



ADDIS ABABA UNIVERSITY

GRADUATE STUDIES

SCHOOL OF JOURNALISM AND COMMUNICATION

**A study on the Work Motivation and Job satisfaction of
Journalists Working in Addis Ababa Mass Media Agency**

BY

Bewket Sisay

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ADDIS ABABA

ETHIOPIA

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Journalists Working in Addis Ababa Mass Media Agency**

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**A thesis submitted to the school of journalism and communication of Addis
Ababa University in partial fulfillment of the requirements for the degree
Master of Arts in journalism and communication.**

**Thesis advisor: Mekuria Mekasha
(Asistant Professor)**

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Approved by Board of Examiners

Advisor (Name)

Signature

Internal Examiner (Name)

Signature

External Examiner (Name)

Signature

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Acronyms

AAMMA.....	Addis Ababa Mass Media Agency
BPR.....	Business Processing and Re-engineering
EBC.....	Ethiopian Broadcasting Corporation
E.C.....	Ethiopian Calendar
JDI.....	Job Descriptive Index
JSS	Job Satisfaction Survey
QFR.....	Question For Respondent

Abstract

Employee work satisfaction and motivation of journalists is essential to face the dynamic and ever increasing challenges of maintaining productivity of the media organization by keeping their workforce constantly engaged, motivated and satisfied.

Accordingly, this study aims to investigate the level of journalists' job satisfaction and motivation who are working in Addis Ababa Mass Media Agency. It has a considerable impact on the employee's perceptions for the nature of his/her work and the level of overall job satisfaction and motivation.

This paper outlines the various variables responsible for employee work satisfaction and motivation and by which one can maximize employee satisfaction. The main purpose of this study is to assess the general work motivation and job satisfaction level of journalists who are working in Addis Ababa Mass Media Agency. The study is employed both qualitative and quantitative method of data collection and presentation.

A total of 50 journalists of the agency were participated in the questionnaire part of the study from the population of 223 journalists. Interview was the second data collection tool in this study. The student researcher interviewed eight journalists who are selected purposely. Therefore, the required data was collected using questionnaires and interview method. A job satisfaction questionnaire consisting open and close-ended items was employed.

The results are analyzed and interpreted using SPSS software version 20. The scores are interpreted quantitatively. Interview comments and suggestions are interpreted qualitatively. The study indicates that the job satisfaction and motivation level of Addis Ababa Mass Media Agency' journalists were found dissatisfying and disagreed in different institutional cases of the agency and subscales except their salary and coworker relation in the agency. The study found that the salary and coworker relation of the journalists were satisfied.

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Appendix A
Questionnaire of the student researcher
ADDIS ABABA UNIVERSITY
GRADUATE STUDIES
SCHOOL OF JOURNALISM AND COMMUNICATIONS

Dear respondent!

Thank you for taking your time to answer this questionnaire!

The questionnaire seeks to gather data about the work motivation and job satisfaction of journalists who are working in Addis Ababa Mass Media Agency.

I believe that your genuine response contributes a lot in this research. Therefore, you are kindly requested to attempt all questions and to answer responsibly. I thank you in advance for completing the questionnaire.

Yours Faithfully!

Part one: Background Information, choose from the alternatives.

1. Your Age

- A. Below 30 C. 41-50
B. 31-40 D. 51 or Above

2. Your Gender

- A. Female B. Male

3. Your Marital Status

- A. Single C. Divorced
B. Married D. Separated

4. Your Current Educational Qualification

- A. Masters C. College Diploma
B. Degree D. Certificate E. Other (specify) _____

5. Your Work Experience as a Journalist (in years)

- A. 5 or Below C. 11-15
B. 5-10 D. 16-20 E. 21 or Above

6. Your Present Monthly Salary in Ethiopian Birr

- A. 1000-1500 C. 2001-2500
B. 1501-2000 D. 2501-3500 E. 3501 or Above

7. Job title/ position

- A. Reporter C. Producer
B. senior reporter D. Editor

8. Field of study

- A. Journalism C. Other social science
B. Language D. Natural science E. Other field (specify) -----

Part Two: Please rate the following statements: (please check the box).

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

The given statements	1	2	3	4	5
9. I am satisfied with my job.					
10. I believe that my position at work is a professional position.					
11. My superior tells me how I am doing.					
12. I feel personally responsible for my work.					
13. I have opportunities to implement my own ideas in my work.					
14. I receive adequate training to do my job well.					
15. I am satisfied with the benefits offered to me through this job.					
16. I am satisfied with the way that this agency is managed.					
17. I receive adequate support from my supervisors.					

18. Think about your overall satisfaction with your job. This includes all the different components of your work life, from your pay rate and benefits, to your management and the organization of your agency, to relationships with coworkers and supervisors, to your particular responsibilities. Circle the letter from A-D where it best represents your overall degree of job satisfaction.

The Job Satisfaction Survey (JSS)'s facet scales	A. Very Satisfied B. Satisfied C. Dissatisfied D. Very Dissatisfied	If you have other, you can specify here.
1. Working Condition		
2. Promotion		
3. Communication		
4. Nature of the job		
5. Relation with Co-workers		
6. Relation with Supervisor		
7. Salary		
8. Contingent Rewards (performance based rewards)		

Part Three: Respond to all of the questions.

19. What special things did to you by your agency to improve your motivation and job satisfaction?

20. Please describe your formal incentive

program:-----

21. Could you mention some factors that you are most satisfied and motivated about in your job as Journalist in your organization?

22. What should be done to minimize factors that affect journalist's job satisfaction and motivation?

23. Any Additional Comments? (Feel free to explain the reasons behind your answers to these questions and/or write what specific things could be done to enhance your job satisfaction). If you need more space, feel free to use the back of this page.

Appendix B

Interview questions:

The research is designed these interview questions to assess work motivation and Job satisfaction of journalist who are working in Addis Ababa Mass Media Agency.

Respondents are selected on purposive method to get relevant data and information in line with the questions of the research. It is also important to generate information towards the improvement of organizational goals and the working conditions of journalists.

1. Name
2. Department
3. Date of interview
4. Job title
5. Experience as a journalist
6. Are you satisfied in your job? Why?

7. What major factors motivate you in your job?
8. What major factors may dissatisfy you in your agency?
9. How do you evaluate your and coworkers relationship?
10. Are you satisfied by your salary?
11. Do you have smooth communication with your managers/leaders?
12. What is the general satisfaction level of journalists working in the Addis Ababa Mass Media Agency.?
13. Do you have fair promotion, periodic advancement opportunities in your agency?
17. What should be done to minimize factors that affect journalists' job satisfaction and motivation? Or to enhance over all journalists job satisfaction?

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Table 9, I am satisfied with my job

Table 10, I believe that my position at work is a professional position

Table 11, I feel personally responsible for my work

Table 12, I have opportunities to implement my own ideas in my work

Table 13, I receive adequate training to do my work well

Table 14, I am satisfied with the benefits offered to me through this job

Table 15, I am satisfied with the way this agency is managed

Table 16, I receive adequate support from my supervisors

Table 17, Working Condition

Table 18, Promotion

Table 19, Communication

Table 20, Nature of the job

Table 21, Relation of respondents with Coworkers

Table 22, Relation of respondents with supervisors

Table 23, Salary of the respondents

Table 24, Contingent Rewards

Declaration

I, the undersigned, declare that this thesis is my original work and all the sources of materials used for the thesis have been properly acknowledged.

Name: Bewket Sisay

Signature_____

Date of Submission: June 8, 2018

Place of Submission: Addis Ababa University, Ethiopia

CHAPTER ONE

1. INTRODUCTION

Addis Ababa Mass Media Agency has passed many challenges before it came to exist in its present state. It started to function in its former name Addis Ababa Culture and Information Bureau in 1985 E.C. Upon its establishment, it had basic objectives of providing accurate and current information and enabling to bring civilized outlook in the society. Since it was difficult to get trained journalists, it started its work by transferring workers from the former Ethiopian Radio and Television Agency and from City Government of Addis Ababa's public relations practitioners. Although there were not fully functioning working offices and conducive organizational structure, with the available employees it was able to deliver services. It started to accomplish its mission by producing Addis Lisan newspaper in writing news, editorial and around six columns. Apart from its print media outlet, since it was found necessary to produce radio programs, even though it was not possible to establish radio station, it had produced news and programs in Amharic language by buying airtime from Radio Fana. This movement was not compatible with the city's progress. Similarly, Addis Television started to function since August 1982 E.C under Addis Ababa Culture and Information Bureau. Indeed, the office used to send its own news and programs by cassettes to Ethiopian Television Agency. The bureau, in collaboration with Ethiopian Television, used to produce news and programs by using u-matic editing and recording machines¹.

Gradually, the TV transmission brought radical change in connection with Business Processing and Re-engineering (BPR). Formerly it used to transmit for 1:30 hours, but with the coming of BPR, it began to transmit 6:30 hour a day by TV. Now by the support it got from the City Administration, it is broadcasting for 18 hours in both radio and TV. Council for City Administration of Addis Ababa has given the following powers and functions for the agency. AAMMA disseminates news and information that are useful to residents of the city through publication, radio and television; owns regular publications, radio and television programs (ibid).

¹ <http://www.addisababa.gov.et/web/pages/cabd/retrived> on February 11, 2018

The agency produces special programs that enhance the awareness of the residents concerning legal and democratic rights; disseminates literature, radio and television programs to enhance the general knowledge and to satisfy recreational needs of residents using different media. Receives and transmits public opinions and suggestions; investigates and declares results to the public. Establishes working relations with similar local and overseas organizations to exchange new practices, and information as well as trainings and shares experiences².

The agency has many journalists who are working in Addis Lisan Newspaper, radio (FM 96.3) and in the television medium (Addis Television). According to, Human Resource Management Director of the agency, Addis Ababa Mass Media Agency consisted of 527 workers. Among these 492 are permanent employees. From those 288 are males and 204 are females. Others (35) are contract workers. Seventeen are males and eighteen are females.

Those workers attempt the above powers and functions of the agency doing in practical. There is a need for this agency to satisfy those employee's satisfaction and motivation to achieve those organizational objectives.

To understand employees work motivation and job satisfaction level, the researcher tries to assess their employees' position and status of their motivation and satisfaction level and factors that could affect journalists work satisfaction.

Motivation often is thought of as an effort to manipulate employees in to doing what the company wants. Unfortunately, this impression is all too often an accurate one. Motivation is the collections of cognitive processes that make people behave in specific ways (Griffin, 1986).

The proper use of motivation by a manager results in improved work satisfaction for the employee and better performance for the organization.

Herzberg (1959) cited on Lacy (1993) assumes that satisfaction and dissatisfaction are not ends of the same continua. Dissatisfaction is affected by hygiene factors, such as salary, security, and interpersonal relations. However, satisfaction is affected by needs motivators, such as recognition, achievement, and responsibility.

² <http://www.addisababa.gov.et/web/pages/cabd/retrived> on February 11, 2018

Recently several studies have looked at this issue to determine common factors that contribute to employee's job satisfaction level among professionals.

Many studies (Moyes et al (2008), Amanuel (2005), in Sisay (2005) indicated major factors that could affect job satisfaction level of employees. Level of compensation and benefits, the use of equitable promotion system, the overall working conditions, the style of management and the type of position itself including the tasks involved and the challenges of the position generates are among others.

Others (e.g. Beam, 2006) assumed that research has been based on humanistic concerns. Studies have been looked at the influence of job satisfaction on an individual's life or sense of wellbeing. Research conducted on job satisfaction will enhance the understanding of which specific factors that may influence satisfaction on the job (Moyes et. al, 2008: 65).

To make the best use of employees as valuable resources of the organization attention must be given to the relationship between staff and the nature and content of the jobs.

There is a need for organizations to satisfy their employees to achieve organizational objectives. The manager need to understand how best to make work more satisfying for staff and to overcome obstacles to effective performance (Nimalathan and Brabete, 2010).

Thus, employee job satisfaction is an important attribute, which must be regularly measured by companies (Moyes, 2008). Beam added that job satisfaction can be influence job commitment, turnover, productivity, and other factors that the successful operation of an organization.

Meanwhile, studies show that job satisfaction factors are not universal in conditions i.e. their influences differ from organizations to organizations. Karl and Sutton (1998) say that an association was found between the type of organization and employee's motivation for work. Further, they put that people working in public organizations were motivated more by factors such as providing a service or product that helps other people or self-development/self-fulfillment than private sector employees those in private organizations were motivated more by extrinsic factors such as money in order to obtain an enjoyable and pleasurable life. Government employees, on the other hand, were more intrinsically oriented than all other occupational groups. The lower rating of government employees work experience, according to Karl and Sutton, related to the lack of fulfilling intrinsic factors in their work situations.

1.2 Statement of the Problem

A research problem, in general, refers to some difficulty which a researcher experiences in the context of either a theoretical or practical situation and wants to obtain a solution for the same (Kothari, 2004, 2).

Media plays a vital role in the overall development of a country. Media organizations have the responsibility of helping developmental activities. The contribution of media workers, especially the contribution of journalists is substantially high. To achieve their national and organizational objectives, media organizations need to satisfy their employees.

In connection to this Brabete (2010), says that employees, who are satisfied with their jobs, may exert high effort to organizational wish to satisfy their employees, which in turn helps to get more work done. The proper use of motivation by a manager results in improved work satisfaction for the employee and better performance for the organization (Lacy, 1993).

Having this in mind, evaluating the work motivation and job satisfaction of journalists is an increasingly important area of concern for employers in media industries. This strives to recruit and retain quality employees and to improve their competitive positions since now a day's competition is very high at this time.

To understand employees work motivation and job satisfaction level, media organizations need to assess their employees' position i.e. their motivation and satisfaction level and factors that could affect journalists work satisfaction.

Bruce and Burn (1992), cited in Assegid (2017) also revealed that unless employees are satisfied with their job, the output of the organization would be affected either directly or indirectly.

Therefore, the Addis Ababa Mass Media Agency has to assess their employees' position towards their motivation and satisfaction level and factors that could affect journalists work satisfaction. The agency has many journalists who are working in Addis Lisan Newspaper, Addis Metropolitan Magazine, radio (FM 96.3) and in the television medium (Addis Television). According to, Human Resource Management Director of the agency, "Addis Ababa Mass Media Agency consisted of 527 workers. Among these 492 are permanent employees.

From those 288 are males and 204 are females. Others (35) are contract workers. Seventeen are males and eighteen are females.”

Those workers will attempt the powers and functions of the agency doing in practical. There is a need for this organization to satisfy those employee’s satisfaction and motivation to achieve those organizational objectives.

However, the Addis Ababa Mass Media Agency gives a little attention to the issue of assessing the work motivation and job satisfaction, which in turn leads for lower performance of journalists in their day-to-day work activity. As our classmate group members presented in media management course assignment in (2017), the student researcher observed that there is high turnover of journalists and the work environment is not somehow conducive for the agency journalists. Therefore, the intention of this research is to investigate the work motivation and job satisfaction of journalists working in Addis Ababa Mass Media Agency.

1.3 Research Questions

It is also believed that journalists working in an organization experience different level of work motivation and job satisfaction. Considering these, the study attempts to answer the following basic questions:

1. What is the extent of journalist’s job satisfaction and motivation level currently existing in Addis Ababa Mass Media Agency?
2. What factors are contributing for journalists’ job satisfaction and motivation?
3. What should be done to tackle problems related to journalists’ work motivation and job satisfaction?

1.4 Objectives of the study

1.4.1 General Objective

The main purpose of this study is to assess the general work motivation and job satisfaction level of journalists working in Addis Ababa Mass Media Agency.

1.4.2 Specific Objectives

This study is planned to achieve the following three specific objectives.

1. To describe the journalist's job satisfaction and motivation level at Addis Ababa Mass Media Agency.
2. To identify factors affecting journalists job satisfaction and motivation.
3. To find out some corrective measures in order to improve journalists work satisfaction.

1.5 Significance of the Study

Amanuel (2005) in Sisay (2011) argued that job satisfaction is an issue that has drawn considerable multi-disciplinary attention and its importance is demonstrated by the fact that it continues to attract scholarly and management interest as an important labor and life issue.

It is believed that job satisfaction affects worker motivation, work productivity, rate of absenteeism, turnover intentions, and other related work conditions.

The researcher wants to study this research topic on this agency is because, job satisfaction and motivation of journalists is essential to face the dynamic and ever increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated.

This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates the journalists towards their performance at the work place achieving the work life balance.

For this reason, this study has the following significances.

1. Indicates the difference level of job satisfaction and motivation of Addis Ababa Mass Media Agency journalists have and helps to scale up management practices.
2. Identifies the major factors that influences on journalists' job satisfaction and motivation in Addis Ababa Mass Media Agency.

3. Helps to show concerned bodies a clue about what measures should be taken to recognize and solve journalist's problems that may affect their work motivation and satisfaction.
4. May fill in the gap in the area and helps to be a source of additional information for further researches to be done in the context.

1.6 Delimitation of the Study

The scope of this study is delimited to only on Addis Ababa Mass Media Agency journalists work motivation and job satisfaction. Addis Ababa Mass Media Agency has established different monitoring departments, newsroom structures and audio-visual feature, which are subordinate with the journalists' activity in the station.

However, the study does not cover the activities of these mentioned departments. It focuses on assessing the work motivation and job satisfaction of journalists of the station.

This agency is selected for three reasons. First, doing the research in Addis Ababa helps the researcher minimize cost and saves time. Second, the researcher understands that there is no any study conducted on this topic beforehand. Third, as our classmate group members presented in media management course assignment in (2017), it was indicated that there is high turnover of journalists and the work environment is not somehow conducive for the agency journalists. The above-mentioned reasons were my standing points to conduct this study.

1.7 Limitations of the Study

The researcher identified two basic limitations that faced in the research process.

The main limitation of this study is lack of research findings and well-documented materials in relation to the topic of the study.

In addition, it was difficult to deal and dig out information from Addis Ababa Mass Media Agency in the research process.

1.8 Operational Definition of Terms

The following terms are defined operationally for this research purpose only.

1. Journalist-----a person who engaged as a program editor, producer, and reporter in a media organization.
2. Job satisfaction -----It is the extent to which people like (satisfaction) or dislike (dissatisfied) their job (Spector, 1997).
3. Overall satisfaction---- ---Journalist general attitudes towards their job and different aspects of their jobs.
4. Contingent rewards-----Performance based rewards (Spector, 1997).
5. Motivation----- the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

Scholars agreed on that job satisfaction is a very important attribute, which is frequently measured by organizations. Employee's satisfaction and work motivation is an issue among managers and different organizations for years. Since the issue is a multi-disciplinary concept, it has several manifestations. Many are still debating about how to measure work motivation and job satisfaction.

In this chapter, basic research topics of the area will be covered. Job satisfaction, models of job satisfaction, contributing factors and consequences are among others.

2.1 Conceptual Framework of Job Satisfaction

Conceptual framework of the research study is the system of concepts, assumptions, expectations, beliefs, and theories that supports and informs your research is a key part of your design (Miles & Huberman, 1994).

Job satisfaction is a multi-disciplinary concept. It has been defined in several ways. Beam (2006) noted that across time, studies of job satisfaction have suffered from a lack of commonly accepted conceptual definition.

It is true that different scholars define job satisfaction differently. According to Robbins (1995), for example, job satisfaction refers to an individual's general attitude towards his/her job.

For Specter (1997), cited in Beam (2006) states that job satisfaction is how people feel about their jobs and different aspects of their jobs. In other words, it is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job. Similarly, Moyes (2008) define the term as a description of how pleased an employee is with his/her position of employment.

2.2 Job Satisfaction

(Spector, 1997) in (Salanova, 2010) states, that employee satisfaction has been a key area of research among industrial and organizational psychologists. There are important reasons why companies should be concerned with employee job satisfaction, which can be classified according to the focus on the employee or the organization.

First, the humanitarian perspective is that people deserve to be treated fairly and with respect. Job satisfaction is the reflection of a good treatment. It also can be considered as an indicator of emotional well-being or psychological health. Second, the utilitarian perspective is that job satisfaction can lead to behavior by an employee that affects organizational functioning. Furthermore, job satisfaction can be a reflection of organizational functioning. Differences among organizational units in job satisfaction can be diagnostic of potential trouble spots. Each reason is sufficient to justify concern with job satisfaction. Combined they explain and justify the attention that is paid to this important variable. Managers in many organizations share the concerns of researches for the job satisfaction of employees. The assessment of job satisfaction is a common activity in many organizations where management feels that employee well-being is important (ibid).

Combined they explain and justify the attention that is paid to this important variable. Managers in many organizations share the concerns of researches for the job satisfaction of employees. The assessment of job satisfaction is a common activity in many organizations where management feels that employee well-being is important.

Although scholars of the area are still debating, there are known models of job satisfaction, which help to create clear understanding of the concept.

Assuring job satisfaction, over the long term, requires careful planning and effort both by management and by workers. Managers are encouraged to consider such theories as Herzberg's (1957) and Maslow's (1943) Creating a good blend of factors that contribute to a stimulating, challenging, supportive, and rewarding work environment is vital.

Because of the relative prominence of pay in the reward system, it is very important that salaries be tied to job responsibilities and that pay increases be tied to performance rather than seniority.

So, in essence, job satisfaction is a product of the events and conditions that people experience on their jobs. Brief (1998) wrote: “If a person’s work is interesting, her pay is fair, her promotional opportunities are good, her supervisor is supportive, and her coworkers are friendly, then a situational approach leads one to predict she is satisfied with her job” (p. 91). Very simply put, if the pleasures associated with one’s job outweigh the pains, there is some level of job satisfaction.

Job satisfaction is a topic of research spanning more than five decades and has been tracked by journalists, through surveys since 1971 (Beam, 2006). Scholars Locke and Latham (1990) believed job satisfaction to be perception-based as the favorableness or unfavorableness with which employees view their work, suggesting perception to be one of its key elements.

Spector (1985), suggested there are nine determinates of job satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. Regardless of the definition used, Smucker (2004) stressed the importance of understanding job satisfaction and its role in expressing human behavior in organizations.

2.3 The Most Common Models/Theories

2.3.1 Affect Theory (Expectancy 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 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 not met.

This means when a person value a particular facet of job, his satisfaction is more greatly affected both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn’t value that facet.

(Vroom, 1964), cited in (Salanova, 2010) explain that the concept of expectancy was originally formulated by Vroom and it stands for the probability that action or effort will lead to an outcome.

The concept of expectancy was defined in more detail by Vroom as follows: “Where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behavior is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible. Expectancy is defined as momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by outcome, while minimal strength is indicated by the subjective certainty that the act will not be followed by the outcome (ibid).

We can agree that the expectancy theory of motivation represents the most comprehensive, valid and useful approach to understanding motivation from the above explanation. However, it does not end with only understanding, it is also important to be able to motivate people to perform.

2.3.2 Two-Factor Theory (Motivator –Hygiene Theory)

Fredrick Hertzberg’s two-factor theory attempts to explain satisfaction and motivation in work place. This theory states that satisfaction and dissatisfaction are driven by different factors - motivator and hygiene factors – respectively. “The two-factor theory rejects the assumption that satisfaction and dissatisfaction are ends of the same continuum” (Lacy, 1993). According to Hertzberg, dissatisfaction is affected by hygiene factors, such as salary, security, and interpersonal relations. But satisfaction is affected by needs and motivators, such as recognition, achievement, and responsibility.

2.3.3 Systems Theory

According to the systems theory, an enterprise is seen as a system, a set of objects with a given set of relationships between the objects and their attributes, connected or related to each other and to their environment in such a way as to form a whole or entirety.

An organizational system is composed of people, money, materials, equipment, and data, all of which are combined in the accomplishment of some purpose. The subsystems typically are identified as divisions or departments whose activities aid the larger system in reaching its goals (Peter K. et.al, 1995:10).

Certain elements are common to all organizational systems. They are inputs (e.g., labor, equipment, and capital) and processes, that is, methods whereby inputs are converted into outputs (e.g., goods and services). Feedback is information about the outputs or processes and serves as an input to help determine whether changes are necessary to attain the goals (ibid).

Management's role is to coordinate the input, process, and output factors and to analyze and respond to feedback. The systems approach emphasizes the relationship between the organization and its external environment (ibid).

Environmental factors are outside the organization and beyond its control. However, they have an impact on its operations. Accordingly, management must monitor environmental trends and events and make changes deemed necessary to ensure the organization's success (ibid).

2.3.4 Motivation Theories

According to a motivation study performed in 1946 by Labor Relations Institute in New York, employees had a great need to be appreciated for work done (Wiley, 1997).

In the midst of this, Abraham Maslow published a paper in 1943 presenting his "hierarchy of needs" theory. He presented The Basic Needs, which include 'physiological needs,' 'safety needs,' and 'love needs,' and The Growth Needs, including 'esteem needs,' and 'the need for self-actualization.' Being a very relevant study of its time, the "hierarchy of needs" helped explain how a person's needs contribute to motivation and satisfaction. One starts at the bottom and strives to achieve satisfaction on each level, one at a time.

For a workplace situation, one can compare this to employees having their basic needs met; an office space, salary, colleagues and job security before their supervisors can start addressing a worker's self-esteem and actualization (Maslow, 1943).

It also debated that lower-level employees only had the possibility of having the three lower levels satisfied due to their limited work-expectations, as well as higher-level employees were able to have all the needs of the hierarchy met (ibid).

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore, the role of a leader is to arouse interest in performance of employees in their jobs³.

Therefore, we can say that motivation is a psychological phenomenon, which means needs, and wants of the individuals have to be tackled by framing an incentive plan. Moreover, the management section in the media industries should create willingness amongst the employees to perform in the best of their abilities.

Motivation is a very important for an organization because of the following benefits:

1. Puts human resources into action

Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources⁴.

2. Improves level of efficiency of employees

The level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates (ibid).

³ http://www.managementstudyguide.com/what_is_motivation.htm/accessed on February 20, 2018

⁴ http://www.managementstudyguide.com/importance_of_motivation.htm/accesed on February 15, 2018

3. Builds friendly relationship

Motivation is an important factor, which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees (ibid).

4. Leads to stability of work force

Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market, which will attract competent and qualified people into a concern. As it is said, “Old is gold” which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the enterprise (ibid).

From the above discussion, we can say that motivation is an internal feeling, which can be understood only by manager since he is in close contact with the employees. Needs, wants and desires are inter-related and they are the driving force to act. The manager can understand these needs and he can frame motivation plans accordingly.

We can say that motivation therefore is a continuous process since motivation process is based on needs, which are unlimited. The process has to be continued throughout. We can summarize by saying that motivation is important to both an individual and a business.

(Armstrong, 2007, 60) As the needs of individuals differ a lot, it is important to concentrate carefully on the attachment of goals and incentives given when goals are accomplished. Motivation theories help to understand different motivators. Motivation theories have been examined for decades.

These theories can be implemented to the company's human resource policies to get the best out of the employees. Increasing motivation, commitment and engagement levels are key organizational aspects nowadays.

The development of compensation policies has an important role in motivating workforce to deliver high levels of performance, discretionary effort and contribution. The process of motivation usually starts with someone recognizing an unsatisfied need.

From the theory we can understand that a goal is established to be reached and that way to satisfy the need. Rewards and incentives can be established for people to better accomplish the given goal. The social context will also affect the motivation level.

The role of job satisfaction towards motivation cannot be neglected. In fact, most of the Motivation theories have used Job Satisfaction as groundwork in practice. For example, well-known Maslow Hierarchy of Need as fundamental for most of Motivation theories has used Job Satisfaction as foundation of theory development. The theory builds up from satisfactions on hierarchical ladders of human needs as motivation factors. Once individual has satisfied current stage of need, he/she will not motivate unless he/she is trying to move up to upper stages. Obviously, the theory clearly stated that importance of job-related satisfactions towards activation of employees' motivation (Rajah, 2014).

From the above we can understand that motivation begins the process toward individual job satisfaction. Employee effort is often a result of his or her motivation, making it important for organizations to understand the role it can play in employee job satisfaction.

A motivated employee generally will be inclined to perform well on the job; this often dependent upon the type of motivation involved. Motivational theorists offer various frameworks when addressing job satisfaction and its relationship with motivation.

2.3.5 Theory X, Theory Y and Theory Z

In 1960, (Douglas McGregor) formulated Theory X and Theory Y suggesting two aspects of human behavior at work, or in other words, two different views of individuals (employees): one of which is negative, called as Theory X and the other is positive, so called as Theory Y. According to McGregor, the perception of managers on the nature of individuals is based on various assumptions. The Theory Z manager assumes that employees are motivated by a strong sense of commitment to be a part of something worthwhile the self-actualization need.

2.3.5.1 Assumptions of Theory X

An average employee intrinsically does not like work and tries to escape it whenever possible.

Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style. Many employees rank job security on top, and they have little or no aspiration/ ambition (ibid).

2.3.5.2 Assumptions of Theory Y

Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs.

Employees may not require only threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives. If the job is rewarding and satisfying, then it will result in employees' loyalty and commitment to organization (ibid).

An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain responsibility. The employees have skills and capabilities. Their logical capabilities should be fully utilized. In other words, the creativity, resourcefulness and innovative potentiality of the employees can be utilized to solve organizational problems.

Thus, we can say that Theory X presents a pessimistic view of employees' nature and behavior at work, while Theory Y presents an optimistic view of the employees' nature and behavior at work. If correlate it with Maslow's theory, we can say that Theory X is based on the assumption that the employees emphasize on the physiological needs and the safety needs (ibid).

While Theory X is based on the assumption that the social needs, esteem needs and the self-actualization needs dominate the employees as explained above. McGregor views Theory Y to be more valid and reasonable than Theory X. Thus, he encouraged cordial team relations, responsible and stimulating jobs, and participation of all in decision-making process. So what are the implications of these theories? Below both are explained.

2.3.5.3 Implications of Theory X and Theory Y

Quite a few organizations use Theory X today. Theory X encourages use of tight control and supervision. It implies that employees are reluctant to organizational changes. Thus, it does not encourage innovation. Many organizations are using Theory Y techniques. Theory Y implies that the managers should create and encourage a work environment, which provides opportunities to employees to take initiative and self-direction. Employees should be given opportunities to contribute to organizational well-being (ibid).

Theory Y encourages decentralization of authority, teamwork and participative decision making in an organization. Theory Y searches and discovers the ways in which an employee can make significant contributions in an organization. It harmonizes and matches employees' needs and aspirations with organizational needs and aspirations (ibid).

2.3.5.4 Theory Z of William Ouchi

- The Theory Z manager assumes that employees are motivated by a strong sense of commitment to be a part of something worthwhile -- the self-actualization need.
- The Theory Z manager believes that employees will not only seek out opportunities for responsibility, in fact, they crave opportunities to advance and learn more about the company.
- The Theory Z manager believes that employees should learn the business through the various departments, come up through the ranks slowly, and that the company will get the best benefits from that employee by making it possible for him/her to have "lifetime employment"(Ouchi, 1970).

2.4 Determinants of Job Satisfaction Level

Researchers are examining many factors influencing job satisfaction and dissatisfaction of employees. (Nimalathasan and Brabete, 2010), in Sisay (2005) agreed that fair promotion, reasonable pay, appropriate work, good working condition, and style of management are the most determinant factors which affect job satisfaction.

Meanwhile, not all these factors are equally important for all researches. For example, Green (2010) focus on the effect of pay on work satisfaction. He put that “job satisfaction is positively affected by pay, and negatively affected by the pay norm”.

Below the main and dominant factors that affect job satisfaction are discussed.

2.4.1 Pay

Literature found that amount of pay received the perceived equity of the pay and the method of payment has its own influence on employee’s job satisfaction. “Job satisfaction is positively affected by pay and negatively affected by the pay norm” (Green, 2001).

A study conducted on female sport journalists by Smucker (2003) also found that high payment is related with high satisfaction.

2.4.2 Promotion

The availability of realistic opportunity for advancement is a source of satisfaction for many employees” according to several research findings. Amanuel (2005) in Sisay (2005) states that promotion is an objective for many workers and its attainment apparently is a source of satisfaction. Smucker (2003) also found that satisfaction difference among employees (journalists) exists because of promotion especially when level of education, age and length of employment were considered.

Graham and Bennett (1990) cited in Sisay (2005) recommended the following promotional opportunity criteria. The criteria for promotion must be fair usually a combination of ability, relevant experiences, and length of services.

2.4.3 The Work Itself

The Society for Human Resource Management (April, 2015), states the work itself (e.g. stimulating and challenging assignments) can enhance engagement as employees are more motivated to explore tasks that incite curiosity and inspiration. Given that many individuals spend much of their waking hours on the job, employees may have more interest in their work and in their organizations than their employers think.

Rather than mundane, repetitive tasks, employees often prefer working on topics that inspire and energize them; even better if employees are given the freedom to decide what projects are completed and how.

Several studies revealed that the work itself is the most important factor of satisfaction and motivation. They argued that the kind of work, the extent to which tasks performed by employees are interesting and provide opportunities for learning.

The reason behind such an outcome is, according to Mengistu (2005) that people seem to be more satisfied with their job when it demands something from them. Additionally, “people tend to be more committed to the job and are more involved with their work when they are challenged by what they do. A number of factors positively related to job satisfaction under job challenges may include things as variety on the job, creativity, difficulty of goals, and the use of one’s Skills” (Mitchell and Larson, 1987 Carell et al, 1992 cited in Mengistu 2005).

2.4.4 Co-Workers Relation

Research revealed that the extent to which co-workers are friendly, technically competent and supportive has its own effect on their job satisfaction. Further, “job satisfaction is significantly affected by the quality of the relationship of employee with co-workers in the work environment who might act as role models” (Mengistu, 2005). Carell et al (1992) cited in Mengistu (2005) concluded that the quality of relationships within the work group is very important to employee, especially to the extent that the individual is accepted as part of the work unit and the friendliness and support of his/her fellow employees.

The relationship among co-workers is important determinant factor of job satisfaction for the reason that workers spend much of their work time together.

Amanuel (2005) in Sisay (2011), believed that the inter worker communication has consequences for satisfaction. Further explained that inter staff conflict or harmony is too important to ignore as they also impose on productivity and turnover.

2.4.5 Supervision

One of the most dominant dimensions of job satisfaction and motivation is employee supervisory relation. “Supervision is the technical and managerial abilities of supervisors, the extent to which supervisors demonstrate considerations for an interest in employees (Steers, 1991).

Many (Mitchell and Lagson, 1987) Carell et.al, 1992-cited in Mengistu, (2005) noted the importance of this issue on job satisfaction. They come for conclusion that considerable managerial and/or supervisor behavior is positively related to satisfaction of employees.

Moreover, job satisfaction is considerably improved when managers and supervisors are perceived to be fair, helpful, competent, and effective. This includes the supervisor’s /Manager’s skill as a problem solver, coach or trainer, listener and as the timely source of key job related information for employees. Similarly, Bruce and Blackbugh (1992) in Mengistu explained that one of the most important factors to foster job satisfaction among employees“ good managerial relations. Those managers supervisors who act to maintain good relations with their employees.

2.4.6 Work Environment

It makes sense that people that are comfortable within their working environment will work far more effectively and will enjoy the working process more than those who are uncomfortable. Therefore, you should consider certain aspects of your employees’ workspace quite carefully. Several issues affect the comfort of the working environment. The first issue is noise. If it appears that there might be a problem with the amount of noise within the workplace then special actions should be implemented, such as the measurement of noise levels by a competent person. Noise can be the cause of irreversible hearing damage and also lead to increased levels of stress. It is normally caused by loud machines and it is necessary to check the noise emission levels when buying any new plant or machinery. The remedies are usually quite simple, for example providing the employees with hearing protection, rotating staff who works close to noisy machinery to decrease their exposure times, and clearly marking any ‘high noise’ areas to warn people of the risk. (Hughes 2009, 336-337)

2.5 Consequences of Job Satisfaction

There are many studies done to assess the effect of job satisfaction. Below are the relationship between satisfaction and productivity, absenteeism and turnover.

2.5.1 Satisfaction and Productivity

Robbins (1995) says the early views on the satisfaction performance relationship can be essentially summarized in the statement “a happy worker is a productive worker”. Satisfaction performance relationship is a source of debate among researchers. Some claimed that there is a strong relationship between satisfaction and performance. But there is no consensus on the cause and effect of both concepts. Some say satisfaction lead30 to more productivity. Others, however, argued that productivity leads to satisfaction rather than the other way round (Robbins, 1995).

Other group of scholars also claimed that there is no direct relationship between satisfaction and productivity or performance. The relationship is, however, through another motivating factor... the reward system. An individual may be rewarded for his productivity since organizations reward productive employees. These rewards, in turn, increase employees’ level of satisfaction with their job (Robbins, 1995; Mengistu, 2005).

2.5.2 Satisfaction and Absenteeism

It is assumed that job satisfaction is negatively related with absenteeism. This means the more satisfied an employee in his/her work, the better he/she is going to attend in work or the lesser his absenteeism from work.

Different studies support this idea. For example, Robbins (1995), say there is a consistent negative relationship between satisfaction and absenteeism, but the correlation is not high. Further, it states that it certainly make sense that dissatisfied employees are more likely to miss work.

Carell et-al, (1992) in Sisay (2011) mentioned that absenteeism can be resulted when an employee doesn’t want to work due to factors like; too boring job, too stressful job, dislike of coworkers or supervisors, and no rewards for attendance.

The lower an individual’s satisfaction with his/her job, the more likely is that person to be absent from work. A worker who finds job satisfaction in his work environment is less likely to be absent than a worker who fears his supervisor or dislikes his work (Baron, 1983).

2.5.3 Satisfaction and Turnover

Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism (Robbing, 1995). The degree of negative relationship between two (satisfaction and turnover) is not the same for different authorities. Baron (1983) cited in Mengistu, for example, considered that the relationship between the two is moderate. The argument behind this idea is that turnover can be affected by many different variables of which job satisfaction is a part.

Despite the slight difference in the satisfaction and turnover relationship level i.e. moderate or strong, the basic thing is the existing relationship. Studies concluded that the lower an individual's level of satisfaction with his/her job, the more likely this person is to resign and seek other opportunities. In other words, the higher an employee's satisfaction the less likely resignation will occur (Mengistu, 2005).

Job satisfaction causes a series of influences on various aspects of organizational life. The predominance of research evidence indicates that there is no strong linkage between satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards.

If people receive rewards, they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements (Luthans, 1998).

Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty can cause serious negative consequences when not in a high level.

Research conducted by Vanderberg and Lance (1992) during which they surveyed 100 profesionists in the information services for five months showed a strong relations between job satisfaction and employee loyalty. Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty.

Employee absenteeism causes serious additional costs for companies, therefore managers are in permanent peruse of ways how to decrease and reduce it to its minimum. Probably, the best way to reduce employee absenteeism would be through an increase in the level of employee satisfaction. The main idea behind this approach is that the higher the degree of job satisfaction is the lower employee absenteeism should be.

Even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee absenteeism remains. So satisfaction is worth paying attention to especially since it is potentially under your control – unlike some of the other causes of absenteeism (e.g. illness, accidents). But as we said circumstances can alter this equation. As a manager you could be implicitly encouraging absenteeism by enforcing company policies. In other words, you have helped create a culture of absenteeism that can overcome the “satisfaction” effect (Sweney and McFarlin, 2005).

2.6 How to improve employee satisfaction?

Employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public.

2.6.1. Clear, Concise and Consistent Communication: In many organizations, employee does not know what is mission, vision, objects. Building a corporate culture that requires employees to be an integral part of the organization can be an effective way of getting the most from the talents or competencies brought to the organization by each employee. We should keep employees informed on the company’s position, progress made, issues/challenges, and how they directly contribute to the success of the business (Kumar, 2013).

2.6.2. Getting to Know Your Employees and Create a Team: It can be done by hiring the right employee for right job and clearly defined and communicated employee expectations. Every organization should spend time to instill trust and accountability, laying out clear expectation and securing their commitment to the business and build a culture around working together to meet challenges, create new advantage, and propel the business to greater success (ibid).

2.6.3. Training and Other Improvement Programs: Provide necessary education, training and coaching that increases employees skills and shows the employee that you are interested in their success and readiness for new responsibility (*ibid*).

2.6.4. Fair Compensation and Benefits: Policies of compensation and benefits are most important part of organization. However, you should build your policies at “suitability” not “the best” (*ibid*).

2.6.5. Opportunity for Promotion and Career Development: Develop programs to promote all titles in the organization and build programs for career development of each title. Organization should give opportunity to every employee for using his or her abilities, skills and creativeness. We should build the proper evaluation and fair and encourage employees perform work. Constructive input into the employee’s performance across a wide variety of issues, build loyalty, challenge to new levels (*ibid*).

2.6.6. Provide Best Equipment and Safe Working Condition: Invest in employees by making sure their tools and equipments do not keep them from being successful. Give them the very best tools to deliver the very best performance to the company, customers and the marketplace. Companies should build occupational health and safety program (*ibid*).

2.7. Measurement of Job Satisfaction

Steers (1991) pointed out that the most common means of assessing satisfaction is the rating scale. Job satisfaction is measured in many ways. The most common method for collecting data regarding job satisfaction is the Likert scale.

2.7.1 The Job Satisfaction Survey (JSS)

The Job Satisfaction Survey of Spector (1997), developed to apply to enterprises in the service sector, is the nine facet scale to assess employee attitudes about the job and aspects of the job. The nine facets are: salary; promotion; work conditions; supervision; co-workers; Nature of the job, communication; contingent Rewards (performance based rewards) and fringe benefits.

2.7.2 Job Descriptive Index (JDI)

It is in this direction that Vroom's (1964) concluded that the Job Descriptive Index (JDI) is without doubt the most carefully constructed measure of job satisfaction in existence today. In connection with this, O'Reilly and Robert (1973) as cited in Mengistu (2005) stated that, Job Descriptive Index (JDI) as a research instrument and diagnostic tool; is widely used in business and government and its validity is also dependable.

Job Descriptive Index seeks to measure employees 'satisfaction with their job in five dimensions, namely present job, present pay, supervision, opportunities for promotion and co-workers

2.8 Demographic variables

Various studies have investigated the demographic attribute by applying them as determinants of managerial behaviors, for instance, age, sex, education, job experience and marital status.

Besides that, a great number of scholars came up with findings that sex, job experience, age, department, overseas academic record or interaction with diverse cultures and hi-tech challenges constantly influences job satisfaction as a whole. Average, Ethiopian journalists were 30.4 years old; less than 10 percent were 40 years older (Skjerdal, 2016, p.1).

CHAPTER THREE

3. Methodology of the study

This section deals with the methods and instruments employed to collect data from Addis Ababa Mass Media Agency. The study will employ both qualitative and quantitative method of data collection and presentation approaches. The reason that the researcher chooses both methods was the need for both types of information.

In Rakel Elisabeth, (Bryman, 2006) explains Using mixed methods was relevant since it was possible to analyze different parts of the research question in a more thorough way.

Bazeley (2002) in Asegid (2017) indicates that employing both qualitative and quantitative methods are preferable because using both enables researchers to validate and confirm the data and discover something that would have been missed either qualitative or quantitative approach had been used. The thesis emphasizes the curiosity regarding the journalists of Addis Ababa Mass Media Agency work motivation and their job satisfaction.

3.1 Qualitative Method

C. R. Kothari stated that qualitative method of research is concentrated with subjective assessment of attitudes and opinions. Such method of research generates results either in non-quantitative form or in the form, which are not subjective to vigorous quantitative analysis (2004:5).

This is the method which information is going to be collected from the primary source of information by using an interview.

This method enables the researcher to use open- ended questions and probing that gives participants of the organization (Addis Ababa Mass Media Agency) for the opportunity to respond in their own words rather than forcing them to choose from fixed responses, as quantitative do.

The main strength of choosing a qualitative method is having the ability to study situations, which are not available elsewhere. Having first-hand information directly from the source is an advantage. Being able to answer ‘how’, ‘what’, and ‘why’, were essential parts of this research.

If the student researcher had only used quantitative methods, it would have poor results. In this case, the qualitative research process was used mainly on an explanatory stage.

3.2 The Quantitative method

To gather further results on the thesis question, the researcher integrated quantitative method with the qualitative research.

Quantitative method involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal fashion. This usually means survey research where a sample of population is studied (questioned or observed) to determine its characteristics, and it is then inferred that the population has the same characteristics (Kothari, 2004:5).

Therefore, the student researcher collected primary data source through self-administered questionnaires from Addis Ababa Mass Media Agency journalists.

3.3. Data Source

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

A researcher can collect primary data in case he does a research of the descriptive type and perform surveys, and then the researcher can obtain primary data through direct communication with respondents (Kothari, 2004:95).

There are several methods of collecting primary data, but the researcher set to use interview method and through questionnaires.

3.4 Method of data collection

The task of data collection begins after a research problem has been defined and research design/plan chalked out (Kothari, 2004, 6).

While deciding about the method of data collection to be used for the study, the researcher is keeping in mind the following methods:

3.4.1 Interview Method

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. The method of collecting information through personal interview is usually carried out in a structured way. As such, we call the interviews as structured interview. Such interviews involve the use of a set of predetermined questions and of highly standardized techniques of recording (Kothari, 2004:97).

In this method, the researcher is going to make an interview with the concerned journalists or reporters of Addis Ababa Mass Media Agency to assess the work motivation and job satisfaction of journalists in the agency. The main reason for the researcher to interview the journalists and editors purposively is that the nature of the area being studied is highly related with them.

3.4.2 Questionnaire

This method of data collection is quite popular, particularly in case of big enquiries. It is being adopted by private individuals, research workers, private and public organizations and even by governments. In this method a questionnaire is sent to the persons concerned with a request to answer the questions and return the questionnaire. A questionnaire consists of a number of questions printed or typed in a definite order on a form. The questionnaire is mailed to respondents who are expected to read and understand the questions and write down the reply in the space meant for the purpose in the questionnaire itself. The respondents have to answer the questions on their own (Kothari, 2004:9,100).

One of the most data collections in this research method is asking journalists about their opinions and attitudes through closed and open-ended questionnaires. The questionnaire will be prepared and administered to journalists to collect information about their work motivation and job satisfaction level in the Addis Ababa Mass Media Agency.

The questionnaire will have three sections. In the first part, the journalists have responded to questions about their biographic information. In the second part, journalists gave answer for close-ended questions to work motivation and job satisfaction survey questions. Third, Open-ended questionnaires help the respondents to give their opinions and attitudes without any interference from third party. The respondents can give confidentially additional information about their jobs and overall working conditions of their media organization.

3.4.3 Likert Scales (*summated rating scale*)

The Likert scale is the easiest to construct and thus the most commonly used scale in mass media research. It is based upon the assumption that each statement/item on the scale has equal attitudinal value, importance or weight in terms of reflecting an attitude towards the issue in question. A number of statements are developed with respect to a topic, and respondents can strongly agree, agree, be neutral, disagree, or strongly disagree with the statements. Each response option is weighted, and each subject's responses are added to produce a single score on the topic (Blaikie, 2003).

The researcher is going to produce different statements regarding the work motivation and job satisfaction of journalists of Addis Ababa Mass Media Agency. The responses would be analyzed to produce a single score on this topic. The statements will prepare for journalists who will purposively selected by the researcher from the agency.

3.5 Sampling Technique

According to Human Resource Management Director, Addis Ababa Mass Media Agency consisted of 527 workers. Among these 492 are permanent employees. From those 288 are males and 204 are females. Others (35) are contract workers. Seventeen are males and eighteen are females. From these, 223 are working as the agency journalists. From these numbers the entire population of this study for the questionnaire is 50 journalists.

The researcher employed purposive sampling method in conducting interviews with journalists and editors of Addis Ababa Mass Media Agency selected by the researcher.

Purposive sampling is a type of sampling that the researcher selects items for the sample deliberately. Under purposive sampling the researcher purposively, choose the particular units of the universe for constituting a sample (Kothari, 2004:59).

The main reason for the researcher to interview the journalists and editors purposively is that the nature of the area being studied is highly related with them.

Respondents participated in the questionnaire will selected using convenient sampling technique. In addition, the rationale behind using this method, the method is useful where target population is defined in terms of very broad category.

M. H. Alvi (2016) convenient sampling is also called as accidental sampling or opportunity sampling. The researcher includes those participants who are easy or convenient to approach. The technique is useful where target population is defined in terms of very broad category.

3.6 Procedures of Data Collection

The procedures of data collection was by handing over the questionnaires to individual journalists who were selected for the study so that they take adequate and appropriate time to complete it. Therefore, the questionnaires were collected after two to three days from each one of them. The second procedure is the interview, which is conducted by the researcher based on the prior appointments agreed upon each interview in their respective offices.

To minimize the researcher bias that might emanate from the researcher himself in making the thematic narrations, the researcher has managed to retain the voice recording of each interviewee with their consent. Thus, the researcher has played and replayed the voice recording together with his notes while thematically narrating the interview data collected from eight interviewees.

3.7 Data Analysis Method

Raw data collected through the questionnaire was analyzed using statistical methods. The raw data was interpreted based on the statistical values of the scores and findings. Information obtained from the open-ended questions was interpreted in narrative. So, both qualitative and quantitative methods of data analysis were employed to interpret the whole data collected from Addis Ababa Mass Media Agency. The quantitative data was analyzed with the help of the Statistical Package for the Social Sciences (SPSS) version 20.

3.8 Pilot Test

A pilot test was conducted before the actual distribution of questionnaires to the sample respondents. This was believed to help the student researcher to recognize some ambiguous or unclear and redundant questions existed. Based on the feedback collected from the pilot test, the researcher improved the questions and tried to avoid or at least to minimize the ambiguity and poor clarity of the questions. The student researcher conducted the pilot test for eight journalists.

Pilot survey is the replica and rehearsal of the main survey. Before using this method, it is always advisable to conduct 'pilot study for testing the questionnaires. In a big enquiry the significance of pilot survey is felt very much. Such a survey, being conducted by experts, brings to the light the weaknesses of the questionnaires and also of the survey techniques. From the experience gained in this way, improvement can be effected (Kothari, 2004:9,101).

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This section deals with the presentation, analysis and interpretation of the responses found from the questionnaires and sample respondents of the interview.

Based on the objectives set for this study, data were collected using both qualitative and quantitative instruments. In this chapter, the presentation and analysis of data is made with the help of Likert scale measurements, Statistical Package for Social Scientists (SPSS) version 20 and the summary of qualitative interview was presented in the form of transcription from the interviewees' response.

4.1 Quantitative results of the questionnaire

A total, of 50 questionnaires were distributed to respondents and 50 (100 %) were filled and returned back. The questionnaires are valid after being checked out. Thus, the total number included in the analysis and processing is 50 questionnaires.

According to Human resource Management Director, Addis Ababa Mass Media Agency consisted of 527 workers. From these workers, the agency has 223 journalists. From the total numbers of the journalists, the entire populations of this study for the questionnaire are 50 journalists.

4.1.1 Demographic distribution of respondents

The following tables shows the demographic distribution in terms of gender, age, and marital status, level of education, job title, field of study, salary, and work experience of the respondents in the agency.

Table 1, Age of the respondents (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30	32	64.0	64.0	64.0
31-40	15	30.0	30.0	94.0
Valid 41-50	2	4.0	4.0	98.0
51 or above	1	2.0	2.0	100.0
Total	50	100.0	100.0	

From the above table we can see that the majority of the respondents (64%) are under the age group of below 30. This means most of the respondent journalists are young. The literature also confirms this statistics. For instance, according to (Skjerdal, 2016, p.1), “On average, Ethiopian journalists were 30.4 years old; less than 10 percent were 40 years older.” As the data obtained from the respondents showed us above, we can imply that the journalists in AAMMA are young.

Table 2, sex of the respondents (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	18	36.0	36.0	36.0
Valid Male	32	64.0	64.0	100.0
Total	50	100.0	100.0	

As shown in the above table, most of the respondents appeared to be males that account for about 64% of the total population, while the remaining 36% of the respondents are females. The number of males and females is not proportional to the existing total number of journalists found in the agency.

Table 3, Marital Status of the respondents (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	26	52.0	52.0	52.0
Married	21	42.0	42.0	94.0
Valid Divorced	1	2.0	2.0	96.0
Separated	2	4.0	4.0	100.0
Total	50	100.0	100.0	

We can find out from the above table that the majority of participants are single. That is 52% from the referred respondents. The remaining 42% or (21 in numbers) are married. There is one respondent under the category of divorce who accounts 2% of the total respondents (50).

Table 4, Educational Qualification of the respondents (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Masters	5	10.0	10.0	10.0
Valid Bachelor	45	90.0	90.0	100.0
Total	50	100.0	100.0	

Regarding participants educational qualification, majority (90%) are BA degree holders. Only five respondents are master's degree holders (10%). As shown in the table no certificate and diploma holder participated in this study. When we see the respondent's educational qualification, the majority of the respondents have the same level of education. We can conclude that the educational qualification of the journalists is good to perform their professional duties assigned in the agency.

Table 5, Work Experience of the respondents (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
5or below	18	36.0	36.0	36.0
5-10	29	58.0	58.0	94.0
Valid 11-15	1	2.0	2.0	96.0
21 or above	2	4.0	4.0	100.0
Total	50	100.0	100.0	

The work experience table shows that the sample involves almost all journalists who have different work experience as a journalist with different proportions. The majority of respondent journalists have the experience that range between 5 to 10 years (58%), 29 in number. This could mostly associated to the agency have somehow senior expert level journalists. Others 36% of the respondents are under the range of 5 or below work experience (18 in number). The table shows two journalists have more than 20 years experience who accounts 4%.

Table 6, Salary of the respondents (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
1000-1500	4	8.0	8.0	8.0
1501-2000	1	2.0	2.0	10.0
Valid 2501-3500	1	2.0	2.0	12.0
3501 or above	44	88.0	88.0	100.0
Total	50	100.0	100.0	

From the table above, we could deduce that the majority of journalists who are involved in the study reside in the salary range 3501 and above. That is 88%. That is relatively considered to be highest in the salary scale. Moreover, the sample consists of almost all salary ranges even if below 3501 salary range represents only 12%.

Table 7, Job Title of the respondents (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Reporter	22	44.0	44.0	40.0
Senior Reporter	11	22.0	22.0	66.0
Valid Producer	15	30.0	30.0	96.0
Team Leader	2	4.0	4.0	100.0
Total	50	100.0	100.0	

As shown in the above table, the composition of the respondent journalists in terms of their job title, it sounds a representative as it includes almost all of them in different proportion. The table shows most of the respondents of the questioner are reporters (44%). 30% are producers. The frequencies of senior reporters are 11(22%).

Table 8, Field Study of respondents (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Journalism	27	54.0	54.0	54.0
Language	13	26.0	26.0	80.0
Valid Other social science	7	14.0	14.0	94.0
Natural Science	1	2.0	2.0	96.0
Other fields	2	4.0	4.0	100.0
Total	50	100.0	100.0	

From the table above, we can see that the majority of respondents have studied journalism as their major area of study (54%). Others 13 respondents have also graduated in language and literature (26%) and from other social science streams (14%). From the table we can see that (46%) journalists are studied in relevant fields to work as journalists not journalism profession. That is from the frequency $13+7+1+2 = 23$ journalists are studied other fields to work as a journalist.

This section will try to highlight and discuss the results and the findings based on the analysis done on the data collected from sample respondents. The discussion then will try to accomplish the objectives of the study. The questionnaire was employed to assess the total job satisfaction attitude and motivation of journalists who are working in AAMMA.

Table 9, Job Satisfaction (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	4	8.0	8.0	8.0
Agree	18	36.0	36.0	44.0
Neutral	17	34.0	34.0	78.0
Disagree	10	20.0	20.0	98.0
Strongly Disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

As shown in the table above, some of the respondents are decide neutral accounted (34 %). Therefore, what is left is only 66%. Out of this amount, the majority (36%) of the respondents agreed that they are satisfied with their job, while the rest 20%, 8% and 2% of the respondents disagreed, strongly agreed and strongly disagreed respectively.

Based on the table, we can say that most of the Addis Ababa Mass Media Agency journalists (44%) are agreed as they satisfied with their job.

Table 10, Professional position (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	24.0	24.0	24.0
Agree	25	50.0	50.0	74.0
Neutral	4	8.0	8.0	82.0
Disagree	6	12.0	12.0	94.0
Strongly Disagree	3	6.0	6.0	100.0
Total	50	100.0	100.0	

For the question concerning professionalization of journalists, majority of respondents believed or agreed that their position at work is a professional position (50%).

Other (24%) journalists are strongly agreed their position as a professional position (12 in number). We can conclude from the above table that (74%) of the respondents are believed that their position at work is a professional position.

Table 11, I feel personally responsible for my work (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	24	48.0	48.0	48.0
Agree	14	28.0	28.0	76.0
Neutral	1	2.0	2.0	78.0
Disagree	8	16.0	16.0	94.0
Strongly Disagree	3	6.0	6.0	100.0
Total	50	100.0	100.0	

When we look at the feeling of the respondents with regard to their responsibility, majority (48%) of them are strongly agreed. The second majorities are agreed on their responsibility at work with 28%. The third majorities amounted 16 % with the response ‘disagree.’

This indicates that most of the journalists at AAMMA feel they are responsible for their work.

Table 12, Opportunities to implement their own ideas (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	14	28.0	28.0	28.0
Neutral	8	16.0	16.0	44.0
Valid Disagree	13	26.0	26.0	70.0
Strongly Disagree	15	30.0	30.0	100.0
Total	50	100.0	100.0	

Regarding the independence of the respondents at work, the majority (56%) have a negative regard in that they disagreed while the rest 28% of the respondents are agreed and 16% remained neutral. The result shows from table 12, the opportunities to implement their ideas by their own is not good as the majority respondents disagreed.

Table 13, Trainings (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	9	18.0	18.0	18.0
Neutral	10	20.0	20.0	38.0
Valid Disagree	13	26.0	26.0	64.0
Strongly Disagree	18	36.0	36.0	100.0
Total	50	100.0	100.0	

The finding also revealed that majority of Addis Ababa Mass Media Agency journalists believe they do not receive adequate training related to their work. To support this with statistical figures, 36% and 26% of respondents are believed that they are strongly disagreed and disagreed respectively. So totally, 62% of the respondents are not agreed on the training of the agency organized or provides. This indicates that Addis Ababa Mass Media Agency needs extra training programs for the journalists.

Journalists need successive trainings from the agency as the technologies developed from time to time. This helps to adopt new technologies and develop their skills to perform their career well in the profession.

Training and other improvement programs are essential for media journalists. Providing necessary education, training and coaching that increases employee's skills and shows the employee are interested in their success and readiness for new responsibility (Kumar, 2013).

Therefore, the Addis Ababa Mass Media agency does not have well organized training and other improvement programs, necessary education, training and coaching which increases employee's skills and interest in their success and readiness for new responsibility as explained by sample respondents of the agency in table 13. Journalists need successive trainings from the agency as the technologies developed from time to time. This helps to adopt new technologies and develop their skills to perform their career well.

Table 14, Benefits (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	1	2.0	2.0	2.0
Agree	6	12.0	12.0	14.0
Neutral	6	12.0	12.0	26.0
Disagree	15	30.0	30.0	56.0
Strongly Disagree	22	44.0	44.0	100.0
Total	50	100.0	100.0	

Most of Addis Ababa Mass Media Agency journalists are strongly disagree with benefits offered to them in their job (44%). Other respondents (30%) are disagreed with the benefit that the agency provides. Totally, 74% of the respondents not agreed on the benefit the agency have for them. This shows Addis Ababa Mass Media Agency offered less benefit to its employees.

Kumar (2013), states about the importance of fair compensation and benefits: Policies of compensation and benefits are most important part of media organization. However, you should build your policies at “suitability” not the best.

So, at least the Addis Ababa Mass Media agency should build fair compensation and benefits for the journalists at suitability to increase the job satisfaction and motivation of journalists. Unless, the implication is dissatisfaction for the journalists of the agency, if the policies of benefits is not at suitability.

Table 15, Management (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	1	2.0	2.0	2.0
Agree	1	2.0	2.0	4.0
Neutral	4	8.0	8.0	12.0
Disagree	9	18.0	18.0	30.0
Strongly Disagree	35	70.0	70.0	100.0
Total	50	100.0	100.0	

The results show that journalists’ satisfactions on the way their agencies are managed are extremes. 70% respondents are strongly disagreed and 18% respondents disagreed about the management of the agency. Totally, the table shows 88% of the respondents are unhappy by the exiting management in Addis Ababa Mass Media Agency.

This indicates that majority of Addis Ababa Mass Media Agency journalists are not better valued and treated by their agency management.

Table 16, Support from supervisors (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	3	6.0	6.0	6.0
Neutral	11	22.0	22.0	28.0
Valid Disagree	11	22.0	22.0	50.0
Strongly Disagree	25	50.0	50.0	100.0
Total	50	100.0	100.0	

Concerning to supervision, the result found in strongly disagree. Participants were asked to respond if they believe that their supervisors are friendly to them and for their colleagues. The result is found interestingly opposite.

Only 6% of the respondents agreed that their supervisors support them. However, about 50% respondents are strongly disagreed about the supervisors support.

In addition, 22% of the respondents are disagreed. Therefore, the majority (77%) of the respondents are not happy with supervisors support. This indicates that there is weak supervisor-worker interaction in Addis Ababa Mass Media Agency.

Table 17, Working Condition (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	9	18.0	18.0	18.0
Valid Dissatisfied	35	70.0	70.0	88.0
Very Dissatisfied	6	12.0	12.0	100.0
Total	50	100.0	100.0	

Majority of the respondents from Addis Ababa Mass Media Agency asked about the working condition in the agency, (70%) of the respondents agreed that they are dissatisfying by the working condition in AAMMA.

This shows there is no good enough working condition in the agency. Or the above table shows that the majority of these respondents largely attached the cause of the dissatisfaction to the existing working conditions in the agency (70%). When we see the total percentage of respondents under dissatisfaction from the table is 82%.

It makes sense that people that are comfortable within their working environment will work far more effectively and will enjoy the working process more than those who are uncomfortable. Therefore, the agency should consider certain aspects of the employees' workspace quite carefully.

Table 18, Promotion (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	6	12.0	12.0	12.0
Dissatisfied	34	68.0	68.0	80.0
Very Dissatisfied	10	20.0	20.0	100.0
Total	50	100.0	100.0	

The respondents have said their own comment about the promotion of the agency. From the table, many of the respondents dissatisfied by the promotional scheme of the agency have (68%). Totally, 88% of the respondents not satisfied with the promotion practices of AAMMA. As revealed by the respondents, their chances for promotion is very low and are not satisfied with it. The availability of realistic opportunity for advancement is a source of satisfaction for many employees according to several research findings.

Amanuel (2005) in Sisay (2005) states that “promotion is an objective for many workers and its attainment apparently is a source of satisfaction.” Smucker (2003) also found that satisfaction difference among employees (journalists) exists because of promotion especially when level of education, age and length of employment were considered.

But as explained above, 88% of the respondents are not satisfied with the promotion practices of Addis Ababa Mass Media Agency. If the availability of realistic opportunity for promotion does not exist, it would be the source of dissatisfaction for the journalists in the agency.

The sample journalists explain in the open ended questions about the reasons for the absence of well schemed promotion in the agency because of the following reasons: "there is no proper evaluation of performance, the agency does not have well organized promotional scheme, it is not based on the academic qualification and sometimes there is tribalism and nepotism in the process of the promotion. The criteria for promotion must be fair usually a combination of ability, relevant experiences, and length of services." The implication is dissatisfaction for those journalists under such promotional circumstances.

In support of this, (Kumar, 2013) states about developing of programs to promote all titles in the organization and build programs for career development of each title by giving opportunity to every employee for using his or her abilities, skills and creativeness. We should build the proper evaluation and fair and encourage employees perform work. Constructive input into the employee's performance across a wide variety of issues, build loyalty, challenge to new levels.

Table 19, Communication (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	16	32.0	32.0	32.0
Dissatisfied	33	66.0	66.0	98.0
Very Dissatisfied	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Preponderance of the respondents from Addis Ababa Mass Media Agency believes that the communication in the agency is dissatisfied them (66%). From 50 respondents 16 respondents (32%) are satisfied with the general communication in the agency.

In chapter two, clear, concise and consistent communication is very vital in organizations. We should keep employees informed on the company's position, progress made, issues/challenges, and how they directly contribute to the success of the business (Kumar, 2013).

Therefore, Addis Ababa Mass Media Agency should exercise clear, concise and consistent communication for the whole reporters, editors and producers in the agency to bring the organizational success as well as journalists' job satisfaction.

Therefore, Addis Ababa Mass Media Agency does not have clear, concise and consistent communication to keep employees informed on the activities of the agency among 34 journalists of the sample respondents (60%). They agreed mostly the editorial conference of the agency is an example of these problem. The respondents and editors said that "there is no a timely or regular editorial conference in the agency. Mostly the editorial policy of the agency discourages the journalist, because it affects the independence of journalists to do their assignment".

Table 20, Nature of the job (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Very satisfied	5	10.0	10.0	10.0
Satisfied	24	48.0	48.0	58.0
Valid Dissatisfied	19	38.0	38.0	96.0
Very Dissatisfied	2	4.0	4.0	100.0
Total	50	100.0	100.0	

From this table we can see that the majority respondents (58%) are satisfied with the nature of the job in their organization. The rest 42% are dissatisfied. Therefore, from the data we can infer that most of the respondent journalists are happy with the nature of their job.

The Society for Human Resource Management (April, 2015), states the work itself enhance engagement as employees are more motivated to explore tasks that incite curiosity and inspiration.

Given that many individuals spend much of their waking hours on the job, employees may have more interest in their work and in their organizations than their employers think. Rather than routine, repetitive tasks, employees often prefer working on topics that inspire and energize them; even better if employees are given the freedom to decide what projects are completed and how.

In addition, several studies revealed that the work itself is the most important factor of satisfaction and motivation. They argued that the kind of work, the extent to which tasks performed by employees are interesting and provide opportunities for learning.

The majority respondents (58%) are satisfied with the nature of the job in their organization. Therefore, from the data we can infer that most of the respondent journalists are happy with the nature of their job or with the work itself, they are doing now.

Table 21, Relation of respondents with Coworkers (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Very satisfied	11	22.0	22.0	22.0
Satisfied	25	50.0	50.0	72.0
Valid Dissatisfied	11	22.0	22.0	94.0
Very Dissatisfied	3	6.0	6.0	100.0
Total	50	100.0	100.0	

When we see the relation of the respondents with coworkers from the above table in the agency, it seems positive. Majority of the respondents from Addis Ababa Mass Media Agency believe that the relations of the respondents with coworkers are satisfied (50%).

Others, 11 respondents (22%) are very satisfied with their relation with coworkers. The total percents of respondents who are satisfied by the relation of coworkers are 72%. This implies that most of the respondents of the agency have good relationship with their coworkers.

Research revealed that the extent to which co-workers are friendly, technically competent and supportive has its own effect on their job satisfaction. Further, job satisfaction is significantly affected by the quality of the relationship of employee with co-workers in the work environment.

The relationship among co-workers is important determinant factor of job satisfaction for the reason that workers spend much of their work time together in the agency.

Amanuel (2005) in Sisay (2011) believed that the inter worker communication has consequences for satisfaction. Further explained that inter staff conflict or harmony is too important to ignore as they also impose on productively and turnover.

Table 22, Relation of respondents with supervisors (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	18	36.0	36.0	36.0
Dissatisfied	17	34.0	34.0	70.0
Very Dissatisfied	15	30.0	30.0	100.0
Total	50	100.0	100.0	

When we look at the interaction of the respondent journalists with their supervisors, 34% are dissatisfied or from the total sample respondents of 50 journalists, 30% are very dissatisfied. The total percentage of the sample respondents who are dissatisfied with the relation of supervisors is 64. This implies the relation between journalists and supervisors is not smooth. Therefore, the satisfactions and motivation of journalists are affected negatively by the relation of supervisors with them.

In the literature Steers, (1991) explains one of the most dominant dimensions of job satisfaction and motivation is employee supervisory relation. Supervision is the technical and managerial abilities of supervisors, the extent to which supervisors demonstrate considerations for an interest in employees.

As Carell et.al, (1992) cited in Mengistu, (2005) noted the importance of this issue on job satisfaction. They come for conclusion that considerable managerial and/or supervisor behavior is positively related to satisfaction of employees. Moreover, job satisfaction is considerably improved when managers and supervisors are perceived to be fair, helpful, competent, and effective. This includes the supervisor's /Manager's skill as a problem solver, coach or trainer, listener and as the timely source of key job related information for employees.

Therefore, the Addis Ababa Mass Media Agency should notice about the dominant dimensions of job satisfaction and motivation is the employee supervisory relation.

Table 23, Salary of the respondents (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	31	62.0	62.0	62.0
Dissatisfied	16	32.0	32.0	94.0
Very Dissatisfied	3	6.0	6.0	100.0
Total	50	100.0	100.0	

Majority of the respondents from Addis Ababa Mass Media Agency believe that the salary they receive is satisfied for the work they were doing. From 50 respondents 31 respondents (62%) are satisfied with their salary. This implies that most of the respondents of the agency are positively affected by salary they received.

The amount of pay received and the method of payment has its own influence on employee's job satisfaction and motivation. Smucker (2003) also found that high payment is related with high satisfaction. So, based on the sample respondents of the agency, AAMMA journalists are positively affected by the salary the agency paid for them.

Table 24, Contingent Rewards (n = 50)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Satisfied	1	2.0	2.0	2.0
Dissatisfied	25	50.0	50.0	52.0
Very Dissatisfied	24	48.0	48.0	100.0
Total	50	100.0	100.0	

Predominance of the respondents from Addis Ababa Mass Media Agency are dissatisfied on the contingent benefits (50%) and (48%) of the respondents are very dissatisfied. In the context of this study, contingent rewards are performance based rewards for the journalists (Spector, 1997). Only one respondent is satisfied from 50 respondents by the contingent rewards of the agency. This shows Addis Ababa Mass Media Agency does not encourage performance-based rewards for the reporters. Therefore, clearly it has a negative impact on the satisfaction of journalist.

4.2 Qualitative results of the Interview

In the qualitative interview, I met the interviewees at their workplace, and performed structured interview based on the interview guide. I asked the informant to elaborate about themselves, their job, their background and their work tasks. This study gave respondents a chance to forward their feelings about their work satisfaction in an interview question section at the end of the questionnaire.

The respondents provided their view on the general job satisfaction and motivation and positive and negative factors affecting journalists' job satisfaction. Those comments reveal some of the satisfying and dissatisfying factors that develop and help to triangulate the findings found from interview questions. This helps the student researcher to see how journalists feel about their work in a broader sense.

The levels of satisfaction, factors affecting it, and remedies for the problems are mentioned by the participants are summarized as follows.

4.2.1 Satisfying and Dissatisfying Factors mentioned by AAMMA Journalists

The interview informants generally mentioned the following satisfying factors both in the positive and negative sides.

A. Satisfying Factors: Amanuel (2005) cited in Sisay (2011) stated that the inter worker communication has consequences for satisfaction. Good coworker rapport with colleagues is among the factors mentioned as satisfying factor. QFR: How do you evaluate your and coworkers relationship? R1 explains about the relation of the respondents with coworkers, “The relation of the respondents with coworkers in the agency is positive. They respected each other. No stereotype among the journalists. Mainly our relationship is harmonious and friendly. One supports the other in different aspects” (Personal Communication, April 4, 2018, AAMMA).

Majority of the respondents from Addis Ababa Mass Media Agency believe that the relations of the respondents with coworkers are satisfied. The relationship among co-workers is important determinant factor of job satisfaction for the reason that workers spend much of their work time together in the agency.

The other satisfying factor mentioned by the sample respondent is good salary in the agency. QFR: Are you satisfied by your salary? “Addis Ababa Mass Media Agency has good salary scale. Mostly we did not have a disappointment with the salary the agency paid for us. It is satisfied me when comparing with other media institutions.” said a two year experienced journalist R3.

B. Dissatisfying Factors The dissatisfying factors mentioned by the interviewee are many. From these factors R3 explained that “improper working environment, lack of successive professional training, unfair treatment by managers among workers and departments, lack of positional advancement and lack of promotion and improper placing and assigning of professionals are the predominance factors affecting our satisfaction” (Personal Communication, April 4, 2018, AAMMA).

In general, there are significant dissatisfying factors mentioned by AAMMA journalist' to the open-ended questions responses. Many dissatisfying factors were mentioned by the journalists who are referred them as negatively affecting journalists job satisfaction and motivation.

QFR: Do you have smooth communication with your managers/leaders? R5 from Addis Ababa Mass Media Agency, on the other hand, said, "I am not satisfied in my job because I am not doing what I want." In addition to this,

"There is no harmonized rapport between workers and managers." Rather the relationship is only Do this and don't do that " type of command" said the respondent. "The managers are punished my salary once again without any tangible mistakes. They criticize me negatively through my political views. They punished mine salary once again in the name the other reasons, but the reality was my political views," added the R5 (Personal Communication, April 12, 2018).

The student researcher received the punishment letter from the reporter for the credibility (See at appendix section).

In the interview, R8 said, "I have been punished once again by deducing my salary and given a warning letter many times in Addis Ababa Mass Media Agency without the order of principles." The student researcher received the punishment letter from the reporter for the credibility (See at appendix section)."

This style of management is the assumption of theory X, which states the following concept in the literature review section:

Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style. Theory X does not encourage innovation.

Under this theory the managers do not encourages decentralization of authority, teamwork and participative decision making in an organization (McGregor, 1960).

From the above we can see that Addis Ababa Mass Media Agency managers exercise theory X management style on the reporters, which is dictatorial for them. That is why they said unfair treatment by managers and departments is as their dissatisfying factor. Therefore, the managerial type of the Addis Ababa Mass Media Agency does not encourage the general job satisfaction and motivation of journalists.

Many of the respondents from Addis Ababa Mass Media Agency agreed in the interview that no effort was made at the agency to develop proper relationship between the higher management and the staff. They assume that there is a one-way communication. That is top-down type of communication.

This turn to the dissatisfaction of journalists who are working under this pressure. In sum, those comments show that Addis Ababa Mass Media Agency journalists were dissatisfied in many institutional cases.

As explained above, the agency reporters have listed many dissatisfying factors in their organization. For example: improper working environment, lack of successive professional training, unfair treatment by managers and departments and less recognition.

In the literature review section Fredrick Hertzberg's two-factor theory, attempts to explain dissatisfaction and motivation in work place. This theory states that satisfaction and dissatisfaction are driven by different factors - motivator and hygiene factors – respectively. According to Hertzberg, dissatisfaction is affected by hygiene factors, such as salary, security, and interpersonal relations. However, satisfaction is affected by needs and motivators, such as recognition, achievement, and responsibility.

In general, those comments show that Addis Ababa Mass Media Agency journalists were dissatisfied by different factors explained above by Fredrick Hertzberg's two-factor theory such as, less recognition and interpersonal relations. On the other hand, the administration of journalists was found weak as revealed by almost all of the respondents.

The editorial policy of the corporation could not make the journalists feel secured and confident to practice journalism to its fullest as explained by the sample respondents. QFR: What major factors may dissatisfy you in your agency? They mentioned many factors. From the sample respondents, R7 said that “There is no a timely or regular editorial conference in the agency. Mostly the editorial policy of the agency discourages the journalists, because it affects the independence of journalists to do their assignment and production as they want” (Personal Communication, April 4, 2018, AAMMA). R2 of the agency explained,

“All the systems and the work environment in the agency is not a conducive for the reporters to perform our day today activities. The management of AAMMA should rearrange and put in place a good environmental trends or work culture in the agency for the reporters. For example, there is no good office for ding our regular jobs; there is disturbance of sound from the outside as well as from the inside of the agency. And, the systems in the agency are rigid and bureaucratic to implement something” (Personal Communication, April 4, 2018, AAMMA).

In the literature, according to systems theory, management must monitor environmental trends and events and make changes deemed necessary to ensure the organization’s success. Certain elements are common to all organizational systems (Peter K. et.al, 1995, 10).

In the reverse, the comments of many reporters show that the environmental trends and the organizational systems of the agency did not create a convenient environment and systems for the reporters to perform their tasks with interest and passion.

Most of journalists, explained the determinant factors in the agency that affects the satisfaction motivation of the journalists. Amongst, R4 said “Unfair treatment by managers among workers and departments, lack of positional advancement and lack of promotion, insufficient working materials and equipments with many burdens” are among the factors listed by the respondent (Personal Communication, April 8, 2018, AAMMA).

According to Green (2001), promotion, pay, coworker relation, supervision, and the work itself are factors that affecting satisfaction and motivation.

The consequences of job satisfaction and motivation come based on the real situation the agency have. All the problems and flaws of the AAMMA listed above by the reporters and editors leads for the following consequences of job satisfaction and motivation in the agency. The followings are job satisfaction consequences mentioned by the reporters and editors of the agency includes turnover, absenteeism and less productivity. R3 of the agency said, “In the year of this study from 50 up to 60 journalists are registered at EBC for the examination and to search new job and ready for turnover. Because many journalists want freedom, good management, organized materials for production and better working environment” (Personal Communication, April 4, 2018, AAMMA).

The implication shows that journalists’ job satisfaction and motivation of the agency have negatively related with turnover. Because the different factors affects the satisfaction and motivation of the journalists of the agency leads for the turnover.

From these situations, we can predict the productivity of journalists is weak as the turnover continues. In the literature, Robbing, (1995) stated that satisfaction is negatively related with less productivity, turnover, and the correlation is stronger for absenteeism. According to (R4) of the agency:

“Addis Ababa Mass Media Agency needs to obtain the required training and adequate practice before getting to start our job. However, the majority of newly recruited journalists start their actual work on air without having the required training and practice in the profession. They are supposed to practice on the audiences of the general public made the journalists themselves to experience frustration and dissatisfaction in the job from the very beginning” (R4, Personal Communication, April 15, 2018, AAMMA).

Kumar (2013), states about the importance of training and other improvement programs: Providing necessary education, training and coaching that increases employees’ skills and shows the employee that you are interested in their success and readiness for new responsibility.

The other dissatisfying factor mentioned by respondent 6 is insufficient working materials and equipments in the agency. R6 explains:

“The agency has the potential to fulfill the expected materials for the productions but the working materials are remains limited because of the bureaucratic culture in the agency. Sometimes we are ordered by our supervisors and managers to buy audio recorder batteries. If we did not do they will punish us. This is extremely not motivated us to work in interest and passion for the satisfaction” (R6, Personal Communication, April 12, 2018, AAMMA).

The importance of providing best equipment and invest in employees by making sure their tools and equipments does not keep them from being successful. The AAMMA should give them the very best tools to deliver the very best performance to the agency. So the agency should invest on materials for the journalists to keep them successful in their duties as well as to keep their satisfaction.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

This chapter deals with a brief summary of major findings of the study, drawn conclusions based on the findings and possible recommendations, which may help to indicate ways to overcome obstacles of journalist job satisfaction and motivation in AAMMA.

The first part is about summary and conclusions of the research while the second part is concerned with some possible recommendations that, the student researcher believes, may minimize some of the problems and help to maintain better satisfaction and motivation of journalists of the agency.

5.1 SUMMARY

Employee satisfaction and motivation is essential to face the dynamic and ever increasing challenges of maintaining productivity of the media industries by keeping their workforce constantly engaged and motivated. Based on this, the study was designed to see the job satisfaction and motivation level of Addis Ababa Mass Media Agency journalists. Three basic questions were raised at the beginning of the study and were fully addressed by the actual study.

The study is employed both qualitative and quantitative method of data collection and presentation. To come up with this end, the required data were collected through open and close ended items questionnaire. The data are analyzed and interpreted using statistical calculations. Data found from interview is also interpreted qualitatively.

The study was focused on the following specific objectives from the start: to describe the journalist's job satisfaction and motivation level at Addis Ababa Mass Media Agency, to identify factors affecting journalists job satisfaction and motivation and to find out some corrective measures in order to improve journalists work satisfaction. This paper outlines the broad contours of various variables responsible for employee satisfaction and motivation and various ways by which one can maximize employee satisfaction. The study indicates that the general work motivation and satisfaction level of Addis Ababa Mass Media Agency journalists were found dissatisfied and disagreed in different institutional cases.

5.2 CONCLUSIONS

The study was focused on the following research questions from the start:

- ❖ What is the extent of journalist's job satisfaction and motivation level currently existing in Addis Ababa Mass Media Agency?
- ❖ What factors are contributing for journalists' job satisfaction and motivation?
- ❖ What should be done to tackle problems related to journalists' work motivation and job satisfaction?

Therefore, the general objective of this investigation was finding the extent level of journalists' job satisfaction and motivation who are working in Addis Ababa Mass Media Agency. On the basis of above research questions, the student researcher outlines the following findings.

- Based on the job satisfaction subscales, the majority of sample respondents' revealed that their level of job satisfaction is dissatisfied and disagreed.
- Smooth coworker relation helps to enhance job satisfaction and employees performance. Accordingly, the finding shows that the Addis Ababa Mass Media Agency journalists have good relationship among themselves. Totally, 72% of the respondents are satisfied by the relation of coworkers in the agency.
- The finding shows that, Addis Ababa Mass Media Agency provided most favorable salary for reporters. Majority of the respondents (62%) from Addis Ababa Mass Media Agency believe that the salary they receive is satisfying for the work they were doing.
- The quality working environment/conditions of a media industry leads for productivity and satisfaction of its journalists. However, the finding shows that, AAMMA does not have quality working environment/conditions for the journalists.
- Based on the finding of this study, the editorial policy of the agency could not make the journalists feel secured and confident to practice journalism to its fullest. There is no a timely or regular editorial conference in the agency. Mostly the editorial policy of the agency discourages the journalists, because it affects the independence of journalists to do their assignment and production as they wish for.

- The promotional scheme is found as a dissatisfaction factor for the journalists of the agency. It is not based on the qualification of employees or experience merit and transparent system. Tribalism and nepotism are found as a negative factor in the process of promotion. The statistical calculation shows that, 88% of the sample respondents are not satisfied with the promotion practices of Addis Ababa Mass Media Agency.
- The majority of newly recruited journalists start their actual work on air without having the required training and practice in the profession. The figures show that 62% of the sample respondents are not agreed on the media training of the agency provided.
- No effort was made at the agency to develop proper relationship between the higher management and the staff. There is a one-way communication in the agency among the journalists and the management staff. From the total statically figures, (64%) of the sample respondents are found dissatisfied with the relation of supervisors and managers of the agency.
- The management system of the agency found that not to provide favorable environmental trends for the journalists to do their job efficiently. Totally, the figures shows 88% of the respondents are unhappy by the exiting management in Addis Ababa Mass Media Agency. The Agency managers/supervisors wrote many warning and punishment letter for many times for the reporters without the order of principles in the agency.
- The discovery shows that, Addis Ababa Mass Media Agency almost does not have performance-based rewards for the journalists. The sample respondents (98%) of the agency are found dissatisfied about the performance rewards of the agency. Only one respondent is satisfied from 50 respondents by the contingent rewards of the agency. Therefore, clearly it has a negative impact on the satisfaction of journalists.

Generally, the study indicates that the general work motivation and satisfaction level of Addis Ababa Mass Media Agency journalists were found dissatisfied and disagreed in different institutional cases. The study finds that, many factors are affecting journalists' job satisfaction and motivation like, promotion, benefits, and supervision and manager relation with reporters, the management system, the training policy and editorial policy of the agency.

5.3 Recommendations

For Addis Ababa Mass Media Agency to be successful, they need to satisfy and motivate their employees since highly satisfied and motivated workers exert maximum effort to their organizations success. It is also necessary to improve employees' performance through job satisfaction.

The student researcher forwards the following suggestions that may help to improve workers satisfaction and motivation by solving problems existing in Addis Ababa Mass Media Agency.

1. It would be better if Addis Ababa Mass Media Agency develop good working atmosphere or working conditions. This empowers journalists' motivation and satisfaction to do their job efficiently.
2. It is supposed to be the manager-worker relationship and supervision is positive and harmony.
3. It is recommended that the agency to increase journalists' job satisfaction and performance by providing rewards, motivations, encouragements and benefits.
4. Journalists need successive trainings from the agency as the technologies developed from time to time. This helps to adopt new technologies and develop their skills to perform their career well.
5. It is necessary to provide unbiased promotion. Promotion is better being to provided based on the qualification of employees, experience merit and transparent system.
6. The facilities required and demanded by the journalists should be fulfilled as their feeling of satisfaction and happiness. It enables journalists to carry out their duties in time.
7. It is recommended the management system of the agency to provide a conducive environment for the journalists to do their job efficiently.

Generally, the agency needs to prepare a consistent guideline to handle complaints and create transparency and accountability in areas of employees rewarding, promoting, evaluating, and assigning for the better satisfaction and motivation of journalists.