845$ in EEP), and relationship with my pay and work I do and job satisfaction ($r = 0.868$, $p < 0.01$ in WVE and $.868$ in EEP) and benefit I received and job satisfaction ($r = .761$, $p < 0.01$ in WVE and $.761$ in EEP) physical surrounding where I work and job satisfaction ($r = 0.928$, $p < 0.01$ in WVE and $.928$ in EEP) work condition of the work and job satisfaction ($r = .818$ $p < 0.01$ in WVE and $.818$ in EEP) policy and practice toward employee of this organization and job satisfaction ($r = .877$, $p < 0.01$ in WVE and $.877$ in EEP) the method my supervisor and I understand each other and job satisfaction ($r = .899$, $p < 0.01$ in WVE and $.899$ in EEP) the competency of my supervisor in making decision and job satisfaction ($r = .969$, $p < 0.01$ in WVE and $.969$ in EEP) the recognition of my work on behave of my superior and

job satisfaction ($r=.931, p<0.01$ in WVE and $.931$ in EEP) the way my leader provide help on hard problem and job satisfaction ($r= .969, p<0.01$ in WVE and 969 in EEP) personal relationship between my boss and employee and job satisfaction ($r= .927, p<0.01$ in WVE and 927 in EEP) the opportunity for advancement on this job and job satisfaction ($r=.969, p<0.01$ in WVE and 969) being able to take pride in a the system my leader d($r= .969, p<0.01$ in WVE and 859 in EEP) job well done and job satisfaction ($r= .859, p<0.01$ in WVE and 952 in EEP) the possibility to make decision on my own and job satisfaction ($r= .969, p<0.01$ in WVE and 969 in EEP) the overall job security and job satisfaction ($r= .933, p<0.01$ in WVE and 933 in EEP) autonomy to use my own judgment and job satisfaction ($r= .933, p<0.01$ in WVE and 933 in EEP) present performance appraisal policy of the company ($r= .834, p<0.01$ in WVE and 834 in EEP) which are statistically significant at 99% confidence level (see appendix 1).

CHAPTER FIVE

5.1. CONCLUSION AND RECOMMENDATION

The present study was launched with the purpose of assessing the extent of need fulfillment of employees working in both organization .Need fulfillment was conceptualized as a set of measures relative to five need categories (physiological, safety, social, esteem, self-actualization), proposed by Maslow (1954). A second major purpose of the study was to examine job satisfaction of the same group of people, i.e. the level of job satisfaction as well as those variables which influence job satisfaction .The overall purpose, of course, of the study was to derive conclusions which might prove useful to both organization human resources Management Department. Both the outcomes of the study and their implications are discussed below in two sub-chapters: need fulfillment and job satisfaction.

5.2 CONCLUDING STATEMENT

The purpose of this study was twofold. The first objective was to examine need fulfillment using the Maslawian need gratification schema. The second objective was to study job satisfaction of employees working in the Ethiopian Electric Power and World Vision of Ethiopia. Factors influencing the decision to join the organization, need fulfillment, aspects of the work environment. However, the focus was on the aspect of working conditions .The influence of those conditions was examined after controlling for the influence of the other three sets of variables. I consider that the study remains important for a number of reasons.

- 1 Job satisfaction relates to productivity.
- 2 The information as regards job satisfaction produced by the study is useful for the organization human resources Department.
- 3 Issue relates to fair treatment with respect to promotions.
- 4 Issue relates to salary benefits and job security.

5.3 FINDINGS OF NEED FULFILMENT AND JOB SATISFACTION

5.3.1. FINDING OF NEED FULFILMENT

- 1 The finding for mean value of level of need satisfaction indicated , mean value varied between (1.11 and 2.19) and (3.77 & 2.1) in WVE and EEP organization respectively for the five need categories that there were low level of Need fulfillment satisfaction.
- 2 Current mean value of WVE and EEP feeling of security need satisfaction and discrepancy score were (1.11) (3.77) and (3.77) (0.18) respectively, WVE employees were faced the problem of job security, have desire for steady employment and motivated to meet these needs, so level of security need satisfaction of employee in WVE were low. information through interview indicates that currently WVE employees who were terminated from their work summated the case to the court.
- 3 Finding of Current mean value of WVE and EEP feeling of Social need and discrepancy score were (1.11) (2.74) and (2.19) (2.44) respectively. So, both company employee social need fulfillment satisfaction levels were low because the mean values of current need fulfillment were lower than discrepancy score., researcher conclude that employee have problem of creating friendship and involving in social, community affaire each other.
- 4 The deficiency score for self-actualization of WVE & EEP in pair one question was (2.7) and (2.0) and it is greater than the current mean value of the company (1.37) and (1.81) respectively. And furthermore, (1.37) and (2.01) were the current mean value for pair two self-actualization WVE and EEP respectively, and it was lower than the discrepancy score of value (2.5) and (2.03) respectively Meaning that self-actualization need fulfillment level were lower in WVE and EEP . The categories (self-actualization) comprise the higher order needs and, according to the Maslow theory, the next in order need category appears as a strong motivator when the lower order needs are satisfied. Moreover employee has less concerned with the opinion of others and limited concerned personal growth.
- 5 The feeling of current mean value of self esteem level of need satisfaction of WVE employee were (1.37) and the discrepancy score was (2.7) and also the current mean value of self esteem level of need satisfaction of EEP employee were (1.78) and the

discrepancy score was (2.48) therefore researcher conclude that employee of both organization faces low level of self esteem need satisfaction or shortage of achievement and confidence,

- 6 The current mean value of pair one and pair two question autonomy level of need satisfaction for WVE and EEP were (1.37) (2.19) and (2.19) (2.53) respectively, moreover the discrepancy score of their value were (2.7) and (2.44) for pair one and (2.44) and (2.5) for pair two respectively. Justifiably, the autonomy level of need satisfaction for WVE & EEP appeared to be less satisfied because discrepancy score greater than current mean value .The autonomy feeling is restricted in the sector. Given the bureaucratic working conditions, the duties and responsibilities assigned to the job, and the hierarchical structure of departments and services, the degree of autonomy appears restricted.

5.3.2. FINDINGS OF JOB SATISFACTION

- 1 The finding for job satisfaction indicated that the level of factors influencing job satisfaction of employee in both organization were low.
- 2 It is not the norm that in both organization employees have challenging and creative work assignments, or that they participate in training and development programs or are given opportunities for advancement based on individual merit. This usually applies to a minority of servants, those who occupy key positions.
- 3 The result indicate that the level of influencing job satisfaction of employee, 13 mean satisfaction values were found to be below 3.0 in WVE and EEP, and six mean satisfaction scores lie between 3.0 and 4.0 in WVE and EEP respectively, while the remaining one value exceed slightly 4.0. So only six factors of job satisfaction influence positively employee of both organization and also many interviewee added that due to many reason their work level of dissatisfaction were high and now they are on the ways of trying to change another company.
- 4 With regards to Workers appear to be most satisfied, factors of job satisfaction influencing employee positively both WVE and EEP organization were: salary, existing salary structure of the company, the comparing payment with similar job in another organization, payment with work, benefit received, the physical

surround of work, delegation system of work, The mean satisfaction values for these variables center around 3.0 and 4.0 in WVE and EEP respectively. The result of interview also approved that employee of organization pleased by general benefit of company. The above items relate to working conditions, and the human side of work.

- 5 The finding for factors indicated that the level of influencing job satisfaction of workers of both companies appear to be the least satisfied with the following aspects: working condition, policy and practice toward employee of the organization, personal relationship between boss and employee, the likelihood of promotion, the method supervisor and employee understand each other, the competency of supervisor in making sound decision, the existing appraisal system, opportunity of advancement on this job and using of skill and ability, security of the work and freedom to decide the performing of job. For all twelve work aspects, the mean satisfaction values fall below 3.0. These work aspects refer to professional development, the appraisal system and promotions.
- 6 Furthermore job satisfaction level of influencing Promotions were based more on seniority and less on competence and qualifications. This is the result of annual evaluation and not the provisions of the law. Seniority carries with it disproportionate weight for promotion; the final outcome of this practice is to promote the older candidates who may not necessarily be the best ones. Therefore factor of promotion influencing levels of job satisfaction were low in both organizations. In addition, qualifications and previous experience do not enjoy optimal consideration. Expertise, therefore, (i.e. technical knowledge and relevant work experience) is replaced by seniority, a practice which affects adversely the quality of promotion decisions.
- 7 There was a widespread feeling of favoritism as a result of interventions on behalf of political parties and influential people.
- 8 According to the response of employees very small numbers of employees were satisfied with the job security. And remaining most of the employees were not satisfied with the job security provided by the organization. There was feeling of fear of job loss in the employees of both organizations especially in WVE. So

factor of security influencing levels of job satisfaction were low in WVE organizations.

- 9 Lack of uniform standards, coordination and common yardstick in the system prevents the organization from making a fair comparison between candidates so researcher conclude that factors of fair treatment influencing levels of job satisfaction were low.
- 10 With respect to factors that influence employee decision to join organization, based on their mean value around 50% of employee have the influence of factor on their decision to join company, reputation of the organization, opportunity to make a career, security of work in EEP, and the salary were some of the important factor that influence positively on their decision to join the organization.
- 11 The correlation result indicates that there were positive and strong relationships between facets of job satisfaction and job satisfaction.

5.3.2 RECOMMENDATION OF NEEDS FULFILMENT

The management of the organization need to work more to further improve and maintain the satisfaction level of need of employee . Therefore, in order to improve and maintain, the following measures are proposed. These are:

- 1 The annual rating of the people working in the sector was found to be one of the most important factors causing low level of esteem need satisfaction; it should be tied to the actual performance on the job. The current practice of evaluating nearly all people “excellent” does not stand the criterion of valid assessment. Valid assessment, i.e. assessment based on actual performance, might act as a motivator for further effort, and thus increase achievement and confidence which, in turn might lead to increased levels of esteem, and autonomy satisfaction.
- 2 The finding of criteria for Job security was considered to be one of the most important factors causing employee low level of security need satisfaction. It should make reasonable termination of work contract. So that they can work without fear of job loss in the organization which in turn might lead to increase level of security need satisfaction.

- 3 A sharper and more comprehensive job description for each position level should be put forward whose aim will be to foster greater work autonomy and to challenge one's potential.
- 4 Lack of self awareness and adequate personal growth was considered to be one of the most important factors causing employee low level of self-actualization need satisfaction, Thought should be given to ways and means of professional development. Periodic professional development courses for all civil servants, short courses both voluntary and compulsory, as well as on the job training, are in a position to enhance job performance and thus influence positively self-actualization feelings on both organizations. Job enlargement could also be considered as a means of increasing self-actualization feelings and autonomy. Jobs could be increased both horizontally, i.e. undertaking increased responsibilities which go along with the position held, and vertically, i.e. undertaking job responsibilities of a higher level position.

5.3.3. RECOMMENDATION OF JOB SATISFACTION

As clearly discussed in the analysis, employees of the corporations on average are not satisfied with their jobs for various cumulative factors effect. As a result in order to avoid such job dissatisfactions the following recommendations are forwarded:

1 Provide opportunities for further professional developments through in-service training activities and redesign job responsibilities in a fashion which allows people to make the best possible use of their occupational skills and abilities.

- 1 Educate both colleagues and superiors for the importance of the working climate. The working climate should be such that it allows healthy interpersonal relationships and work recognition this makes the factors to influence positively job satisfaction level.
- 2 Allow for salary increases to the extent that they look fair compared to other groups of people and justified in terms of the general economic standing of the state.
- 3 Make reasonable termination of work contract. The criteria for Job security is not much satisfactory, so management have concentrate on job security of employees so that they can work without fear of job loss in the organization and it leads to accelerate influencing job satisfaction level positively.

- 4 The promotion criteria should be clearly specified, the promotion process should be clearly spelled out, and the annual evaluation should be such that they stand the criterion of a fair judgment then the factors influencing level of job satisfaction would increase.
- 5 Classical management notions are present when considering job evaluation and promotion chances. Promotions should provide equal pay for equal job and be the result of a fair and equal treatment of employees. And it enhances influencing satisfaction level of factor.
- 6 Jobs should be designed so that they are in accordance with skills and abilities and therefore they allow for work recognition. This outcome is in accordance with the theory of classical management which prescribes that jobs should be prescribed on the basis of skills and qualifications that leads to factors influence job satisfaction positively.
- 7 They should invest in tailor-made programs that improve influencing job satisfaction level of both the knowledge in a particular area and also the soft skills of the employees such as management skills, communication skills, technological skills, time management, team work, decision making etc.
- 8 Annual evaluations should be tied to work performance and productivity. Such practice will enhance positively influencing job satisfaction level, and strengthen the feeling of fair treatment relative to promotions.
- 9 It is believed that lesser importance should be attached to seniority. The importance should be attached to knowledge and qualifications. Valid and fair promotion decisions can be made only on the basis of performance appraisals. An effort should be made to introduce a new system of performance appraisal and, at the same time, train evaluators how to use the new system finally it help for work environment to be conducive & influence to increase job satisfaction level of employee.

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APPENDIX 1 STATISTICAL RESULT

Table 4.23: the relationship between each facet of job satisfaction and overall job Satisfaction

	EEP		WVE	
		job satisfaction		Job satisfaction
job satisfaction	Pearson Correlation	1	Pearson Correlation	1
	Sig. (2-tailed)		Sig. (2-tailed)	
	N	73	N	27
The salary I Get	Pearson Correlation	.674(**)	Pearson Correlation	.652(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
the existing salary structure	Pearson Correlation	.758(**)	Pearson Correlation	.825(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
How My Pay compare with that for similar jobs in other organization.	Pearson Correlation	.863(**)	Pearson Correlation	.845(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
my pay and the amount of work i do	Pearson Correlation	.875(**)	Pearson Correlation	.868(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
benefit I received	Pearson Correlation	.770(**)	Pearson Correlation	.761(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
physical surrounding were I work	Pearson Correlation	.871(**)	Pearson Correlation	.928(**)

	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
working condition on this job	Pearson Correlation	.878(**)	Pearson Correlation	.818(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
policy and practice towards employee of this organization	Pearson Correlation	.892(**)	Pearson Correlation	.877(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
the method my supervision and i understand each other	Pearson Correlation	.846(**)	Pearson Correlation	.899(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
the competency of my supervisor in making decision	Pearson Correlation	.878(**)	Pearson Correlation	.969(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
the recognition of my work on behalf of my supervisor	Pearson Correlation	.895(**)	Pearson Correlation	.931(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
the way my leader provides help on hard problem	Pearson Correlation	.942(**)	Pearson Correlation	.969(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
personal relationship b/n by boss and her/his employee	Pearson Correlation	.882(**)	Pearson Correlation	.927(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
the opportunity for advancement on this job	Pearson Correlation	.802(**)	Pearson Correlation	.969(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000

	N	73	N	27
being able to take pride	Pearson Correlation	.802(**)	Pearson Correlation	.859(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
the system my leader delegate	Pearson Correlation	.903(**)	Pearson Correlation	.952(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
possibility to make decision on my own	Pearson Correlation	.905(**)	Pearson Correlation	.969(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
the overall job security judgment	Pearson Correlation	.937(**)	Pearson Correlation	.933(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
autonomy to use my own	Pearson Correlation	.879(**)	Pearson Correlation	.933(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27
present performance appraisal policy and promotion	Pearson Correlation	.946(**)	Pearson Correlation	.834(**)
	Sig. (2-tailed)	.000	Sig. (2-tailed)	.000
	N	73	N	27

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

my supervision and I understand each other	Correlation																			
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000											
	N	73	73	73	73	73	73	73	73											
the competency of my supervisor in making decision	Pearson Correlation	.752(**)	.868(**)	.859(*)	.825(**)	.952(**)	.921(*)	1.000(**)	.962(*)	.937(*)	1									
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000										
	N	73	73	73	73	73	73	73	73	73										
the recognition of my work on behalf of my supervisor	Pearson Correlation	.778(**)	.842(**)	.891(*)	.771(**)	.947(**)	.945(*)	.952(**)	.983(*)	.953(*)	.952(*)	1								
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000									
	N	73	73	73	73	73	73	73	73	73	73									
the way my leader provides help on hard problem	Pearson Correlation	.792(**)	.831(**)	.924(*)	.864(**)	.854(**)	.948(*)	.922(**)	.927(*)	.930(*)	.922(*)	.935(*)	1							
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000								
	N	73	73	73	73	73	73	73	73	73	73	73								
personal relationship b/n by boss and her/his employee	Pearson Correlation	.772(**)	.805(**)	.852(*)	.806(**)	.833(**)	.885(*)	.893(**)	.965(*)	.878(*)	.893(*)	.945(*)	.919(**)	1						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000							
	N	73	73	73	73	73	73	73	73	73	73	73	73							
the opport	Pearson	.846(**)	.873(**)	.946(*)	.863(**)	.702(**)	.882(*)	.753(**)	.814(*)	.840(*)	.753(*)	.797(*)	.886(**)	.843(*)	1					



unity for advancement on this job	Correlation																				
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000						
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73						
being able to take pride	Pears on Correlation	.846(**)	.873(**)	.946(*)	.863(**)	.702(**)	.882(*)	.753(**)	.814(*)	.840(*)	.753(*)	.797(*)	.886(**)	.843(*)	1.000(**)	1					
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000						
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73						
the system my leader delegate	Pears on Correlation	.801(**)	.849(**)	.934(*)	.834(**)	.775(**)	.918(*)	.821(**)	.880(*)	.906(*)	.821(*)	.878(*)	.928(**)	.876(*)	.911(*)	.911(**)	1				
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000					
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73					
possibility to make decision on my own	Pears on Correlation	.610(**)	.764(**)	.846(*)	.814(**)	.682(**)	.843(*)	.776(**)	.872(*)	.805(*)	.776(*)	.837(*)	.840(**)	.865(*)	.770(*)	.770(**)	.874(**)	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000				
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73				
the overall job security judgment	Pears on Correlation	.714(**)	.843(**)	.890(*)	.854(**)	.892(**)	.931(*)	.958(**)	.968(*)	.928(*)	.958(*)	.957(*)	.936(**)	.917(*)	.774(*)	.774(**)	.868(**)	.909(**)	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000			
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73			
autonomy to use my own	Pears on Correlation	.754(**)	.868(**)	.862(*)	.824(**)	.949(**)	.922(*)	.996(**)	.965(*)	.937(*)	.996(*)	.955(*)	.922(**)	.899(*)	.758(*)	.758(**)	.826(**)	.785(**)	.958(**)	1	
	Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73			

	(2-tailed)																					
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73		
present performance appraisal policy and promotion	Pearson Correlation	.723 (**)	.816 (**)	.836(*)	.882 (**)	.793 (**)	.863(*)	.911(**)	.939(*)	.850(*)	.911(*)	.920(*)	.935 (**)	.943(*)	.796(*)	.796 (**)	.871 (**)	.893(**)	.947(**)	.913(**)	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	

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

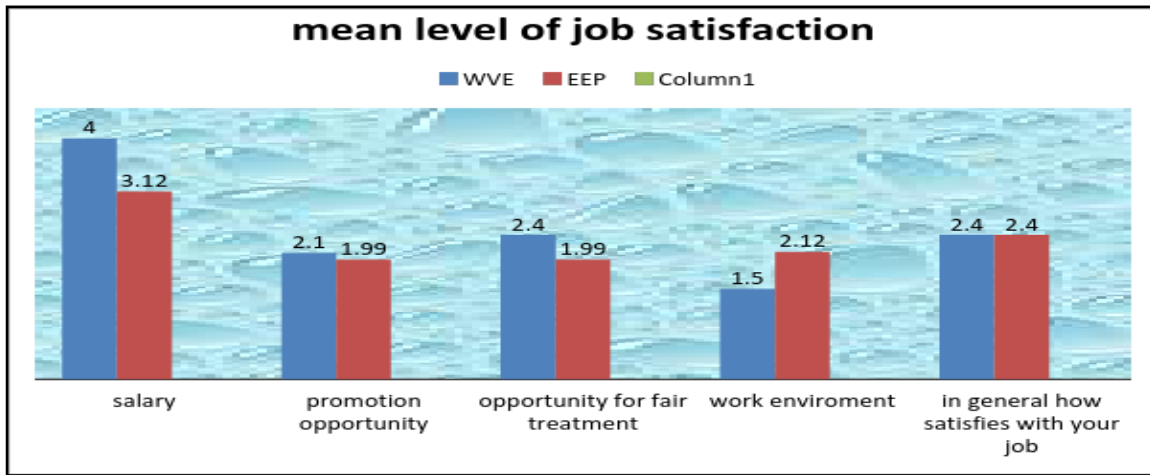
d my supervision and I understand each other	Correlation	0(**)	2(**)	(**)	5(**)	1(**)	(**)	8(**)												
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000												
	N	27	27	27	27	27	27	27												
the competency of my supervisor in making decisions	Pearson Correlation	.662(**)	.767(**)	.882(**)	.845(**)	.896(**)	.852(**)	.888(**)	.934(**)	1										
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000											
	N	27	27	27	27	27	27	27	27	27										
the recognition of my work on behalf of my supervisor	Pearson Correlation	.649(**)	.816(**)	.901(**)	.910(**)	.832(**)	.940(**)	.896(**)	.939(**)	.950(**)	1									
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000										
	N	27	27	27	27	27	27	27	27	27										
the way my leader provides help on hard problem	Pearson Correlation	.649(**)	.816(**)	.901(**)	.910(**)	.832(**)	.940(**)	.896(**)	.939(**)	.649(**)	.816(**)	.901(**)	1							
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000								
	N	27	27	27	27	27	27	27	27	27	27	27								
personal relationship b/n by boss and her/his employee	Pearson Correlation	.736(**)	.856(**)	.907(**)	.923(**)	.839(**)	.975(**)	.847(**)	.920(**)	.736(**)	.856(**)	.907(**)	.923(**)	1						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000							
	N	27	27	27	27	27	27	27	27	27	27	27	27							

the opportunity for advancement on this job	Pears on Correlation	.649(**)	.816(**)	.901(**)	.910(**)	.832(**)	.940(**)	.896(**)	.939(**)	.649(**)	.816(**)	.901(**)	.910(**)	.832(**)	1						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000							
	N	27	27	27	27	27	27	27	27	27	27	27	27	27							
being able to take pride	Pears on Correlation	.641(**)	.695(**)	.878(**)	.853(**)	.948(**)	.857(**)	.949(**)	.989(**)	.641(**)	.695(**)	.878(**)	.853(**)	.948(**)	.857(**)	1					
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000						
	N	27	27	27	27	27	27	27	27	27	27	27	27	27	27						
the system my leader delegate	Pears on Correlation	.660(**)	.912(**)	.897(**)	.935(**)	.696(**)	.974(**)	.785(**)	.833(**)	.660(**)	.912(**)	.897(**)	.935(**)	.696(**)	.974(**)	.785(**)	1				
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000					
	N	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27					
possibility to make decision on my own	Pears on Correlation	.663(**)	.805(**)	.882(**)	.894(**)	.828(**)	.939(**)	.876(**)	.930(**)	.663(**)	.805(**)	.882(**)	.894(**)	.828(**)	.939(**)	.876(**)	.930(**)	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000				
	N	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27				
the overall job security judgment	Pears on Correlation	.670(**)	.778(**)	.862(**)	.850(**)	.880(**)	.885(**)	.848(**)	.914(**)	.670(**)	.778(**)	.862(**)	.850(**)	.880(**)	.885(**)	.848(**)	.914(**)	.670(**)	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000			
	N	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27			
autonomy to use my own	Pears on Correlation	.670(**)	.778(**)	.862(**)	.850(**)	.880(**)	.885(**)	.848(**)	.914(**)	.670(**)	.778(**)	.862(**)	.850(**)	.880(**)	.885(**)	.848(**)	.914(**)	.670(**)	.778(**)	.1	

	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		
	N	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27		
present performance appraisal policy and promotion	Pearson Correlation	.667(**)	.874(**)	.985(**)	.977(**)	.790(**)	.888(**)	.924(**)	.894(**)	.667(**)	.874(**)	.985(**)	.977(**)	.790(**)	.888(**)	.924(**)	.894(**)	.667(**)	.874(**)	.985(**)	.1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27

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

FIGURE 4.18 MEAN LEVEL OF JOB SATISFACTION



	WVE					EEP				
	N	MIN	MAX	MEAN	STA.div	N	MIN	MAX	MEAN	STA.di
Salary	27	1	5	3.04	.940	73	1	5	2.81	.981
The Security of Work	27	1	5	2.59	1.217	73	1	5	2.67	.944
The Work Schedule	27	1	5	2.78	1.188	73	1	5	2.59	1.267
The Physical Conditions of the Work Environment	27	1	5	2.00	.832	73	1	5	2.81	1.440
The Non-Pressing Conditions of the Work Environment	27	1	4	2.33	1.00	73	1	5	2.22	1.044
The reputation of the organization	27	1	5	3.22	1.18	73	1	5	3.19	.981
The opportunity to make a career	27	1	5	2.8	.981	73	1	5	2.8	.981

Table 4.13 Response of employee to work environment (salary)

	WVE					EEP				
	N	min	Max	mea	std	N	min	max	mean	Std
The salary I get	27	2	5	4.07	.616	73	1	5	3.12	.798
The existing salary structure of the company	27	1	5	3.04	1.16	73	2	5	3.22	.731
How my pay compare with that for similar job in other organization	27	1	5	2.37	.967	73	1	5	3.08	1.24
My pay and the amount of work I do	27	2	5	3.33	.877	73	2	5	3.36	.770
Benefit I received	27	3	5	3.33	.620	73	3	5	3.49	.784

Table 4.15 Descriptive Statistics of job satisfaction on work environment

Descriptive Statistics

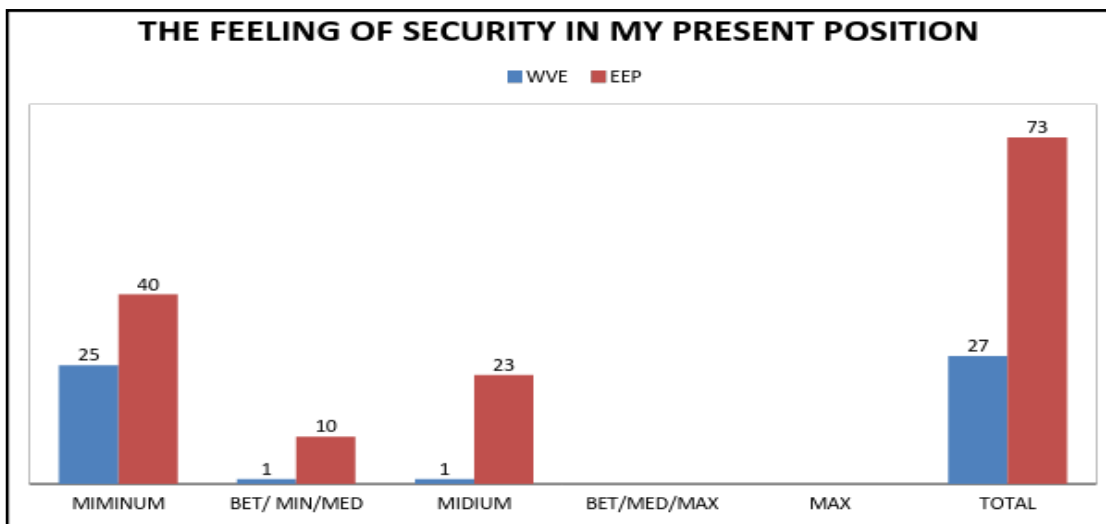
	WVE					EEP				
	N	Min.	Max.	Mean	Std	N	Min.	Max.	Mean	Std
the method my supervision and I understand each other	27	1	5	2.00	1.03	73	1	5	2.47	1.425
the competency of my supervisor in making decision	27	1	5	2.41	1.36	73	1	5	1.99	1.275
the recognition of my work on behalf of my supervisor	27	1	5	2.89	1.34	73	1	5	2.22	1.387
being able to take pride in a job well done pride	27	1	5	1.85	1.19	73	1	5	2.81	.981

TABLE 4.21 Descriptive Statistics on work environment

	N	Min	Max	Mean	Std	N	Min	Max	Mean	Std
Possibility to Make Decision on MY Own	27	1	5	2.44	1.42	73	1	5	3.15	1.72
The overall Job Security	27	1	4	1.96	.94	73	1	5	2.53	1.56
Autonomy to Use My Own Judgment	27	1	4	1.96	.94	73	1	5	2.00	1.26
Valid N (list wise)										

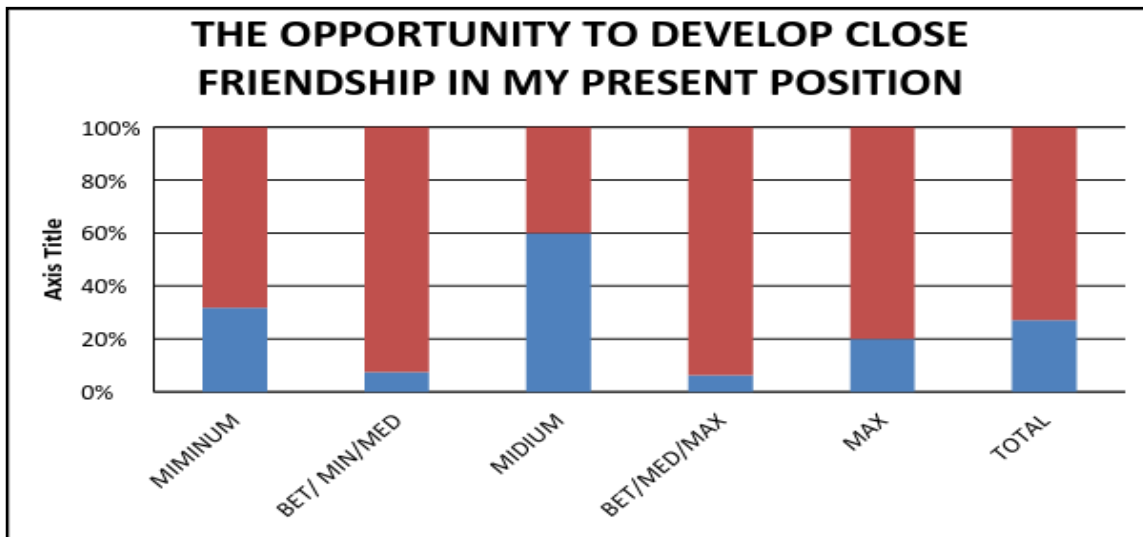
the feeling of security in my present position security

	WVE			EEP		
	observed	expected	residual	Observed	expected	residual
Minimum	25	9.0	16.0	40	24.3	15.7
Between Min. & Med.	1	9.0	-8.0	10	24.3	-14.3
Medium	1	9.0	-8.0	23	24.3	-1.3
Between Med. & Max						
Max						
Total	27			73		



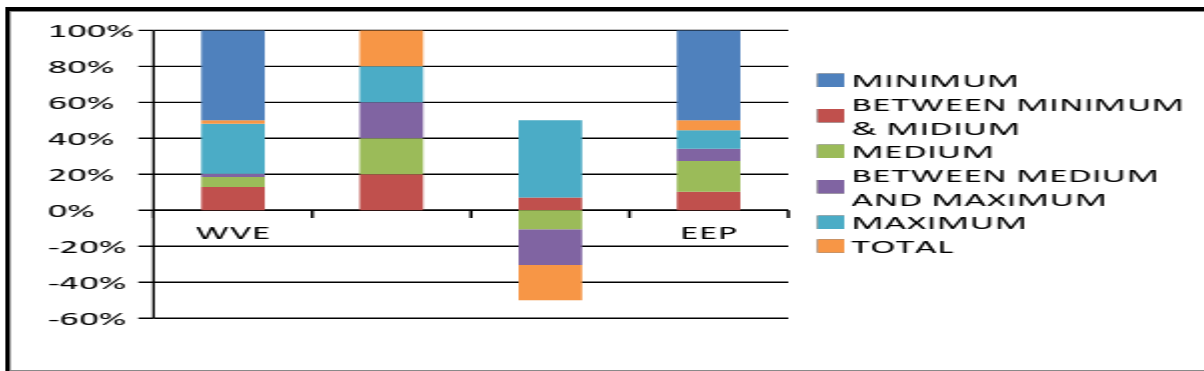
The opportunity to develop close friendship in my present position

	WVE			EEP		
	observed	expected	residual	Observed	expected	residual
Minimum	7	5.4	1.6	15	14.6	.4
Between Min. & Med.	2	5.4	-3.4	25	14.6	10.4
Medium	15	5.4	9.6	10	14.6	-4.6
Between Med. & Max	1	5.4	-4.4	15	14.6	.4
Max	2	5.4	-3.4	8	14.6	-6.6
Total		27			73	



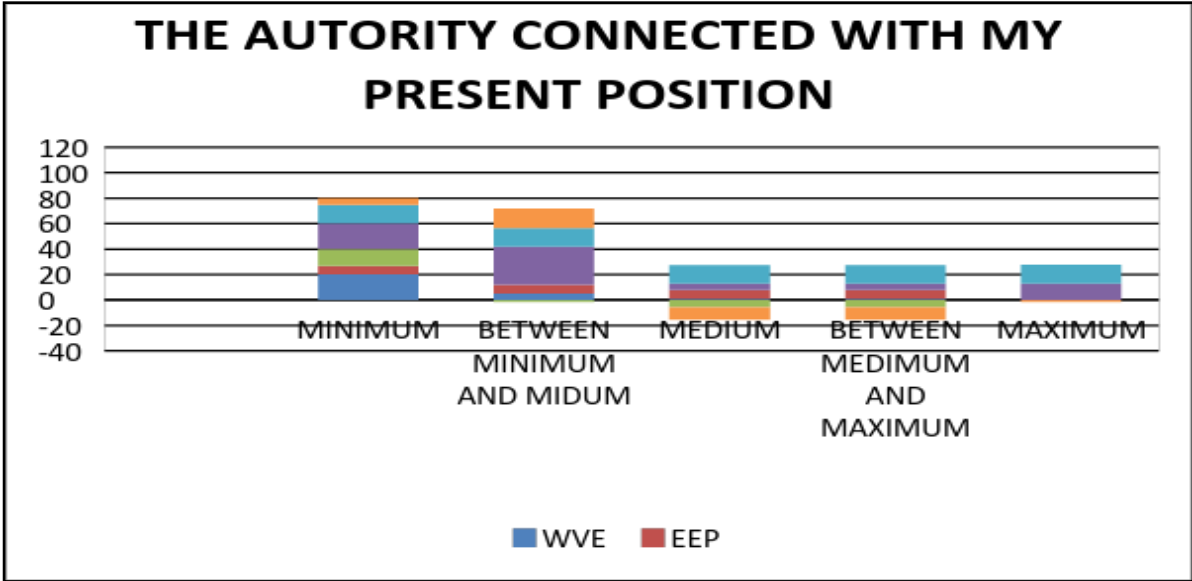
The feeling of self-esteem a person gets from being in my position

	WVE			EEP		
	observed	expected	residual	Observed	expected	residual
MINIMUM				50	14.6	35.4
Between Min. & Med.	20	9.0	11.0	5	14.6	-9.6
Med.	1	9.0	-8.0	5	14.6	-9.6
Between Med & max	6	9.0	-3.0	10	14.6	-4.6
I Maximum				3	14.6	-11.6
total	27			73		



The authority connected with my present position

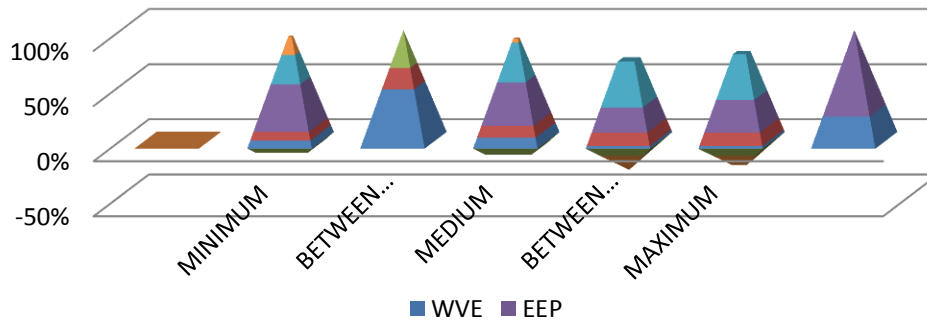
	WVE			EEP		
	observed	expected	residual	Observed	expected	residual
Minimum	20	6.8	13.3	20	14.6	5.4
Between Min. & Med.	5	6.8	-1.8	30	14.6	15.4
Medium	1	6.8	-5.8	5	14.6	-9.6
Between Med. & Max	1	6.8	-5.8	5	14.6	-9.6
Max				13	14.6	-1.6
Total		27		73		



The opportunity for independent thought and action in my present position

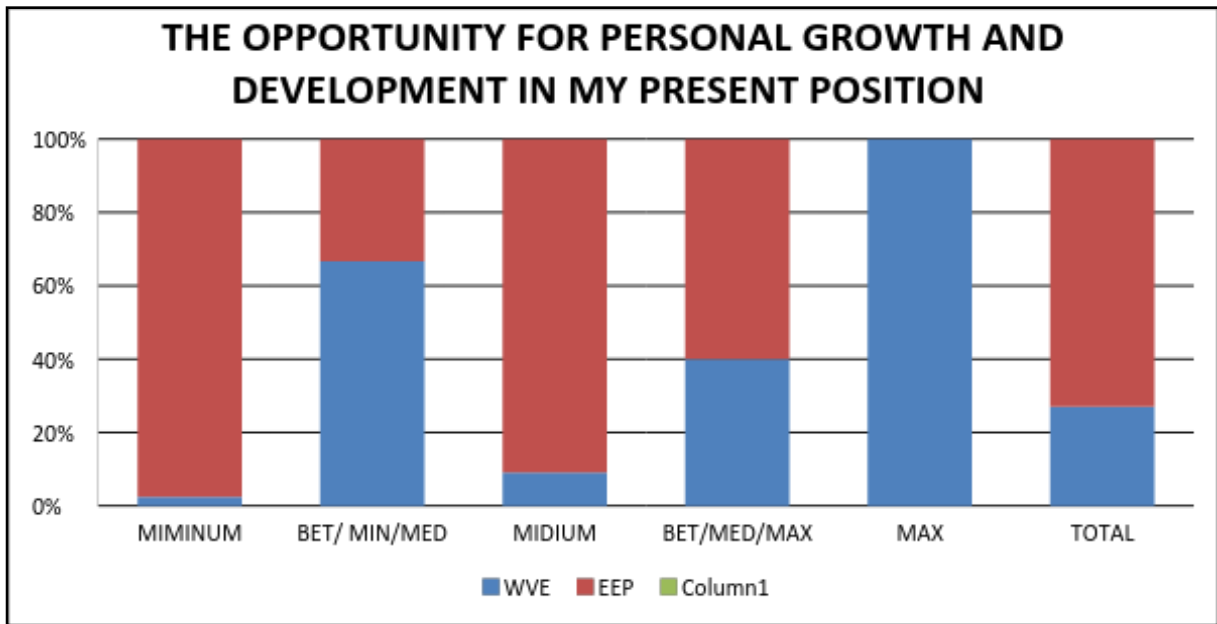
	WVE			EEP		
	observed	expected	residual	Observed	expected	residual
Minimum	5	5.4	-.4	30	18.3	11.8
Between Min. & Med.	15	5.4	9.6			
Medium	5	5.4	-.4	20	18.3	1.8
Between Med. & Max	1	5.4	-4.4	10	18.3	-8.3
Max	1	5.4	-4.4	13	18.3	-5.3
Total	27			73		

THE OPPORTUNITY FOR INDEPENDENT THOUGHT AND ACTION IN MY PRESENT POSITION



The opportunity for personal growth and development in my present position self actualization

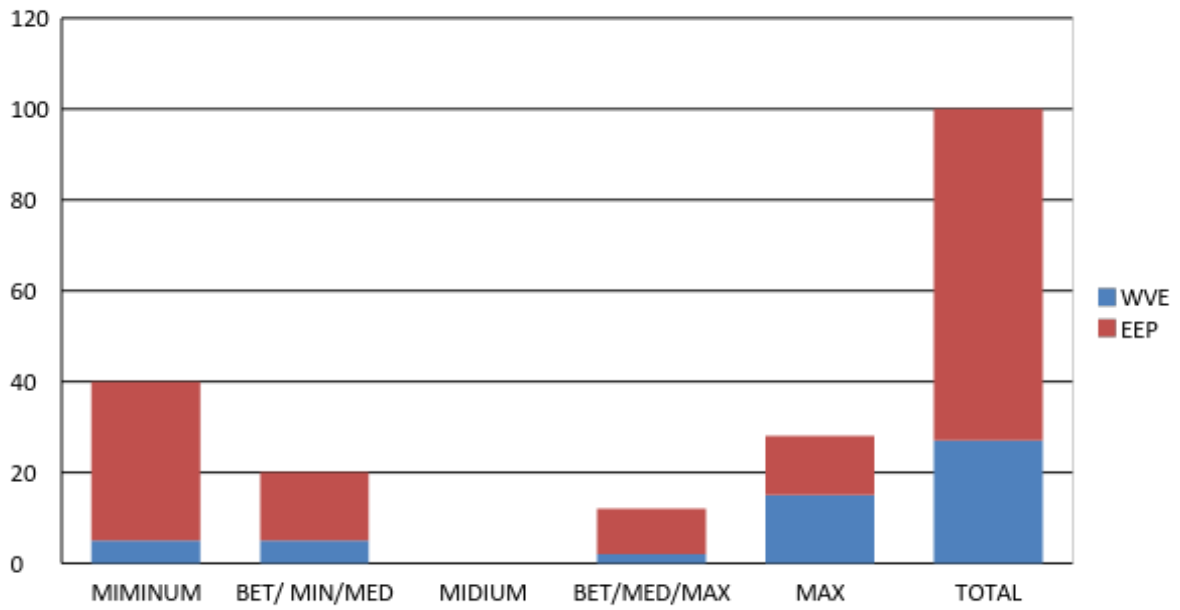
	WVE			EEP		
	observed	expected	residual	Observed	expected	residual
Minimum	1	5.4	-4.4	40	18.3	21.8
Between Min. & Med.	20	5.4	14.6	10	18.3	-8.3
Medium.	2	5.4	-3.4	20	18.3	1.8
Between Med. & Max	2	5.4	-3.4	3	18.3	-15.3
Maximum	2	5.4	-3.4			
Total	27			73		



The feeling of self fulfillment a person gets from being in my position? Self actualization

	WVE			EEP		
	observed	expected	residual	Observed	expected	residual
Minimum		6.8	-1.8	35	18.3	16.8
Between Min. & Med.	5	6.8	-1.8	15	18.3	-3.3
Between Med. & Max.	2	6.8	-4.8	10	18.3	-8.3
Maximum	15	6.8	8.3	13	18.3	-5.3
Total		27		73		

THE FEELING OF SELF FULFILMENT A PERSON GETS FROM BEING IN MY POSITION



APPENDIX 2

ADDIS ABABA UNIVERSITIES

School of Graduate Studies

Masters of Business Administration

Questionnaire

This questionnaire is designed on the thesis title of “need fulfillment deficiency and job satisfaction”: in world vision of Ethiopia and EEP for the partial fulfillment of Masters of Business Administration.

Confidentiality

I want to assure you that this research is only for academic purpose authorized by the Addis Ababa University. No other person will have to access this data collected. In any sort of report I might publish, but, I will not include any information that will make it possible to identify any respondent.

Thank you for your cooperation!!

PART A: DEMOGRAPHICS

Please, complete/answer the following:

1. Sex- A) Male B) Female
2. Age- A) 18-26 B) 27-35 C) 36-45 D) above 45 years
3. Educational level: A) Certificate B) Diploma C) Degree D) above degree

Thank you

again!!! PART B: LEVEL OF JOB SATISFACTION

1. *How satisfied are you with the following job elements? Please circle the appropriate number on the scale that appears to the right of each element:*

	<i>Not at all</i>	<i>a little</i>	<i>enough</i>	<i>to a great extent</i>	<i>to a very great extent</i>
a. Salary	1	2	3	4	5
b. Promotion opportunity	1	2	3	4	5
c. Quality of supervision	1	2	3	4	5
d. Work environment	1	2	3	4	5

2. In general, how satisfied are you with your job? Please circle the appropriate Number on the scale provide below:

1	2	3	4	5
Not at all	A little	Enough	To a great extent	To a very great

PART C: FACTORS INFLUENCING THE DECISION TO JOIN THE ORGANIZATION

1. To what extent did the following reasons influence your decision to join the organization? Assess each reason by circling one number on the scale that appears to the right of each statement.

	<i>Not at all</i>	<i>A little</i>	<i>enough</i>	<i>to a great extent</i>	<i>to a very great extent</i>
a. The reputation of the organization	1	2	3	4	5
b. The opportunity to make a career	1	2	3	4	5
c. The salary	1	2	3	4	5
d. The security of work	1	2	3	4	5
e. The work schedule	1	2	3	4	5
f. The physical conditions of The work environment	1	2	3	4	5
g. The non-pressing conditions of the work Environment	1	2	3	4	5

PART D: Minnesota Satisfaction Questionnaire (MSQ)

— If you feel that your job gives you more than you expected, check the box under

“*Very Sat.*” (Very Satisfied),

— If you feel that your job gives you what you expected, check the box under,

“*Sat.*” (Satisfied),

— If you cannot make up your mind whether or not the job gives you what you expected, check the box under “N” neither (Neither Satisfied nor Dissatisfied),

— If you feel that your job gives you less than you expected, check the box under,

“*Dissat.*” (Dissatisfied),

— If you feel that your job gives you much less than you expected, check the box under,

“*Very Disseat.*” (Very Dissatisfied).

With respect to your own feelings about the factor influencing job satisfaction, please indicate the degree to which you agree or disagree with each of the following statements by ticking () under the number which is most applicable to you.

1 for strongly Disagree, 2 Disagree, 3 neither Agree nor Disagree, 4, Agree 5, strongly agree

On my present job, this is how I feel about... 1 2 3 4 5	1	2	3	4	5
1. <i>The salary I get</i>					
2. The existing salary structure of the company.					
3. How my pay compares with that for similar jobs in other organizations					
4. My pay and the amount of work I do					
5. benefits I received					
6. physical surroundings where I work					
7. working condition on this job					
8. Policies and practices toward employees of this organization					
9. The method my supervisor and I understand each other					
10. The competence of my supervisor in making decisions					
11. The recognition of my work on behalf of my superiors					
12. The way my leader provides help on hard problems					
13. The personal relationship between my boss and his/her employees					
14. The opportunities for advancement on this job					
15. being able to take pride in a job well done					
16. The system my leader delegates work to others					
17. possibility to make decision on my own					
18. <i>The overall job security?</i>					
19. autonomy to use my own judgment					
20. present performance appraisal policy of the company					

PART E: FACTORS AFFECTING NEED FULFILLMENT

Below are listed a number of characteristics or qualities connected with your own position in the organization. Please circle the number on the scale that represents the amount of the characteristic being rated. Low numbers present low or minimum amounts and high numbers represent high or maximum amounts. If you think there is “very little” or “none” of the characteristic presently associated with the position, you should circle number 1. If you think there is just a little, “you should circle number 2”, and so on. If you think there is a “great deal but not a maximum amount”, you should circle number 4. For each scale, circle only one number and if you think there is a “ a very great deal and maximum amount “, you should circle number 5. Please do not omit any scales.

1. The feeling of security in my position:

a. How much is **there now**? *Minimum 1 2 3 4 5 Maximum*

b. How much **should there be**? *1 2 3 4 5*

2. The opportunity to develop close friendships in my position:

a. How much is **there now**? *Minimum 1 2 3 4 5 Maximum*

b. How much **should there be**? *1 2 3 4 5*

3. The feeling of self-esteem a person gets from being in my position:

a. How much is **there now**? *Minimum 1 2 3 4 5 Maximum*

b. How much **should there be**? *1 2 3 4 5*

4. The authority connected with my position:

a. How much is **there now**? *Minimum 1 2 3 4 5 Maximum*

b. How much **should there be**? *1 2 3 4 5*

5. The opportunity for independent thought and action in my position:

a. How much is **there now**? *Minimum 1 2 3 4 5 Maximum*

b. How much **should there be**? *1 2 3 4 5*

6. The opportunity for personal growth and development in my position:

a. How much is **there now**? *Minimum 1 2 3 4 5 Maximum*

b. How much **should there be**? *1 2 3 4 5*

7. The feeling of self-fulfillment a person gets from being in my position (that is, the Feeling of being able to use one’s own unique capabilities, realizing one’s Potentialities):

a. How much is **there now**? *Minimum 1 2 3 4 5 Maximum*

b. How much **should there be**? *1 2 3 4 5*

PART F:

1. Write something which happened to you in your job and which made you feel Pleased.

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2. Write something which happened to you in your job and which made you feel Displeased.

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Thank you for your participation