

**JOB SATISFACTION AND ITS DETERMINING FACTORS
AMONG JOURNALISTS WORKING
IN
ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES**

BY: HIWOT BEZABH

**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF EDUCATION AND BEHAVIOURAL STUDIES
SCHOOL OF PSYCHOLOGY**

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APPROVAL OF THE BOARD OF EXAMINERS

<u>Mr. Gobena Daniel</u>	_____	_____
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_____	_____	_____
Name, External Examiner	Signature	Date

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ABSTRACT

The purpose of the study was to examine the level of job-satisfaction and its determining factors among journalists working in Addis Ababa and Federal mass media agencies. Accordingly, the study questions were targeted to answer the overall level of job-satisfaction in general and across media agencies as perceived by the journalists themselves (perceived); as measured indirectly by satisfaction levels on particular work-related factors (interpolated); and the combined of the above two (aggregate). Furthermore, the study attempted to find out if there exists a statistically significant variation across demographic variables and association between job-satisfaction and work-related factors. The study population included journalists and editors drawn from four media agencies, vis., E.B.C, A.A.M.M.A, E.N.A, & E.P.A. Stratified cluster systematic random sampling method was employed to sample the respondents from these agencies after the sample size was determined statistically to ensure equal and proportional probability across media agencies and sexes. The research design used was mixed research method and to be specific, sequential exploratory research design since no research was available to guide the possible sub-constructs that adequately define and capture the construct – job-satisfaction in the Ethiopian context. The data obtained through questionnaire was analyzed using descriptive (frequency, percentages, mean and standard deviation) and inferential statistics (independent sample t-test, one-way ANOVA, and, Pearson product moment multiple regression). Findings on all the three measures of job-satisfaction, i.e., ‘perceived job-satisfaction’, ‘interpolated job-satisfaction’ and ‘aggregate job-satisfaction’, respectively, have indicated that the majority (72%), (66.0%), and (66.0%) of the journalists lack job-satisfaction. Data further have shown that there is statistically significant variation across agencies on all the three measures of job-satisfaction have further indicated that. Analysis of data across demographic variables yielded that job-satisfaction show statistically significant variation across most variables, i.e., sex, age groups, educational level, work experience as journalists, marital status, pay or monthly salary. Hence, measured on a 0 to 10 scale higher level of aggregate job-satisfaction was witnessed among older journalists compared to younger cohorts, i.e., 41-50 years ($M = 5.7590$); 31-40 years ($M = 5.2156$); and 20-30 years ($M = 4.5939$); female ($M = 5.23$) male ($M = 4.84$); those with, relatively, more working experience, i.e., 11-15 years ($M = 5.4623$); 6-10 years ($M = 5.4593$); and 1-5 years ($M = 4.6407$); married ($M = 5.14$) compared to single ($M = 4.57$); those with, relatively, higher salary, i.e., Birr 5500-7000 ($M = 5.6553$); Birr 4000-5500 ($M = 5.0888$); Birr 2500-4000 ($M = 4.6002$); and Birr 1000-2500 ($M = 4.0592$). Data responding to the final study question have shown that there is statistically significant association between levels of job-satisfaction and work-related factors, accordingly, positive relationships were found out between levels of satisfaction between pay or monthly salary ($r = .752$), fringe benefit ($r = .713$), logistic services ($r = .710$), operational condition ($r = .479$), Communication ($r = .580$), Co- worker ($r = .582$), Supervisor ($r = .685$), Promotion ($r = .744$), Contingent reward ($r = .820$), and finally, Nature of work ($r = .752$). Finally, the study, in an attempt to find out the predicting power of the work-related factors has found out that contingent reward ($\beta = .820$, $P < .01$) is the most significant predictor of the criterion measure, that is, the journalists’ level of job-satisfaction, followed by Nature of Work ($\beta = .416$, $P < .01$), Promotion ($\beta = .245$, $P < .01$), Logistic Service ($\beta = .185$, $P < .01$), Operational Conditioning ($\beta = .114$, $P < .01$), Supervision ($\beta = .175$, $P < .01$), Fringe Benefit ($\beta = .165$, $P < .01$), and Communication ($\beta = .078$, $P < .01$). The study concluded that overall level of job-satisfaction among Ethiopian journalists is low, however, the statistically significant variation across agencies suggests that there are some lessons that can be learnt to enhance job-satisfaction. Furthermore, it was concluded that eight work-related factors together explain the 86.4% of the variation in job-satisfaction, i.e., contingent reward (67.2%); nature of work (11.3%); promotion (2.5%); logistic service (1.8); supervision (1.1%); operational conditions (1.0%); fringe benefit (0.8); communication (0.4) which shows that improvement in these factors can effectively improve the level of job-satisfaction.

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ACRONYMS

J .S .S	Job Satisfaction Scale
A. A .M .M .A	Addis Ababa Mass Media Agency
E .B. C	Ethiopia Broadcast Corporation
E .N. A	Ethiopia News Agency
E. P. A	Ethiopia Press Agency
F. G .D	Focus Group Discussion
J. D .I	Job Descriptive Index
J. I. G	Job In General index
M. S. Q	Minnesota Satisfaction Questionnaire

CHAPTER ONE

I. INTRODUCTION

1.1. BACKGROUND OF THE STUDY

The thesis discusses the issue of job-satisfaction among journalists in Ethiopia. The main aim of the study was to measure the level of job-satisfaction among journalists and to find out the predicting factors that determine job-satisfaction through mixed research or to be specific through sequential exploratory research design. The study was conducted by taking samples from journalists working in media agencies in Addis Ababa and at Federal Level. Accordingly, four media organizations were chosen through purposive sampling based on the criterion that the numbers of journalists that work in these four organizations constitute the majority of journalists working in the country.

Journalism is the activity of gathering, assessing, processing, and disseminating or presenting of news and/or information useful to an audience. The word applies to both the method of inquiring and systematization of information and the literary style used to disseminate the information (Deprez & Raeymaecker, 2012).

The type of mass media that journalism uses vary widely and include, print journalism or content published via newspapers and magazines; electronic and/or digital which includes television, radio, and the worldwide web broadcast and applications (Reichart, 2011).

Journalists are professionals who work on mass media organization as news presenter / broadcaster / anchor, editor, photojournalist, and columnist. Journalists though generally are expected to be trained as journalists may also come from other related fields of studies, for instance, communication, and language studies.

Though the nature of the media organization may have significant influence in this regard, the nature of journalistic work is basically clustered in two groups, i.e., print and broadcast journalism (Becker, 2014). Print journalism covers media print outlets,

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such as, newspaper, magazine, while broadcast journalism pertains to electronics media channels, for instance, television, radio, the worldwide web.

Journalists owing to the nature of work cover a wide array of social issues, like entertainments, news, politics, crime, economy, sport and science and technology (Lee, *et al.*, 2014) that it is almost impossible to imagine a section of a given society that they don't have an impact on.

Literature show that in the past few years' journalists all over the world are becoming easy prey to assassination, physical abduction, political persecution, oppressive editorial policies, excessive censorship, work related exhaustion, burnout and stress just to mention few. According to some writers, these unrelentingly spiteful working conditions and the existing low economic reward have posed a significant threat on the level of job-satisfaction among journalists (Reinardy, 2007).

As a result, recent years have witnessed heightened interests in measuring and identifying the factors that affect job-satisfaction among journalists. In this line of development, Paul Sectors (1985) has identified nine factors (pay, co-worker, supervisor, communication, fringe benefit, promotion, contingent reward, operational condition, nature of work) that he claims to affect job-satisfaction among journalists and based on these nine factors, developed a job-satisfaction scale and tested it in different countries (Spector, 1985).

Overall, literature show that there are numerous variables that affect the level of job-satisfaction of journalists and these clearly show significant variation across place to place and journalist to journalist. Still, some variables are deemed to have strong association with the level of job-satisfaction of journalists. For instance, insufficient pay is said to affect job-satisfaction negatively for journalists across the board. Journalists, owing to their work, live and work in and with their audience and the relative low economic status they have affect the relationship they have with the very society they are supposed to inform by robbing the respect they would have enjoyed if they were endowed with a better pay. Thus, one major factor that is deemed to affect the job-satisfaction of journalists is the existing low pay or their economic status, particularly, in developing countries (). Therefore, the present study tries to improve the level of journalists' job satisfaction.

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Once again, the quality of a journalistic work is highly dependent on the quality of functional inputs and operating conditions, namely, policies, rules and regulations endorsed by organizations. In which journalists work since functional inputs that are not libertarian can easily alter the output of the work of journalists into boring and propaganda putting the journalist in a awkward and dejected position in the eye of the society. Thus, the nature of the functional inputs and operating conditions is deemed as an important factor in determining the job-satisfaction of journalists.

Another factor that is given attention in relation with the functional inputs and operating conditions of an organization in which journalists work is relationship that journalists have with their supervisors. This is because the relationship journalists develop with their supervisors, though may be dependent to some extent on individual temperaments of the journalists and their supervisors per se, is highly contingent on the functional inputs and operating conditions. In other words journalists who work in organizations with oppressive and undemocratic would clearly find it difficult to develop conducive working relationship with their supervisors since their supervisors would be the very agent that would enforce the oppressive and undemocratic functional inputs and operating conditions (Oshagbemi T, 2000).

Aside the functional inputs and operating conditions of organization in which journalists work, overall communication and mutual understanding of personnel working in a given media organization is believed to have a significant impact in determining the job-satisfaction of journalist satisfaction (Brooks, 2007). Owing to the fact that journalism, owing to the very nature of the field, requires a structural and functional milieu that encourages cooperation, collaboration, and team work in the process of collecting, recording, systematizing, storing, retrieving, and disseminating of information (Kreitner and Kinicki, 2004). Hence, workers relationship and a conducive working environment is believed to have a noteworthy impact on the level of job-satisfaction of journalists.

Still, another factor that is deemed in the understanding of job-satisfaction of journalists is the availability of opportunities for getting promotions, fringe benefits, and contingent rewards (Kim, & Oh, 2005). Journalism, unlike most areas of profession, is highly dependent on the creative capacity of the individual journalism. The qualities of journalistic outputs can't be controlled by pre-planned set of standards and quality checks since the quality of the output is purely dependent on

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the willingness, enthusiasm, and calibre of the journalist. Thus, promotions, fringe benefits, and contingent rewards are believed to be among those factors that enhance the readiness of the journalists to produce high quality output (Melissa, 2013).

The topic of job-satisfaction has become a burning issue in some regions of the world where journalists are exposed to physical threat and oppression, low economic reward and poor quality of life, poor working conditions, etc.

This is the very reason that the topic of job-satisfaction among journalist has become an issue in developing countries. where their job-satisfaction is believed to be challenged owing to the fact that journalists in these regions operate in intolerant and prejudiced social environments, undemocratic political systems, unrewarding economic milieu, stifling editorial policies, underdeveloped and poor logistic inputs (Reinardy, 2007).

Working conditions that are believed to have effect on job-satisfaction, such as, salary, fringe benefits, promotion, security, supervisors, and working conditions of journalists, are unfavourable in most developing countries compared to those in developed.

Journalists that work under tyrannical governments, authoritarian political systems, or oppressive editorial policies and harsh censorship tend to fall victim to harassment, persecution, imprisonment, migration or worse for they unintentionally make government officials, institutions, and organization unhappy in their line of work and this eventually pushes them into disillusion and affect their level of job-satisfaction (Cook & Banks, 1993).

While overwhelmed by these external factors, journalists, particularly those working in economically underdeveloped regions are poorly paid with little opportunities for other sources of motivation, such as, incentives and opportunities for promotion and further carried advancement (Cook & Banks, 1993). In short, these journalists find it difficult to reconcile the length of hours they spend at work and the risks they go into while in line of duty with the meagre economic, social, and psychological return and the non-existent physical protection they are provided with (ibid).

Taking this broader context as a background, this study investigates into various demographic, social, economic, policy, and logistic environments that are expected to have determining effects on journalists' job-satisfaction. In this line of development, the study was conducted on professional journalists working in media agencies in Addis Ababa and at Federal level in the year 2015.

1.2. STATEMENT OF THE PROBLEM

This study was designed with the premise that understanding of job-satisfaction and the underlying factors affecting job-satisfaction of journalists would be of high relevance both at individual and societal level. Job satisfaction is one of the most prominent issues of adult development (Bisen, 2010). According to many researchers job-satisfaction, on the one hand, can influence the psychological health of an individual through affecting one's career and personal development and, on the other, organizations and societies at large through affecting the employee's job commitment and productivity. Hence, one can easily deduce that the effect and possible impact of the job-satisfaction of the journalist is not limited to the personal development of the journalist and his or her individual contribution to the society.

First, journalists, by virtue of the structural position in the societal communication system of networks, i.e., as sources of information are endowed with the power to influence the society in which they, at first glance, seem to be only individual members. In other words, journalists owing to their line of work enjoy much greater power to influence others than any other citizen in another line of work.

Second, journalists, owing to their access and control on both receivers and disseminators of information portals enjoy the trust of the society and this trust puts journalists in a special and place in the lives of individual citizens giving them the influence to affect emotions, perceptions, beliefs, knowledge, ideologies, even more, decisions of societies.

All aspects of social, economic, political, psychological, spiritual, aspects of a human life is touched, modelled and remodelled by information and journalism and journalists primarily control information without any shred of doubt.

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Virtually no one is immune from the influence of journalists for all people in all walks of life from young children to people of old-age are "directly or indirectly influenced with mass media" (Bryant, 1994).

Thus, the understanding and management of the environment in which journalists work should be given priority in the structure of modern societies. The understanding and effective management of the environment in which journalistic practices are exercised provides us with the power to control the very power of information. In fact, this is exactly why governments, global institutions, transcontinental corporations, invest immensely and attempt to monopolize the media. In other words, an informed management of journalism and journalists leads towards channelling informed influence on a society. However, this requires, primarily a thorough understanding of the environment in which journalism is practiced and journalists work or the factors that determine the output of journalists. One of which is job-satisfaction.

It is on this premise that this study examines factors that are deemed to affect job-satisfaction of journalists, namely, demographic factors, such as, age, gender and workplace-related factors, such as, pay, communication, etc. Thus, this study is expected to generate information on factors that tend to or determine job-satisfaction of mass media journalists working in agencies in Addis Ababa and at Federal level.

1.3. RESEARCH QUESTIONS

The study was designed with the following four research questions:

- i. What is the level of perceived job-satisfaction among journalists in Ethiopia?
- ii. Is there any significant statistical variation in the level of perceived job-satisfaction across different print, electronic and/or digital media agencies?
- iii. Is there any significant statistical variation in the level of job-satisfaction among journalists across selected demographic data?
- iv. Is there any significant statistical association in the level of job-satisfaction among journalists and workplace-related factors?

1.4. THE STUDY GOALS

The main goal of the study is to generate information so as to improve job-satisfaction among print, electronic and/or digital media journalists in Ethiopia, and particularly, among those working in the agencies covered by the study.

1.5. STUDY OBJECTIVES

The present study has general and specific objectives.

1.5.1. GENERAL OBJECTIVE

The General objective of the study is to assess the state of job-satisfaction among journalist and investigate factors that affect job-satisfaction among journalists working in media agencies in Addis Ababa and at Federal level.

1.5.2. SPECIFIC OBJECTIVES

The specific objectives of the study are to:

- i. Evaluate the level of perceived job-satisfaction, among journalists working in four media agencies in Addis Ababa and at Federal level.
- ii. Assess the level of job-satisfaction of journalists working in four media agencies in Addis Ababa and at Federal level using job-satisfaction scales developed for the purpose.
- iii. Examine the correlation between demographic factors, and journalists' job-satisfaction level.
- iv. Examine the effect work-related factors have on the level job-satisfaction of journalists working in four media agencies in Addis Ababa and at Federal level.

1.6. SCOPE OF THE STUDY

The study is limited to journalists who in the year 2015 were working in four media organization Ethiopian broadcasting corporation (E.B.C), Ethiopian news agency (E.N.A), Ethiopian press agency (E.P.A), Addis Ababa Mass Media Agency (A.A.M.M.A.). Though it is apparent that the reliability and the applicability of the output of the study could have been greater if more agencies were included, the study delimited its scope to these four agencies in line with the available time and resources. Still, it is deemed that the data that shall be collected and the information

that shall be generated from these four agencies will depict the 'situation' of the majority of Ethiopian journalists' owing to the fact that these four agencies employ a considerable portion of journalists, if not the majority.

1.7. SIGNIFICANCE OF THE STUDY

The significance of the study could be seen at three levels.

- i. First, from an individual point of view or to be more specific, from an individual's developmental point of view, a person can effectively advance his or her career only when he or she can get meaningful technical, psychological, etc., support. however, the delivery of such supports requires the understanding of the line of work the individual is engaged in and factors that affect the person, as an employee, and the line of work, as a career. Thus, these kind of studies are believed to contribute to the understanding of journalism, journalists, and factors that affect both and lay the foundation or provide data base for meaningful support;
- ii. Second, from the organization point of view, or to be exact, from a media's structural and functional standpoint, an organization or those who are responsible in planning, managing, evaluating, etc., a give media agency and its employees can effectively conduct their responsibility only when they have adequate understanding of the agency and the employees. Hence, this kind of study is expected to provide the necessary information on factors that affect journalists, thus, media agencies, and assist those in position of administration to improve the inputs, the process, and the output.
- iii. Third, from the stand point of the larger society, we have seen that journalism and journalists are members of a society that do effect the general society owing to the nature of their work, accordingly, understanding media agencies and journalists and factors that affect them would help in improving their outputs, thus, society.

1.8. LIMITATION OF THE STUDY

The major limitation of the study was the scarcity of researches and records on the historical development and the status of mass media in Ethiopia. Another limitation worth mentioning was the inability / unwillingness of journalists selected as data sources to participate in the study, owing to their workload.

1.9. OPERATIONAL DEFINITIONS

- Job-satisfaction** - is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke 1976, p. 130).
- Perceived job-satisfaction** - is understood as a respondent's personal judgement of his or her own level of alleged satisfaction in response to the first one-factor scale.
- Interpolated job-satisfaction** - is understood as the respondent's level of job-satisfaction calculated based on his or her response to the ten work-related factors.
- Aggregate job-satisfaction** - in this study, is defined as a combined standard score obtained through the one-factor and ten factor scales.
- Mass Media** - is the means of communication that reach large numbers of people in a short time, such as television, newspapers, magazines, and radio (Collin English dictionary, 2012).
- Journalism** - is the activity of gathering, assessing, and presenting news and information. It is also product of these activities (American Press Institute 2015).
- Journalists** - are professionals who work in a media organization as editors, photojournalists, news

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	presenters, columnists or article writer, and reporters.
Supervisors	- are persons assigned by an organization to oversee, control, and direct a subordinate's work in a workplace.
Operational conditions	- are rules regulations and procedures that an organization stipulates to administer, manage, and supervise its employees (Spector 1997).
Pay	- is a monthly salary an individual worker earns from the organization he/she is an employee of.
Fringe benefit	- is a benefit package an individual worker receives from the organization that he/she works in (Spector, 1997).
Contingent reward	- is a form of encouragement provided to a journalist in the form of recognition, appreciation, and/or prize in appreciation of the efforts that a journalist shows (Spector 1997).
Logistic services	- are organizational inputs in a working environment, which includes working space, as in, office; material inputs, such as, writing materials; and services, such as, transport services necessary for convenient work.

CHAPTER TWO

II. REVIEW OF Related LITERATURE

The construct of job-satisfaction is given immense attention in any line of work since employees' level of satisfaction has direct influence on their motivation, quality of output, productivity, effectiveness, and efficiency. Thus, no organization or institution could possibly sustain its continuity disregarding or ignoring the level of job-satisfaction of its employees. However, in this particular study, the job-satisfaction of journalists is brought as the primary point of inquiry owing to the position journalism and journalists enjoy in influencing the remaining sections of a society.

There are different, and at times contradictory, theories on the essence of job-satisfaction and on the factors that are deemed to influence it. However, one should note that the essence or meaning of 'job-satisfaction' and the nature of factors that affect it differs from one region to another depending on the historical, social, economic, political, technological, etc., factors.

2.1. MASS MEDIA

Mass Medias are entrusted with the responsibility of providing a society with authentic and unadulterated information. Thus, in the current world where information is synonymous with power the influence journalists are endowed with is immense since they can easily and efficiently affect the development of a society both in a positive and negative manner (Bryant, 1994). As much as a trustworthy and upright journalist can encourage a sustainable progress of a society a corrupt journalist can spread prejudice and bigotry and send a society down into a spiral of intolerance, hatred, civil strife.

Following the industrialization and urbanization of the 18th and 19th century the world has witnessed a remarkable scientific and technological development in the 20th and 21st centuries. These factors, namely, universal urbanization and scientific / technological advancement has created a conducive environment in which journalism can easily ascent to a position of power. Especially with the advent of the electronic and more recently the internet age information has been made accessible at the fingertips of the ordinary pedestrian not only in the developed but the developing countries (McQuail, 2000).

In fact, in the contemporary world mass media has risen to a level where no other line work can exist without it. Almost all line of human existence whether in spiritual, political, military, economic, scientific, or any other depend on the trafficking of information that is singlehandedly controlled and managed by journalists and journalism. Journalism has grown into a system that simulates the nervous system through which an individual senses and becomes aware of his/her surrounding. That is why the job of journalists is given huge attention in the modern age. Thus, interests to study the state of job-satisfaction of journalists, directly or indirectly, affects the healthy development of the society in which they live in.

2.2. THE CONSTRUCT - JOB SATISFACTION

Elton Mayo first developed the concept of job-satisfaction in his study of the Hawthorne plant, Chicago from 1924 to 1933. In his study, Mayo found out that not only physical change can affect the Job Satisfaction level of employee but social factors also influence the workers satisfaction level (Bisen, 2010).

Henceforth, different authorities have defined the concept of job-satisfaction differently, an examination of the trend in the definitions show that two major routes, namely, existential and trait-based are used.

The first route explains the concept from the existential, humanist, or phenomenological philosophical point of view gives weight to what the individual thinks of his job, thus, the concept is understood as 'perceived job-satisfaction'. Hence, according to this model the individual's personal appraisal of his or her emotions towards his job or simply as "an affective and emotional response to various facets of one's job" (Kreitner and Kinicki 2004).

Though all existential, humanist, or phenomenological are employee-centred in their understanding of the concept – job-satisfaction some degree of variation can be witnessed as to the balance they keep between the employee's appraisal of his/her job and the job's capacity to address the individual's traits, such as, interest, ability, temperament, etc. For instance, Lock (1968) while adhering to the existential, humanist, or phenomenological point of view and give the primary attention to the employee's appraisal. On the other hand, as he calls it 'feedback' also points out that

this feedback is directly affected by the organization's capacity to reach out and meet the employee's traits, thus, understands. job-satisfaction not only as an 'employee-factor' but as a bi-polar interactive, thus, Locke defines job-satisfaction as the feedback of the worker for the organization, that they works for, as the accomplishments of their interests along with accessibility of the company for the need of the employer (Lock, 1968).

The first route explains the concept from the existential, humanist, or phenomenological philosophical point of view gives weight to what the individual thinks of his job, thus, the concept is understood as 'perceived job-satisfaction'. Hence, according to this model the individual's personal appraisal of his or her emotions towards his job or simply as "an affective and emotional response to various facets of one's job" (Kreitner and Kinicki 2004).

The second route of defining job-satisfaction follow the trait-factor, cognitive and behaviour model or tradition and understands job-satisfaction not as an individual personal appraisal of his or her emotions but as an aggregate of contentment or approval of different intrinsic and external or environmental factors that contribute towards the individual overall pleasure in job.

For instance, Hoppock (1935) defined job-satisfaction as an assembly of satisfactions at the physiological, psychological, social, work place related factors. Those who argue for this model insist that job-satisfaction can't, shouldn't be understood as an individual's self-appraisal of emotions since this is highly unreliable, and rather should be assessed indirectly by measuring different satisfaction levels that contribute towards the overall satisfaction.

2.3. THEORIES ON ASSESSMENT OF JOB SATISFACTION

A review of literature of the existing theories on the assessment of job-satisfaction shows similar divergence that was evidenced in the definition of the concept. In other words as there are two major paths of defining the concept, there are two major routes of assessing the concept.

Accordingly, theories on assessment of job-satisfaction are grouped into two clusters, namely, those which focus on personal characteristics of individuals or intrinsic

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variables and those which target environmental factors or extrinsic variables (Hulin, & Smith, 1965; Judge et al; 2010). The first group of theories that attempt to explain job-satisfaction from the individual's personal or intrinsic factors are referred to 'content-theories' and include such theories as Maslow's Needs Hierarchy, Herzberg's Two Factor theory, Theory X and Theory Y, Alderfer's, and McClelland's theory of Needs. In addition, those theories that prefer to measure external factors that indirectly affect job-satisfaction are called process-theories and include such theories as Behaviour Modification, Goal Setting theory, Reinforcement theory, Expectancy theory, and Equity theory (Green, 2000).

A thorough analysis of the assessment modes reveals that those theories that opt to assess the individual's intrinsic factors understand the concept of job-satisfaction in humanist, existential or phenomenological light. For instance, Robbins wrote that job-satisfaction is one's "feelings of pleasure after a need is fulfilled" (2003).

This clearly shows that, in this theoretical framework, job-satisfaction is understood as a phenomenological essence defining the existential meaning of the employee, thus, can be measured in a purely humanist or employee-centred fashion. In simple words, according to content-theories, job-satisfaction is synonymous with an employee's perceived or professed level of job-satisfaction.

This broad-spectrum or holistic understanding is consistent with the existential central mottos of 'freedom' and 'authentic life', thus, the underlying premise is that an employee's job-satisfaction should be understood in the eye of the employee him/herself and no other party should use any other means to artificially create a different notion of job-satisfaction for the employee.

The other group of theories, namely, process-theories, are tuned towards the understanding of the underlying factors that manoeuvre or control the individual's appraisal of job-satisfaction rather than an employee has perceived or professed level of job-satisfaction.

Thus, process-theories rather than taking an employee's perceived or professed level of job-satisfaction in a broad-spectrum or holistic approach prefer to adhere to the basic premises of trait, cognitive and behavioural models and assess job-satisfaction indirectly through environmental or external factors. This proxy strategy, unlike the

first, tends to take an inductive approach and build from the specific to the whole, and job-satisfaction is measured through external factors that are deemed to affect or have an association with it, for instance, monetary pay, co-worker, work environment, supervision and feedback, etc. (Stell, 2000).

Despite the apparent variation in defining and assessing job-satisfaction, some authorities argue that the difference is over-emphasized and is shallow or superficial. Those who argue on this line claim, for instance, Jihad, Mosood, & Tarek, (2013) argue that all theories can produce a satisfaction-model according to their contributions and one need to appreciate the fact that both theoretical models though use different pathways and take different perspectives, measure the same reality and the difference is the prioritization of the main aspects of job-satisfaction.

In this particular study both models of assessing job-satisfaction, namely, content and process have been used to enhance the reliability of the assessment and also to find out the internal association between the results of the two models.

Hence, job-satisfaction is defined in such a way to give weight both to the individual's perceived or professed level of job-satisfaction and also one's job experiences, hence, in this study, job-satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke 1976, p. 130).

Hence, in the following two sections both content and process theories will be reviewed and their assumptions will be laid out.

2.3.1. CONTENT THEORIES AND JOB-SATISFACTION

The central dictum of content theories in relation with job-satisfaction is that the individual (employee/worker) is the only person that should define his or her reality, determine his/her goal, etc., since he or she only knows what is satisfying and what is not. Thus, the employee only should determine the level of his /her level of job-satisfaction.

Another basic dictum of content theories is that satisfaction is understood an instance in which one's needs and goals are met, thus, job-satisfaction should be understood

as a hierarchical phenomenon in which different needs, goals, dreams, wishes, aims, etc., are met by the job at various levels (Hulin,& Smith,1965).

In other words, according to this approach job-satisfaction is a fluid emotional state in which an employee's emotional state is kept fulfilled, contented or satisfied in response to the job's capacity to address the individual particular need or goal at a given time and space. For instance, an employee whose desire, need, or goal is getting a good pay will be satisfied as soon as s/he gets a job that pays well, however, this employee, as soon as s/he gets satisfied in response to this incident grows into the next level and develop another need, desire, or goal. Thus, job-satisfaction is a phenomenon with no absolute-zero and no maximum point in sight since the satisfaction of a particular level of needs and goals transports the individual to the next or higher level of needs and goals (Green, 2000).

2.4. WIDELY USED THEORIES ON ASSESSMENT OF JOB SATISFACTION

While most theories adhere to one of the above two major premises some theories have succeeded in developing models that entertain the premises of both, thus, are favoured and used widely. Thus, here below three theories that are used in the assessment job-satisfaction, namely, Herzberg's two-factor theory of job-satisfaction (1959), Abraham Maslow's Theory of Job Satisfaction (1943), and Clayton P. Alderfer's Theory of ERG (1969) will be discussed.

2.4.1. HERZBERG'S TWO-FACTOR THEORY OF JOB-SATISFACTION -1959

Herzberg's theory of job-satisfaction is a two-factor theory or attempts to measure job-satisfaction based on what *turns-on* and what *turns-off* employees in relation with their job (Herzberg, 1965). Herzberg developed his scale taking a total of 200 accountants and engineers as study participants and asking them two questions using critical incident method of data collection (Herzberg, 1974). The first question relates to 'good feelings' or what lifts the employee's emotions and goes as "When did you feel mostly good regarding to your job- what turned you on? Moreover, the second question relates to 'bad feelings' or what slumps the employee's emotions and goes as "When did you feel extremely bad about your job- what turned you off?" (Green, 2000).

Tabulating these 'good' and 'bad' feelings, Herzberg developed the concepts of *job-satisfiers* and *job-dis-satisfiers*. He concluded that *job-satisfiers* relate to job contents or intrinsic variables like, the worker's sense of achievement, recognitions or promotions, the nature of the work itself, feedbacks or comments of individual staff members on his/her work, and freedom or sense of responsibility (Brooks, 2007). On the other hand, *job-dis-satisfiers* or as he called them 'hygiene factors' relate to the job contexts or extrinsic variables such as institutional policies, administrations, supervisions, pay, co-worker interaction, and the working condition or environment of the organization (Stello, 2000).

Numerous researchers favour Herzberg's two-factor theory of job-satisfaction because not only it is easy to understand and apply but it also gives equal emphasis to both external and internal factors of job-satisfaction (Herzberg, 1965).

2.4.2. ABRAHAM MASLOW'S THEORY OF JOB SATISFACTION -1943

The other theory of assessment that is widely used to measure job-satisfaction is that of Abraham Maslow's theory of job-satisfaction (Deci, & Ryan, 1985). The central notion of Maslow's theory of job-satisfaction is the hierarchy of the worker's needs and the assumption that the individual's level of job-satisfaction is geared to the meeting of these hierarchical needs (Green, 2000).

Accordingly, Maslow ordered the need of individuals in a hierarchical fashion and claim that a given need is given a priority or precedence only in cases where the preceding need is fulfilled and based on this assumption laid out five layers of needs that define the layer of job-satisfaction (Green, 2000). These five layers or hierarchies of need are:

1. Physical needs: (food, clothing, shelter, gender) it's mentioned as fundamental need with many disciplines.
2. Safety needs: (physical protection) being secured from any danger for life.
3. Social: (develop close relationship with others) emotional bonds and attachments to one another to intimate.

4. Esteem/ accomplishment needs: (status given by others), seeking of acceptance, respected and valued with others is the fourth level of Maslow's hierarchy of need.
5. Self-actualization needs: (self-fulfilment and achievement through individual progress) this is the last successful stage of individual life according to Maslow's theory of satisfaction.

Maslow's hierarchy of need theory, as a strategy for assessing job-satisfaction, is deemed as an authoritative model since Maslow's theory was not developed for the assessment of job-satisfaction but is a grand-theory that explains human behaviour in its entirety, thus, has a universality that gives its application in the context of measuring job-satisfaction a higher validity.

2.4.3. CLAYTON P. ALDERFER'S THEORY (ERG) -1969

The model developed Clayton P. Alderfer's to measure job-satisfaction, known as the ERG theory or model, is tuned in line with Abraham Maslow's theory of Hierarchy of Needs (Deci, & Ryan, 1985). However, has an originality of its own in the sense that Alderfer succeeded in redesigning it to put Maslow's hierarchies into three groups of needs to fit practical research requirements in the workplace (Graham, & Messner, 1998). Namely:

1. Existence, (survivals of life employment).
2. Relatedness (association with others in workplace), and
3. Growth (self-actualization in one's work or job).

As can be seen Alderfer's three-layer categorization corresponds Maslow's five-layer hierarchy, that is, Alderfer's Existence relates to Maslow's physiological and security needs; Alderfer's Relatedness correspond to Maslow's social and esteem needs; and finally, Alderfer's Growth matches Maslow's self- actualization (Graham, & Messner, 1998).

Alderfer, though developed a model based on Maslow's Hierarchy and agree with Herzberg. in the sense he attempts to measure job-satisfaction in a holistic manner, disagree with both Herzberg and Maslow in the sense that he doesn't believe that needs lower on the ladder of the hierarchy of needs are prerequisites for the

surfacing of needs higher on the ladder of the hierarchy of needs (Green, 2000). Rather he argues that the denial or the lack of the satisfaction of needs lower on the ladder of the hierarchy of needs could serve as motivation towards the aspiring of needs higher on the ladder of the hierarchy of needs (Green, 2000).

According to him, a person that is not well paid well in his job and fails to satisfy his physiological and security needs (as in food, cloth, shelter, etc) may continue aspiring to satisfy social and esteem needs and get satisfied in his job (Fernet, 2010). If he gets recognition and acknowledgment or a person that is denied social recognition may aspire higher, focus on self- actualization, and get satisfaction from mere self-expression (Stello, 2000).

2.5. REVIEW OF SCALES USED TO MEASURE JOB SATISFACTION

Review of literature show that different researchers to measure job-satisfaction have used a number of scales.

2.5.1. HACKMAN AND OLDHAM'S JOB-CHARACTERISTICS MODEL

One of these scales is Hackman and Oldham's Job-characteristics Model. Hackman & Oldham's Job Characteristics Model is normally used as a framework to study the association between 'job characteristics' and 'job results'. In this model, 'job characteristics' are understood as five characteristics, namely, skill variety, task identity, task significance, autonomy, and feedback (Hulin, & Smith, 1965). Thus, Hackman & Oldham's, (1980) Job Characteristics Model, from time to time, has been employed to examine the association between 'job characteristics' and job-satisfaction taking job-satisfaction as a 'job result'.

2.5.2. FACES SCALE OF JOB-SATISFACTION

Faces Scale of Job-satisfaction is one of the earliest measures of job-satisfaction. The F. S. J is developed to measure job-satisfaction with a single item in which respondent are asked to express the level of their job-satisfaction (Spector; 1985).

2.5.3. JOB DESCRIPTIVE INDEX (JDI)

Another scale used to measure job-satisfaction is the Job Descriptive Index (JDI). Smith developed the Hulin (1965) to measure an employee's satisfaction based on five factors, namely, pay, promotions, co-workers, supervision, and the work itself and has been widely used. The J. D. I scale comprises a total of seventy-two items in which respondents are required to agree, disagree or express their uncertainty with a simple response of Yes, No, or Not Sure (Judge, et al., 2010).

2.5.4. JOB IN GENERAL INDEX (JIG)

Another scale used in a number of researches is the Job in General Index. The Job in General Index is a holistic measurement of job-satisfaction and is an adoption of the Job Descriptive Index (JDI) (Koustelios, 2001).

The JiG is considered, an important version or adoption of the JDI owing to the fact that, while the JDI basically exclusively focuses on particular factors that are proxy measures under the *specific characteristics*. namely, pay, promotions, co-workers, supervision, and the work itself, the JiG gives more attention to *holistic characteristics* of the job itself in a broader context (Russell, et al, 2004).

2.5.5. MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ)

Probably one of the most widely used measures of job-satisfaction is the Minnesota Satisfaction Questionnaire (MSQ). The MSQ is a measure of job-satisfaction that assesses the level of job-satisfaction based on 100 items clustered 20 factors each consisting five items (Kinicki, & Kreitner, 2003).

2.5.6. JOB SATISFACTION SCALE (JSS)

Finally, the scale that was used in this particular study is the Job Satisfaction Scale (JSS). The JSS was developed by Paul Spector and is designed with a total of 36-item questionnaire that measures job-satisfaction based on nine factors (Spector; 1985).

2.6. MODEL USED IN THIS STUDY TO MEASURE JOB SATISFACTION

As noted earlier, in this study both models of assessing job-satisfaction, namely, content and process have been used. Thus, here below, these two approaches shall be discussed.

2.6.1. CONTENT APPROACH

Primarily, in line with existential, phenomenological, and/or humanist point of view, a one-factor method has been employed in this study to assess the level of job-satisfaction. Accordingly, respondents were asked to respond to the question – “*How do you rate your level of job-satisfaction?*” and rate their own level of job-satisfaction on a ten-point scale. The scale was designed in such a way so that ‘0’ signifies the ‘lowest possible perceived job-satisfaction’ and 10 the ‘highest possible perceived job-satisfaction’.

2.6.2. PROCESS APPROACH

The other approach employed in this study was a process approach and in this particular case, Spector’s Job-satisfaction Scale was adapted.

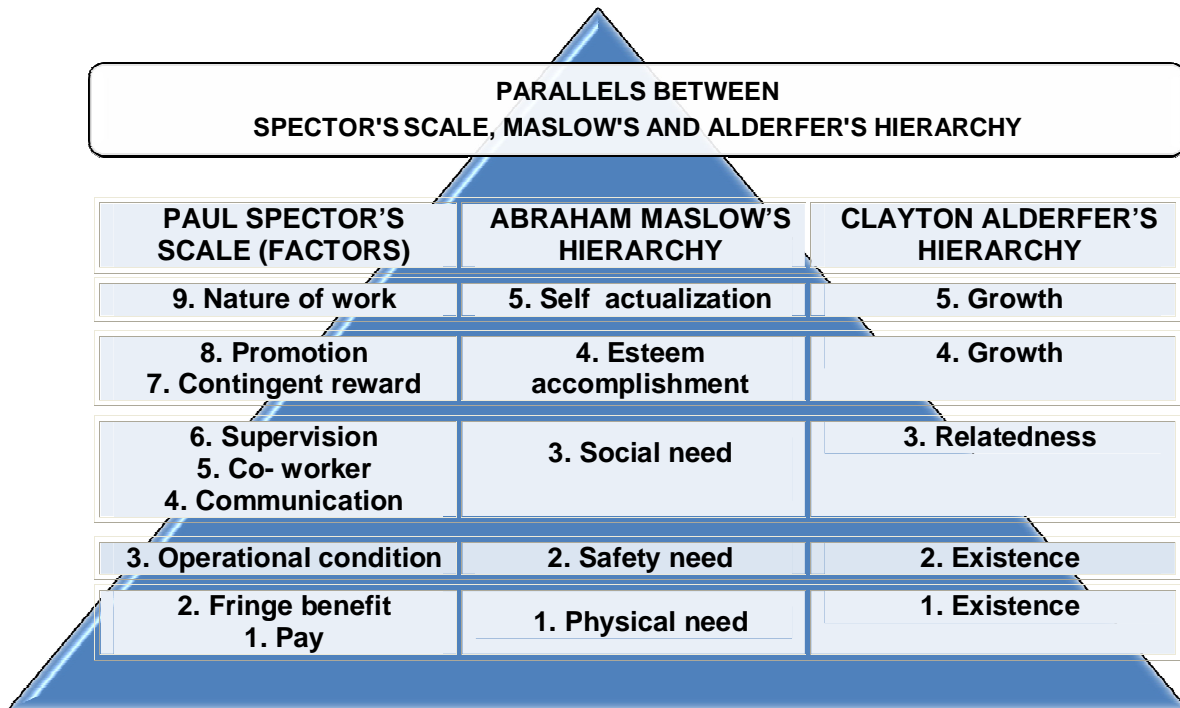
Spector’s Job-satisfaction Scale was selected partly since it relates to the three widely used approaches, namely, Herzberg’s, Abraham Maslow’s, and Clayton Alderfer’s theories of job-satisfaction. This is because, Spector’s Scale, on the one hand, relates to Herzberg’s idea of measuring those factors that enhance the feeling of satisfaction or the *job-satisfiers*. In addition, those factors that decline the feeling of satisfaction or the *job-dis-satisfiers* and on the other hand, acknowledges the theoretical ideas of Abraham Maslow’s and Clayton Alderfer’s in the sense it adheres to the idea of addressing and satisfying one’s particular needs (Deci, & Ryan, 1985).

To illustrate this with some examples, Spector’s Scale of Job-satisfaction measures payments (monetary pay) that workers get as a job-satisfier and concurs with Herzberg’s and also assess payment as a proxy measure of job-satisfaction based on the assumption, that payments or monetary remunerations have the capacity to address and satisfy (Judge, et, 2010). Basic needs or what Abraham Maslow calls indirect measures of an input that addresses and satisfies a worker’s physical needs: (food, clothing, shelter) and safety needs (physical protection) and what Clayton Alderfer refers to Existence (survivals of life employment) *ibid*.

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Accordingly, Spector's scale of Job-Satisfaction comprises nine specific proxy measures and each can be grouped in four clusters: (Group 1: pay, fringe benefit; Group 2: Supervisor, Co- worker, Communication; Group 3. Promotion and Contingent reward; Group four Nature of work) and, as shown in the chart below, a parallel easily be drawn between each of these groups or clusters and Abraham Maslow's and Clayton Alderfer's hierarchy.

CHART 1. SPECTOR'S SCALE VS. MASLOW'S NEED THEORY & JOB SATISFACTION SCALE



Spector's Scale of Job-satisfaction was chosen for it provides a model that satisfies the assumptions of Abraham Maslow's and Clayton Alderfer's hierarchy but it entertains the very basic assumptions of Herzberg's theory since each of the nine factors included could understand as job-satisfiers and job-dis-satisfiers. For instance, pay or monetary reimbursement if increased or meets the expectations of the employer can become a job-satisfier and if decreased becomes a job-dis-satisfier (Green, 2000).

In short, Spector's model was found compatible to all the three approaches of measuring job-satisfaction and to this reason was adopted as a measure alongside the one-factor measure discussed above.

However, in the process of applying Spector's Scale of Job-satisfaction, the scale was examined for objectivity and applicability and qualitative data was conducted all the nine factors are applicable to the Ethiopian context and if any other factor should be added to address the needs of the Ethiopian journalist. Accordingly, qualitative data conducted have shown that all the nine factors are applicable, however, one additional factor, namely, availability and access to logistic services is one additional factor that can possibly affect the job-satisfaction of the Ethiopian journalist. Accordingly, here below each of the nine factors used to measure job-satisfaction level will be discussed.

2.6.3. FACTORS USED IN THE STUDY TO MEASURE JOB-SATISFACTION

Two groups of factors, namely, demographic and work-related variables were employed in this study to measure and explain job-satisfaction. Accordingly, the demographic factors used include, age, gender, marital status educational background and, number of years served as journalist while work-related factors comprise of the following.

1. Income (monthly salary)
2. nature of work
3. operational conditions
4. supervision
5. communication
6. co-workers
7. promotion
8. fringe benefits
9. contingent rewards
10. Logistic service

2.6.3.1. DEMOGRAPHIC FACTORS AFFECTING JOB SATISFACTION

Many factors can affect the satisfaction of employee at workplace according to several findings demographic factors are the most important area that can influence the response of an employer to the satisfiers and dis-satisfiers at workplace-related variables (Artz, 2010; Babin, & Boles, 1996; Azim, Haque, & Chowdhury, 2013; Clark, Oswald, & Warr, 1996).

2.6.3.1.1. AGE AND JOB SATISFACTION

Age is one demographic factor that is deemed to influence the satisfaction level of employees. Several researchers have proved in a number of researches that relatively older workers tend to be more satisfied in their job compared to younger employees (Odendaal, Robbins & Roodt, 2003). In this regard, Saner, & Eyupoglu, (2012) has written: "Because they [older employees] have now stagnant live, their personal life was well settled and they get approximately all what they want as compared to younger worker". Young adulthood, on the contrary, is believed to be a period characterized by goal setting, self-testing, uncertainty, thus, tend to be pestered by anxiety and disappointment.

2.6.3.1.2. NUMBER OF YEARS SERVED AS JOURNALIST

In support of the strong positive relationship between age and an employee's level of job-satisfaction, studies conducted on a possible association between the number of years served as a journalist and the probability of manifesting higher level of job-satisfaction have shown a strong positive relationship (Becker, Vad, & Simpson, 2014).

This implies that journalists tend to feel more satisfied as the number of years they have service as journalists increases. A study conducted by Kim, & Oh (2005) on journalists has confirmed that journalists with a relative longer experience in media work tend to manifest a higher level of job-satisfaction compared with those with shorted experience.

2.6.3.1.3. GENDER AND JOB SATISFACTION

Another demographic factor that is believed to affect job-satisfaction is an employee's gender. The relationship between gender and job-satisfaction has been one of the major points of investigations for a number of researchers in the last several decades and findings have been contradictory.

Significant number of researches on the topic indicate that employees' gender have effect on the level of job-satisfaction. Out of these some studies suggest women tend

to be more satisfied with their jobs than men (Kim, & Oh, 2005; Marks, & Houston, 2002; Rast, & Tourani, 2012). While others claimed that, men are inclined to be more satisfied with their jobs than women (Shapiro, Burkey, Dorman & Welker, 1997). Conversely, other studies have shown that there is no significant relationship between employees' gender and job-satisfaction (Murray, 1991; Smith, 2011; Oshagbemi, 2000).

For instance, Livingston, Burley, & Springer, (1996) indicated that they have not been able to prove gender-based differences in job-satisfaction among young American and British employees.

2.6.3.1.4. EDUCATIONAL BACKGROUND AND LEVEL OF JOB SATISFACTION

Yet another demographic variable with less ambiguity is educational level. A number of studies have noted a clear association between an employee's educational levels of his or her probability of manifesting higher level of job-satisfaction. For instance, a comparative study conducted by the Graham, & Messner (1998), has indicated that there is a strong positive relationship between job-satisfaction and educational background of an employee. Thus, as an employee's educational level increases the probability of getting satisfaction out of one's job increases. This study further suggested that this is one of the reasons that employees in more developed countries tend to be more productive because they are primarily satisfied in their jobs and in turn they are satisfied on their jobs because they are well educated (Graham, & Messner, 1998). On the contrary, the low level of productivity in less developed countries could be partly attributable to the low level of employees' satisfaction that emanates due to their low level of education. The impact of education on job-satisfaction is not linear only since education also has a clear and strong impact on other demographic and work-related variables. For instance, an employee with a higher level of education enjoys a higher probability of getting a higher salary, assigned on an emotionally and cognitively stimulating type of work, getting a promotion; enjoy higher social esteem, etc. Contradict ideas also found; workers that have not any professional education attain higher level of job-satisfaction than who contain high professional position (Deprez & Raeymaeckers, 2012) more over According to Aslaniyan & Moghddam (2013), found there is no significant relationship between workers educational level and state of satisfaction.

Still, there are some outlining studies that have come out with the opposite result. For instance, one study conducted on employees with no and very high vocational training have shown that employees that have no vocational training tend to show a higher level of job-satisfaction compared with those employees with very high training (Deprez & Raeymaeckers, 2012).

Finally, some others have not been able to find out any statistically significant relationship between an employee's educational level and his or her level of job-satisfaction (Azim, Haque, & Chowdhury, 2013).

2.6.3.1.5. MARITAL STATUS

The last demographic variable that is most commonly examined for a possible association with the probability of manifesting higher level of job-satisfaction is an employer's marital status. Results in this regard are mixed since some studies claim to have found a positive relationship, others negative relationships and still other no relationship.

For instance, a study conducted on journalists who work as reports in foreign lands and have to spend time away from their families have been found to manifest lower job-satisfaction due to problems they face with their spouses Koustelios, (2001). On the other hand, another study that was conducted on Social Capital, Human Capital, and Career Success in Public Relations concluded that married employees tend to have a higher level of job-satisfaction owing to the emotional support and assistance they get on job-related matters from their spouses (Azim, Haque, & Chowdhury, 2013).

Still, other studies suggested that the association or effect and/or impact of marriage or family life on the probability of manifesting a higher level of job-satisfaction should be seen separately for male and female workers since the effect is not identical in both cases. In this regard, these studies suggest that the association between marriage and job-satisfaction for male workers is positive since male workers tend to get support and assistance from their wives. and this same relationship tend to be negative in the case of female workers since married women tend to find it difficult to maintain a high level of job-satisfaction in light of the responsibility they have at home in giving birth and bringing up children (Saner & Zihni, 2013).

2.6.3.2. WORKPLACE-RELATED FACTORS AFFECTING JOB SATISFACTION

As pointed out earlier nine workplace-related factors were adopted from Spector's Scale and one additional factor, namely, logistic services, was added following a collection and analysis of exploratory qualitative data.

Accordingly, here below, each workplace-related factor shall be discussed and its possible association with an employee's level of job-satisfaction is explained based on findings of various studies.

2.6.3.2.1. PAY OR INCOME EXPRESSED AS MONTHLY SALARY

Pay or income expressed in the monthly salary is one of the commonly cited work-related factors that is deemed to have an association with job-satisfaction Greenberg, Thomas, Murphy & Dandeker, (2007). In addition, contradicted ideas (Judge, et al., 2010).

At first glance it seems obvious that pay or remuneration that an employee gets for his work is, if not the utmost, one of the most important predictor of an employee's level of job-satisfaction, There is no doubt this assertion since pay is probably the first type of remuneration, recompense, reward, etc., one could possible imagine. However, studies on this topic are not exclusive and there are some indications that pay or salary is not the most essential predictor of job-satisfaction Greenberg, Thomas, Murphy & Dandeker, 2007). However, studies on this topic are not exclusive and there are some indications that pay or salary is not the most essential predictor of job-satisfaction (Hulin, 1968). Spector, in his study focusing on the association between pay and job-satisfaction noted that the link is strong as commonly perceived (Spector, 1997).

2.6.3.2.2. FRINGE BENEFITS

Fringe benefits are remunerations or settlements that are given to an employee outside of the pay or the monthly salary. Fringe benefits can take a form of compensation, such as, paid leaves; health, dental, and life insurance; saving plan; retirement schemes; etc., (Artiz, 2010; Behson, 2010). Various studies have shown that fringe benefits have a positive relationship with employees' job-satisfaction. This

is because fringe benefits assist in creating a sense of belongingness among employees working in an organization and encourage sense of responsibility and accountability; integrity and dependability; productivity and competitiveness, etc., and in turn, reduce absenteeism, malingering, burnouts, workers' turnover and in general increase job-satisfaction (Artiz, 2010).

2.6.3.2.3. LOGISTIC SERVICE

As indicated earlier, Job Satisfaction Scale (JSS) was adopted in this study as a measure of the various factors that are deemed to affect journalists' level of job-satisfaction. However, prior to the adoption a pilot study was conducted and qualitative data was garnered to ensure the objectivity, applicability and validity of this particular test in the Ethiopian context. Accordingly, the results show that all the nine factors included in Spector's JSS were objective and applicable, however, the entire test was not found valid for the reason that one additional factor was missing, namely, logistic services.

According to the data collected from the journalists that participated in the preliminary qualitative study logistic services includes physical environment or working area, such as, office space, libraries, etc.; various fixed and running materials and equipments necessary for the effective management of the work, such as, furniture, writing materials, cameras, etc.; transport services. The journalists indicated that aside the salary and fringe benefits they get from their organizations, logistic services are one more important input, that, affects their motivation, creativity, efficiency, competitiveness, productivity, quality of work and eventually their job-satisfaction.

This is consistent with existing literature, for instance, Happock (1935) has indicated clearly that there is a strong association between job-satisfaction and logistic service or 'satisfaction with work environment' as he referred to it and underscored that satisfaction with work environment or logistic services significantly affect workers' physiological and psychological health and promote job-satisfaction. Another study that was conducted by Danica & Tomislav (2013) also emphasized that workers who work in healthy working environment are more satisfied in their job compared with those who work in poorly structured and equipped or difficult or hazardous environments. More studies conducted in the area have also pointed out the fact that. Workers that are engaged in physical setups, such as, spacing and setting, lighting,

ventilation, humidity and temperature, sanitation; material and equipments, such as, comfortable furnishings and working gears, communication and technological equipments; transport services tend to have a high level of job-satisfaction (Bisen, 2010 pp. 40 and 90).

Suitable logistic services have also been associated with job-satisfaction not only directly by enhancing and employee's comfort, attention, concentration but also indirectly by encouraging smooth, effective, and efficient communication, coordination and collaboration among employees and also between management and workers (Bisen, 2010, p. 90).

2.6.3.2.4. OPERATIONAL CONDITIONS

Operational conditions are functional inputs that govern the procedure, standard, quality check, etc., of a work and include various inputs such as policy materials, strategic documents, rules and regulations, among others (Spector; 1997).

Operational conditions taking the form of editorial policies, censorship rules and regulations and guidelines deprive journalists from writing freely and creatively, freely, and genuinely and turn them into mere propaganda mouthpieces of external bodies (Rawlins, 2006).

Operational conditions tainted with the red tape, bureaucracy, excessive restriction, biased censorship, etc., curb not only journalists but any worker from thinking creatively and producing resourcefully (Greenberg, Thomas, Murphy, & Dandeker, 2007).

Such stifling operational conditions not only affect an employee's physical or emotional health in a negative way (Llorente & Macias, 2005) but also blemish the healthy relationship between workers by encouraging discrimination, favouritism, preferential treatment and breeding suspicion and hatred (Rawlins, 2006).

Thus, it is not surprising that such working environments eventually lead journalists to dissatisfactions, absenteeism, exhaustion, stress, burnout, and eventual abandonment of the field. This is quite common in that journalists that work in mass

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media organizations with undemocratic and oppressive operational conditions tend to leave their profession and move to other areas of work (Oshagbemi, 2000).

2.6.3.2.5. COMMUNICATION

Communication is probably at the top of the list among those factors that are taken for granted without a proper appreciation of its impact in an organization. A two-way communication is central for any organization to that aspires to build an environment in which all employees work in unison towards the fulfilment of the organization's objectives, goal, mission and vision. An organization with appropriate communication setup and format is like a dark tunnel with out and egress in sight.

In this regard, Brooks (2007) found out communication is central in the process of interaction between a supervisor and a subordinate that normally starts with goal setting and terminate at eventual evaluation of feedback. Thus, without communication one can't envision goal setting, production, evaluation, and feedback and in the absence of all these thinking of job-satisfaction is simply meaningless.

Managers can develop and maintain a competitive working environment only when they are able to develop a mutually cooperative and trusting relationship with their employees (Jones, 1997) and this is possible only when there is healthy communication.

The effect and impact of communication is universal to each and every organization, however, its effect and impact couldn't possibly be higher in any line of work than the one it has in journalism for journalism, by its very essence, is an environment where communication puts on flesh and breath. Thus, a journalist that was expected to work in an environment where communication is undermined cannot possibly be expected to communicate or execute his or her job. In addition, journalists that cannot enjoy high level of job-satisfaction without appropriate communication (Koustelios, 2001).

2.6.3.2.6. CO-WORKERS

Available literature widely corroborates the assertion that friendly and supportive co-workers or colleagues help in enhancing an employee's level of job-satisfaction in a working environment (Johns, 1997, Kreitner and Kinicki, 2004; Luthans, 1992).

Studies show that how well employees get along with each other and how well they look up to their fellow employees affects how well they see their job, thus, affecting their job-satisfaction (Behson, 2010).

A working environment that is characterized by healthy co-worker relationship is destined to succeed in encouraging each and every employee since no employee would left out on his or her own in time of difficulty, thus, enhancing confidence, trust, and oneness among its employees. Such an environment would easily translate this healthy human relation into a satisfying and rewarding setting breeding satisfaction. (Babin, & Boles 1996). In this regard, a study conducted by Marks, (2002) on employees, has shown that a positive relationship among co-workers has a positive impact on the level of job-satisfaction by increasing job-involvement, commitment, and reducing workers' turnover (Marks, 2002).

2.6.3.2.7. SUPERVISION

Supervision is another outstanding factor that affects the level of job-satisfaction of an employee. A number of researches discovered that supervision and job-satisfaction has a positive relationship (Koustelios, 2001; Rawlins, 2006; Spector 1997).

According to Brewer & Clippard (2002) a supervisor can be defined as “a front-line manager who is responsible for the supervision of employees at workplace. Research has revealed that workers are experience satisfaction with their job when they have a healthy and satisfying relationship with their supervisors. Supervision plays a very important role in relation with an employee's job-satisfaction owing to the fact that a supervisor is in a position and enjoys the organizational mandate to provide or withhold psychological, material, technical supports to an employee (Robbins et al., 2003).

According to a study by Graham & Messner (1998) an employee working under supervisors and administrators that follow a democratic style of leadership has a higher probability of experiencing a higher level of job-satisfaction than an employee under an autocratic and despotic supervisors and managers.

2.6.3.2.8. CONTINGENT REWARDS

Contingent rewards are prize conferred or given off to an employee in return for his or her outstanding performance. According to Tangian, (2007) an employee may receive a monetary bonus or promotion for achieving a milestone, enhancing productivity, etc. Contingent rewards may be psychological, material, monetary take form as trophies, certificates, annual raise, financial prizes, etc.

Moreover, contingent rewards, along with pays and fringe benefits are expected to raise the motivation and commitment of an employee and in the process of aspiring these rewards and possible reward enhance his or her sense of accomplishment and job-satisfaction (Spector 1997).

2.6.3.2.9. PROMOTION

Promotion as defined by Locke (1968) refers to “the action of shifting an employee up the organization hierarchy which will normally bring to an increase of responsibility and status and a better compensation package among the individuals who are promoted.” Thus, promotion is considered one of the leading motivators in the world of career development. Researchers widely agree that sense of job-satisfaction is firmly entwined with and aspiration and possible opportunities of promotion (Kim, & Oh, 2005). Kreitner and Kinicki (2004) pointed out that, there is a strong positive relationship between job-satisfaction and opportunities of promotion. Positive relationship owing to the fact that promotion by its very nature is supposed to create successive hierarchical stage of opportunities and means for satisfaction in one’s job. In other words, employees primarily experience a higher level of motivation and satisfaction when they feel that they have chances or opportunities of growing in their career and when this sense of hope and anticipation is rewarded with, promotion they are bound to get satisfied (Herzberg, 1974).

2.6.3.2.10. NATURE OF WORK

According to Spector, (1997) ‘nature of work’ refers to the overall characteristics or features of a job with the capacity to stimulate, please or satisfy the employee. Similarly, Fernet defined ‘nature of work’ as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth”

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(Fernet, 2010). Studies conducted on the association between nature of work and job-satisfaction point out the fact that there is a strong positive relationship (Llorente, & Macias, 2005). Different researches beyond the strong positive association between nature of work and job-satisfaction, have noted that type of jobs that offer sufficient variety, challenge, and encourage or solicit the employee to use his or her individual skill and creative abilities are strong predictors of job-satisfaction (Kim, & Oh, 2005).

Confirming these results, a study (Kyndt, et al., 2012) conducted on managers in India has found out that job-satisfaction is one of the most crucial predictor of job-satisfaction. Similarly, other studies have noted that type of works that encourage or solicit creativity, curiosity, interest, etc., among employees have the capacity to engage employees and enhance their job-satisfaction (Lee, et al., 2014).

CHAPTER THREE

III. RESEARCH METHODS

3.1. STUDY DESIGN

The current study employs mixed method research design which is also referred to as multi-method, integrated, hybrid, combined, and mixed methodology research (Creswell, 2007, p. 6).

3.1.1. MIXED RESEARCH DESIGN

Mixed research design is a kind of method in which quantitative and qualitative research techniques, methods, approaches, concepts, etc., are concocted into a single study (Johnson, 2004). Mixed research design basically entails both quantitative (QUAN) and qualitative (QUAL) data in a single study in which quantitative (QUAN) and qualitative (QUAL) approaches are mixed in all and / across the different stages of a study, including but not limited to the development of study questions, data collection, data analysis, interpretation of the results, and deriving conclusions (Leech, 2009:266).

Aligned with this, Creswell, & Clark, (2007) presented the working definitions, of mixed method as an approach to inquiry in which the researcher links, in some way (e.g. merges, integrates, connects) both qualitative and quantitative data to provide a unified understanding of a research problem.

3.1.2. TYPES OF MIXED RESEARCH DESIGN

Regarding the kinds of mixed methods design, Creswell & Plano Clark (2007), cited in Galt (2008:11-12), reported four major types of Mixed Methods Designs. Include Exploratory Mixed Methods Design, Explanatory Mixed Methods Design, Concurrent Triangulation Mixed Methods, Embedded Mixed Methods Design and hybrid mixed research designs, which includes, at least, the major six: sequential explanatory, sequential exploratory, sequential transformative, concurrent triangulation, concurrent nested, and concurrent transformative.

3.2. DESIGN USED IN THE STUDY

This particular study used exploratory research design. Sequential exploratory research design mainly give priority for qualitative data and support the qualitative result via quantitative (Ivankova,, 2006). Alike sequential explanatory method both data are combined together during the interpretation time. Sequential exploratory research can explain relationship and generalize qualitative findings to different samples. In addition, the primary aim of this method is to explore phenomena, to produce theory, to develop an instrument and to generate new idea that has not known before (Roslyn, 2009).

The present study though was initiated with a qualitative exploration with the help of a key-informant interview developed to search for possible facets that define job-satisfaction and ensure the content validity of the instrument that shall be adopted, namely, Spector's Job-satisfaction Scale in the Ethiopian context. Following the development of the content validity and the finalization of the adoption of the instrument the quantitative data were collected and finally additional qualitative data were gathered through focus group discussion to augment the quantitative data.

During the time of interpretation both qualitative and quantitative data were used, thus, first the quantitative data was analysed and the findings were presented and the qualitative data were interwoven into these findings to support the findings.

3.3. SAMPLING

3.3.1. AREA SAMPLING

The study was conducted on four agencies at Federal and regional / city administration level. Thus, at Federal level, the Ethiopian Broadcasting Corporation (E.B.C), Ethiopian News Agency (E.N.A), and Ethiopian Press Agency (E.P.A) were selected as areas of the study.

Similarly, at regional level Addis Ababa was selected, through purposive sampling where the criterion was the relative high number of journalist working in the region / city administrations. Among those media agencies that were situated in Addis Ababa, one agency, vis., Addis Ababa Mass Media Agency (A.A.M.M.A.) through purposive

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sampling, again with the criterion that the this particular agency employs a relatively high number of journalist compared with other media agencies.

3.3.2. DATA SOURCE SAMPLING

Two types of data sources of data were selected and these were journalists (editors, photojournalists, news presenters, columnists or article writer, and reporters) and their supervisors (persons assigned by an organization to oversee, control, and direct a subordinate's work in a workplace. The journalists were included as sources of quantitative data while the both journalists and supervisors were included to generate qualitative data.

3.3.3. RESPONDENT SAMPLING

3.3.3.1. SAMPLING OF QUANTITATIVE DATA SOURCES

The sampling of respondents was carried out in the following steps and procedures.

Step one – Tabulation and Clustering of Respondents

The sampling of the respondents for quantitative data were conducted through stratified cluster random sampling. First all journalists working in the four media agencies were tabulated and it was found out that a total of 900 were found. Following the tabulation of journalists the 900 journalists were clustered by their gender within each of the four media agencies.

Accordingly, it was found out that out of the total 900 journalists, the majority 291 (68%) were male the following result was found. Detail data on the tabulation of the potential respondent is given below in a table.

TABLE 2: PROFILE OF RESPONDENTS ACROSS AGENCIES

Gender	NAME OF ORGANIZATION								Total	
	E.B.C.	%	E.N.A.	%	E.P.A.	%	A.A.M.M.A	%	Gender	%
Male	368	60%	70	11%	51	9%	120	20%	609	68%
%	69%	-	69%	-	84%	-	59%	-	-	
Female	165	57%	31	11%	10	3%	85	29%	291	32%
%	31%	-	31%	-	16%	-	41%	-	-	
Agencies Total	533	59%	101	11%	61	7%	205	23%	900	900

Step two – Calculation of Sample size

The appropriate sample size for a population-based survey was determined by three factors. The estimated prevalence of the variable of interest (in this case proportion of journalists they may have satisfaction with their job), the desired level of confidence, and the acceptable margin of error. Adjust a design effect of 1 used. Moreover, since journalists may be busy with their meetings, reporting Non-response rate, i.e., 5% assumed, and finally, it was assumed that about 5% of the instruments would be discarded due to faulty data collection. Based on these assumptions the following formula was employed.

$$n = D [Z^2 \times p(1-p) / m^2] + r + c$$

Whereas;

n - Required sample size

Z - Confidence level at 95% = 1.96

P - Job Satisfaction of journalists they may have = 20% (0.2)

m - margin of error at 5% = 0.05

D - Design Effect = 1

R - Non-response rate = 5% = 19

C – Contingency for incomplete data collection instruments = 5%=19

$$n = 1[1.96^2 \times .2(1-.2) / .05^2] + r + c$$

$$n = 1 [3.8416 \times .16 / .0025] + r + c$$

$$n = 3.8416 \times 64 + r + c$$

$$n = 245.8624 + 12 + 12$$

$$245.8624$$

$$\underline{\underline{n = 246}}$$

Thus, the total required sample size is 246, however, an additional 24 respondents were included with an assumption of 5% non-response rate and 5% contingency for incomplete data collection instruments. Hence, a total of 270 questionnaires were collected and after filtering and cleaning a total of 247 clean questionnaires were used for analysis.

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At this juncture, however, it is necessary to note that due to heavy work load and unwillingness of sampled journalists in some of the agencies it was not necessary to maintain the actual proportion calculated across the organizations.

For instance, though the proportional allocation of samples across the agencies expected to collect a total of 110 male respondents from E.B.C., that is, 30% of the total of 368 male journalists the actual journalists that were willing to participate in the study was only 59, that is only 16% of the total. On the other hand, .while the proportional allocation of samples across the agencies expected to collect a total of 13 female respondents from E. N. A.

That is, 30% of the total, 31 female journalists, the actual journalists that were willing to participate in the study was much higher, thus, more respondents were included to compensate for unwilling respondents, hence, a total of 30 respondents were allowed to participate, that is 96.7% of the total.

In short, though all attempts were made to maintain the calculated proportion across the agencies and gender, it was impossible to keep the target, thus, in favour of maintaining the total number of respondents the proportional allocation of respondents across agencies and gender was abandoned. Still, as shown in the table below, this unwillingness made significant shift only in one case, namely, among male population in the E.B.C where only 16% of the male population was sampled significantly below the expected 30%.

TABLE 3: CALCULATED AND ACTUAL DISTRIBUTION OF RESPONDENTS ACROSS AGENCIES AND GENDER

Media Agencies	GENDER								
	Male			Female			Both Sexes		
	Total	Sampled	%	Total	Sampled	%	Total	Sampled	%
E.B.C.	368	59	16%	165	58	35%	533	117	22%
E.N.A.	70	32	46%	31	13	41%	101	45	46%
E.P.A.	51	16	31%	10	4	40%	61	20	33%
A.A.M.M.A.	120	40	33%	85	25	29%	205	65	33%
Total	609	147	24%	291	100	34%	246	247	100%

3.3.3.2. SAMPLING FOR QUALITATIVE DATA SOURCES

As indicated earlier, qualitative data planned to collect from two sources, namely, journalists who participated in the generation of quantitative data collection and supervisors that works in the sampled organizations. Hence, journalists that were

sampled for qualitative data were sample through simple random sampling technique at each organization while the sampling method used for sampling supervisors was purposive sampling where the criteria were his or her access to information and his or her willingness to participate in the study. Accordingly, four senior editors were recruited along with four supervisors from each organization.

3.4. SURVEY INSTRUMENTS

The study employed three types of instruments, namely:

- i. Individual Structured Questionnaire for journalists;
- ii. Key informants' In-depth Semi-structured Interview (KII) for supervisors; and
- iii. Focus Group Discussion Guide for Journalists.

3.4.1. INDIVIDUAL STRUCTURED QUESTIONNAIRE FOR JOURNALISTS

The first instrument is an adopted version of the Job Satisfaction Scale (JSS) that was developed by Spector (1985) for the purpose of determining satisfaction through the means of nine variables or factors, namely, pay, infringe benefits, co-worker, supervisor, communication, promotion, contingent reward, operational condition, nature of work. This instrument was adopted through the help of qualitative data to ensure its content validity and the attempt has divulged that the instrument lack one crucial factor namely, logistic service. Hence, this instrument was added and an adopted version of the Job satisfaction Scale was developed that has ten factors. After the adoption process, the new instrument was translated into Amharic and was piloted for applicability and objectivity and the necessary amendments were made. Brief account is provided on the instrument and the process used to adopt the instrument.

3.4.2. KEY INFORMANTS' IN-DEPTH SEMI-STRUCTURED INTERVIEW (KII)

The key informants' In-depth Semi-structured Interview (KII) was used to gather data from supervisors on the level of job-satisfaction among journalists and potential factors that could affect or impact job-satisfaction of journalists. Accordingly, an instrument was developed and distributed to the supervisors to collect the semi-structured data.

3.4.3. FOCUS GROUP DISCUSSION GUIDE FOR JOURNALISTS

The last instrument used was a focus group discussion guide developed by the researcher to collect qualitative data from Journalists. The F. G. D guideline was designed solicit additional data from journalist about job-satisfaction and its determining factors to assist the quantitative data through qualitative information.

3.5. PILOT-TESTING

Pilot test was conducted on 30 journalists sampled from private mass media organizations (radio stations), namely, Zami 90.7, Sheger 102, Bsrat 101.1. All data collection tools were pre-tested after they were translated into Amharic to ensure that the pilot study addresses the language ease. Data collection instruments were modified and improved as per findings of the pilot study.

3.6. DATA ANALYSIS

The present study uses both descriptive and inferential data analyses. Accordingly, first simple descriptive statistics were used to display overall distributions, central tendencies, and variations. Quantitative data was entered using Statistics SPSS (Statistical Package for the Social Sciences) 20 for analysis and the following statistical analytical methods were employed:

- i. Univariate and Multivariate techniques were used as deemed fitting and all correlations and tests for variation were tested for statistical significance and reported when appropriate and a p-value <0.05 was considered statistically significant;
- ii. Independent sample T-Test, and Analysis of Variance (ANOVA) were used for continuous variables;
- iii. Pearson product moment correlation was used for measuring associations;
- iv. Tukey's HSD (honestly significant difference) was used for mean comparison; and finally,
- v. A stepwise multiple regression was used for predictive purposes.

3.7. ETHICAL CONSIDERATIONS

The section highlights various ethical issues observed in the present study, namely, informed consent, privacy, confidentiality and anonymity.

3.7.1. INFORMED CONSENT

Informed consent is an ethical requirement that demands that participants have full rights to participate and not to participate in the research without receiving full information about the purpose of the study (Creswell ;2007). In addition, the data collection instrument is expected to include the purpose of the research and acknowledges that participants' right to ask question, identifies potential impact and the outcome of for the research. Accordingly, all the above precautions were taken in this study.

3.7.2. ENSURING PRIVACY

Privacy was maintained at all times in the process of data collection. In addition, to this effect, each respondent was given a copy of the instrument and the data was collected after the respondent filled-in his or her responses without writing his or her names. Thus, the privacy was complete throughout the data collection process.

3.7.3. CONFIDENTIALITY AND ANONYMITY

Confidentiality and anonymity point towards the researcher's ethical responsibility to keep respondents' identities and responses classified and unidentified (Creswell; 2007). In the present study, confidentiality and anonymity was maintained by ensuring that participants did not write their names on the questionnaires. Furthermore, anonymity was guaranteed and kept by using grouping data rather than presenting individual responses.

CHAPTER FOUR

IV. RESULT AND ANALYSIS

4.1. CHARACTERISTICS OF THE DATA SOURCES

As noted in the previous sections, four media organizations were covered in this study, namely, Ethiopian Broadcasting Corporation (E.B.C.), Ethiopian News Agency (E.N.A.), Addis Ababa Mass Media Agency (A.A.M.M.A.), and Ethiopian Press Agency (E.P.A.). A total of 247 respondents were selected from the four agencies, thus, a total of 117 (47.37%) from E.B.C. 45 (18.22%) from E.N.A., 20 (8.1%) from A.A.M.M.A. and 65 (26.32%) from E.P.A. were proportionally drawn.

In terms of the distribution of the respondents across gender, data show that the distribution was proportional in all the four agencies, that is, 58 females (49.6%) and 59 males (50.4%). Similarly, the distribution of the respondents across age groups show that different respondents with varying age groups were proportionally represented, that is, those from 20-30 (N = 112, 45.5%), 31-40 (N = 104, 42.3%), and 41-50 (N = 30, 12.2%) years.

Again the respondents' distribution across educational level show that a wide assortment of journalists were included with college diploma (N = 17, 6.9%); Bachelor's Degree (N = 195, 78.9%); and Master's Degree (N = 35, 14.2%). With regards, to specialized training in journalism, data show that the majority (N = 172, 70.20%) do have specialized training.

Data on the distribution of the respondents across years of experience as professional journalists show that journalists with varying degree of experience have been proportionally represented, to specific, those from 1-5 years (N = 139, 56.3%), 6-10 years (N = 78, 31.6%), and 11-15 years (N = 30, 12.1%) of experience.

Finally data on marital status of the journalists show that the majority of the journalists are either married (N = 131, 53.3%) or single (N = 89, 36.2%) while those divorced (N = 16, 6.5%) and widowed (N = 10, 4.1%) are in the minority. Detail data on distribution of the respondents from the four agencies across gender, age, educational level and experience are given in a table below.

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TABLE 4: PROFILE OF RESPONDENTS ACROSS AGENCIES

Agencies	GENDER							
	Male		%		Female		%	
E.B.C.	59		50.4		58		49.6	
E.N.A.	32		71.1		13		28.9	
E.P.A.	16		80		4		20	
A.A.M.M.A.	40		61.5		25		38.5	
All Agencies Total	147		59.5		100		40.5	
Agencies	AGE							
	20-30	%	31-40	%	41-50	%	> 50	%
E.B.C.	39	33.6	60	51.7	17	14.7	-	-
E.N.A.	30	66.7	11	24.4	4	8.9	-	-
E.P.A.	11	55	8	40	1	5	-	-
A.A.M.M.A.	32	49.2	25	38.5	8	12.3	-	-
All Agencies Total	112	45.5	104	42.3	30	12.2	-	-
Agencies	EDUCATION							
	Diploma	%	B. A.	%	M.A	%	PhD.	%
E.B.C.	9	7.7	82	70.1	26	22.2	-	-
E.N.A.	4	8.9	39	86.7	2	4.4	-	-
E.P.A.	0	0	18	90	2	10	-	-
A.A.M.M.A.	4	6.2	56	86.2	5	7.7	-	-
All Agencies Total	17	6.9	195	78.9	35	14.2	-	-
Agencies	SPECIALIZED EDUCATION IN JOURNALISM							
	Yes	%	No	%	Total	%		
E.B.C.	86	74.1%	30	25.9%	116	100.0%		
E.P.A.	13	65.0%	7	35.0%	20	100.0%		
A.A.M.M.A.	45	69.2%	20	30.8%	65	100.0%		
E.N.A.	28	63.6%	16	36.4%	44	100.0%		
Agencies	EXPERIENCE AS PROFESSIONAL JOURNALIST							
	Number of Years							
	1-5	%	6-10	%	11-15	%	>15	%
E.B.C.	40	34.2	53	45.3	24	20.5	-	-
E.N.A.	33	73.3	8	17.8	4	8.9	-	-
E.P.A.	16	80	4	20	0	0	-	-
A.A.M.M.A.	50	76.9	13	20	2	3.1	-	-
All Agencies Total	139	56.3	78	31.6	30	12.1	-	-
Agencies	MARITAL STATUS							
	single	%	married	%	divorce	%	widow	%
E.B.C.	25	28.1%	75	57.3%	10	62.5%	6	60.0%
E.N.A.	27	30.3%	6	4.6%	0	0.0%	0	0.0%
E.P.A.	14	15.7%	32	24.4%	6	37.5%	4	40.0%
A.A.M.M.A.	23	25.8%	18	13.7%	0	0.0%	0.0%	0
All Agencies Total	89	100.0%	131	100.0%	16	100.0%	10	100.0%
Agencies	MONTHLY SALARY IN ETHIOPIAN BIRR							
	1000-2500	2500-4000	4000-5500	5500-7000	over 7000	Total		
E.B.C.	0	24	36	31	10	101		
	0.0%	23.8%	35.6%	30.7%	9.9%	100.0%		
	0.0%	27.9%	52.2%	86.1%	100.0%	45.7%		
E.P.A.	2	9	7	2	0	20		
	10.0%	45.0%	35.0%	10.0%	0.0%	100.0%		
	10.0%	10.5%	10.1%	5.6%	0.0%	9.0%		
A.A.M.M.A.	10	31	12	2	0	55		
	18.2%	56.4%	21.8%	3.6%	0.0%	100.0%		
	50.0%	36.0%	17.4%	5.6%	0.0%	24.9%		
E.N.A.	8	22	14	1	0	45		
	17.8%	48.9%	31.1%	2.2%	0.0%	100.0%		
	40.0%	25.6%	20.3%	2.8%	0.0%	20.4%		
All Agencies Total	20	86	69	36	10	221		
	9.0%	38.9%	31.2%	16.3%	4.5%	100.0%		
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		

4.2. RESULT AND ANALYSIS OF QUANTITATIVE DATA

As indicated in the first section of the study, the study was designed to answer four questions:

- i. What is the **level of perceived job-satisfaction among journalists** in Ethiopia?
- ii. Is there any **significant statistical variation in the level of perceived job-satisfaction across** different print, electronic and/or digital **media agencies**?
- iii. Is there any **significant statistical variation in the level of job-satisfaction among** journalists **across** selected **demographic data**?
- iv. Is there any **significant statistical association in the level of job-satisfaction** among journalists **across workplace-related factors**?

Accordingly, in this section the findings are presented under each study question to make it easy for the reader to follow.

4.3. QUESTION 1 - LEVEL OF JOB-SATISFACTION AMONG JOURNALISTS

In this study the level of job-satisfaction was measured at two strategies.

- i. The first strategy used to measure job-satisfaction was a one-factor scale where a respondent was asked to respond to a question – “*How do you rate your level of job-satisfaction?*” and rate one’s own job-satisfaction on a ten-point scale where ‘0’ signifies the ‘lowest possible perceived job-satisfaction’ and 10 signifying the ‘highest possible perceived job-satisfaction’.

Accordingly, to differentiate the results obtained from the first one-factor-scale from the second ten-factor-scale the results of the first one shall referred throughout the study as *perceived job-satisfaction*. In other words, in this study perceived job-satisfaction is understood as a respondent’s personal judgement of his or her own level of alleged satisfaction in response to the first one-factor scale.

- ii. The second strategy used to measure job-satisfaction was a ten-factor-scale which is the adopted version of the Spector’s JSS. To differentiate results of

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the second from the first all results of the ten-factor scale will be referred throughout the study as *interpolated job-satisfaction*. In other words, in this study *interpolated job-satisfaction* is understood as the respondent's level of job-satisfaction calculated based on his or her response to the ten work-related factors.

Accordingly, data show that the mean perceived job-satisfaction of all journalists included in the study was 5.79 (median 6.00) with a minimum and maximum of 0 and 10, standard deviation of 2.369. As shown below the distribution is slightly negatively skewed (-.656). Similarly, data on interpolated level of job-satisfaction or the interpolated level of job-satisfaction show that the mean perceived interpolated job-satisfaction of all journalists included in the study was 6.26 (median 6.0) with a minimum and maximum of 3.54 and 9.04, standard deviation of 1.35715.

As shown below the distribution is slightly negatively skewed (.155). Here it should be noted that the original range of the first or the one-factor scale is 0 to 10 while the range for the ten-factor-scale is 40 to 240, however, to make comparison easier both scales have been converted into a 0-10 scale. Detail descriptive data and a graphic distribution are given below.

TABLE 5. DESCRIPTIVE STATISTICS ON PERCEIVED AND INTERPOLATED LEVELS OF JOB-SATISFACTION

PERCEIVED JOB-SATISFACTION		INTERPOLATED JOB-SATISFACTION	
N	247	N	247
Range	10	Range	5.5
Minimum	0	Minimum	3.54
Maximum	10	Maximum	9.04
Mean	5.79	Mean	6.26
Median	6.00	Median	6.08
Mode	6	Mode	5.79
Std. Deviation	2.369	Std. Deviation	1.357
Variance	5.614	Variance	1.845

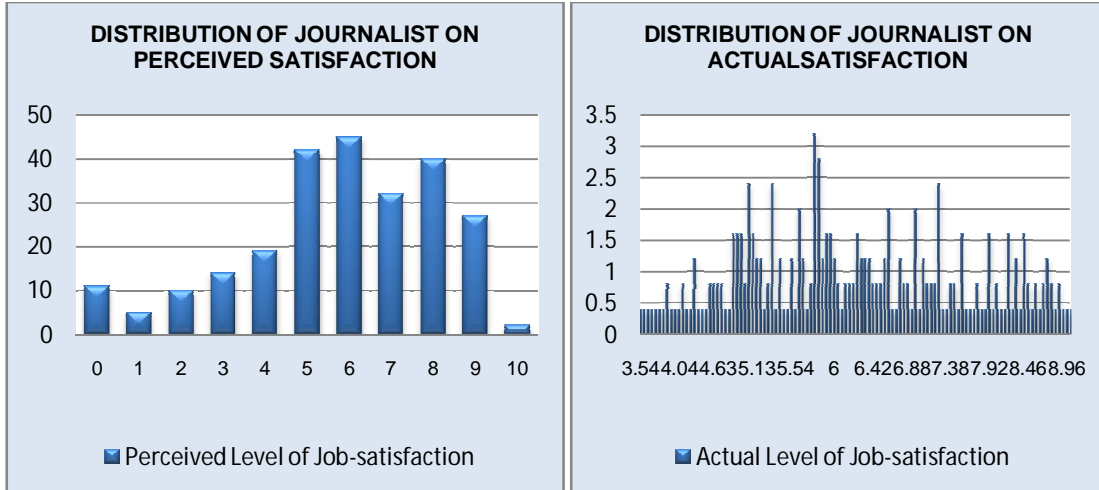
As can be seen from the descriptive statistics and more specifically from the central tendencies, the one-factor and ten-factor scales, respectively revealed that the central tendency as measured by the mean is 5.79 and 6.26. Even more so the medians for more scales have converged on 6.0.

Similarly, when we examine the distribution of the data, though the skewness of the distribution on the level of job-satisfaction as measured by the one-factor and ten-

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factor scale is (negative) $-.656$ and (positive) $.215$, the overall distribution is quite similar with a mode of 6 and 5.79 for each.

TABLE 6. GRAPHIC DISTRIBUTION ON PERCEIVED AND INTERPOLATED LEVELS OF JOB-SATISFACTION



Moreover, a Pearson’s product moment correlation (r) run to find out if there exists an association between the two scales, namely, the one-factor and ten-factor scale instruments has shown that there is a very strong positive correlation of $r = 0.712$ that is statistically significant at $.01$ level.

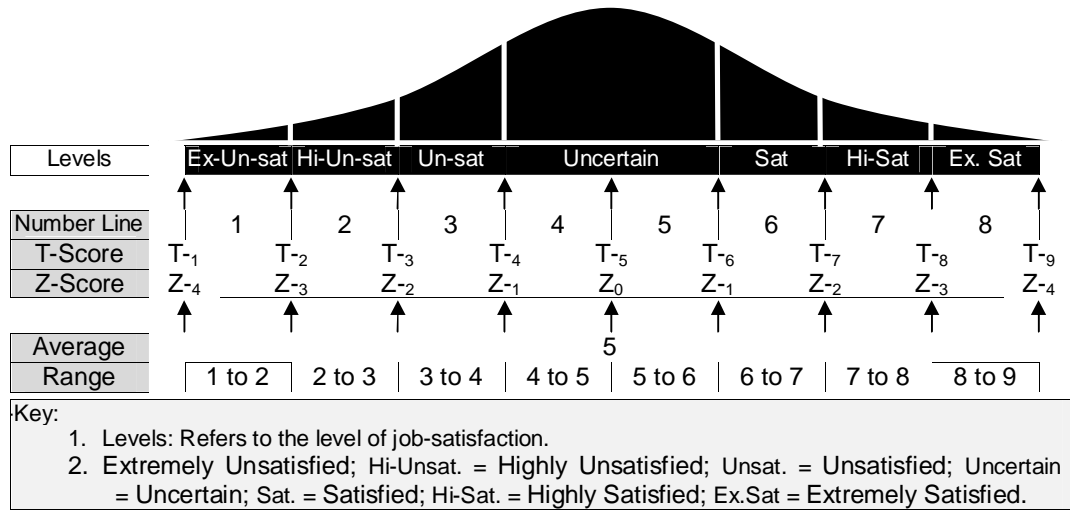
Based on the witnessed strong correlation three scales were developed to assess the level of job-satisfaction level among the journalists. These are the perceived level of job-satisfaction; the interpolated level of job-satisfaction; and Aggregate level of job-satisfaction (aggregate of the perceived and interpolated levels).

The aggregate job-satisfaction was defined as a combined measure of the one-factor and ten factor scales by combining the scores of each journalist using the Z-scores, changing each score to a t-score with a mean of 5 and standard deviation of 1 and finding the mean of the two scores. Therefore, an aggregate job-satisfaction, in this study, is defined as a combined standard score obtained through the one-factor and ten factor scales.

Accordingly, to make sure that all the three scores are comparable all the three were converted into Z-scores and then t-scores. Accordingly, all were laid on a distribution with a mean of five (5) and standard deviation of one (1), hence, the following category was created:

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TABLE 7. STANDARDIZED SCALE DEVELOPED FOR THE MEASURE OF LEVEL OF JOB-SATISFACTION

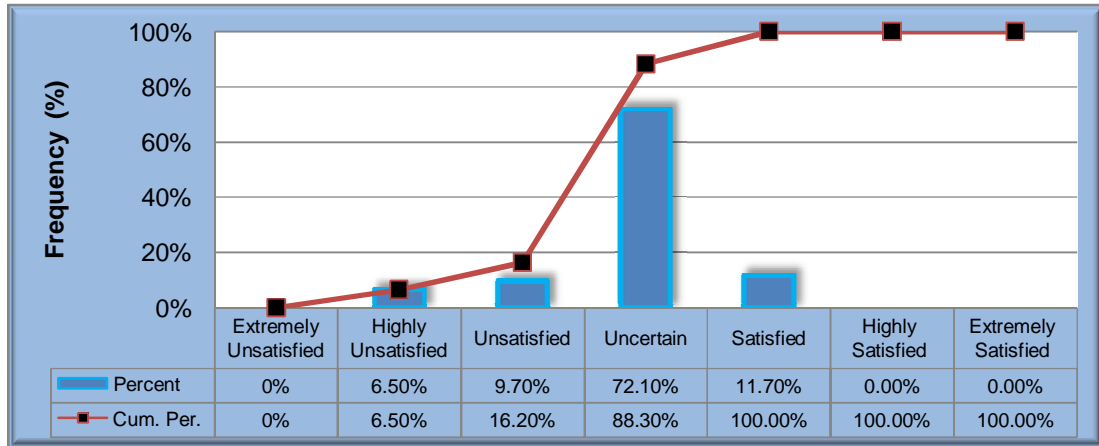


Here below, the degree of job-satisfaction of the journalists will be discussed employing the three measures, namely, the perceived satisfaction, interpolated satisfaction, and aggregate satisfaction.

4.3.1. LEVEL OF JOB-SATISFACTION AS MEASURED BY PERCEIVED SCALE

First, it is worth remembering that the perceived-scale measures individual feeling or perception on his or her own level of job-satisfaction. Accordingly, when we apply the data on the above presented standardized scale, we find that the majority of the journalists, as shown in the graph below, believe that they are within the range 'Highly unsatisfied' and Satisfied.

TABLE 8. DISTRIBUTION OF RESPONDENTS AS PER THEIR LEVEL OF JOB-SATISFACTION AS MEASURED BY PERCEIVED SCALE



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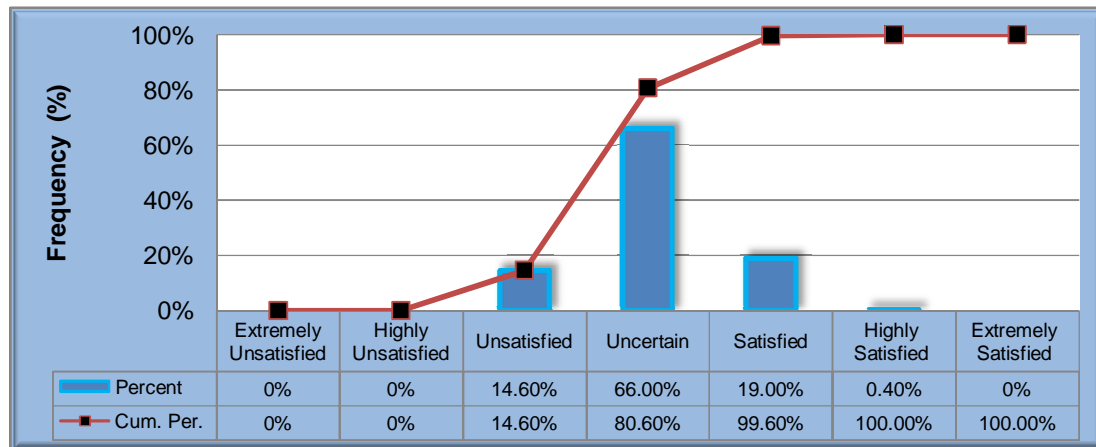
Both the frequency percentage clearly show that no journalist falls within the ranges: Extremely Unsatisfied, Highly Satisfied and Extremely Satisfied. Furthermore, the cumulative frequency shows that 88.3% of the journalists believe they are either uncertain or unsatisfied or highly satisfied.

4.3.2. LEVEL OF JOB-SATISFACTION AS MEASURED BY INTERPOLATED SCALE

The second scale used to assess the journalists' level of job-satisfaction was the interpolated job-satisfaction level or their job-satisfaction level as interpolated based on their score on the ten factors, namely, pay, infringe benefits, co-worker, supervisor, communication, promotion, contingent reward, operational condition, nature of work.

Accordingly, as can be seen in the graph below, the interpolated measure depicts almost an identical distribution with that of the perceived scale. Again the majority of the journalists have been found to fall within the range Unsatisfied, Uncertain, Satisfied, and Highly Satisfied. However, it is worth noting that only one journalist fell within the 'highly satisfied' range when his scores on the ten factors are calculated for into interpolated job-satisfaction.

TABLE 9. DISTRIBUTION OF RESPONDENTS AS PER THEIR LEVEL OF JOB-SATISFACTION AS MEASURED BY INTERPOLATED SCALE



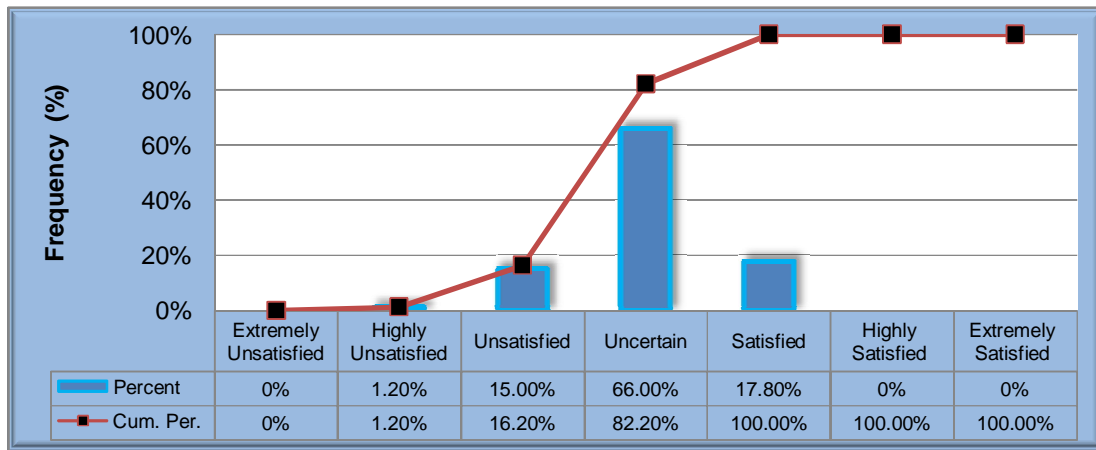
Consistent with the perceived level of job-satisfaction, the interpolated level of job-satisfaction has depicted that no journalist falls within the ranges: Extremely Unsatisfied, Highly Unsatisfied and Highly Satisfied (except 1 respondent) and Extremely Satisfied. Furthermore, the cumulative frequency shows that 80.6% of the journalists fall below the point that signifies their uncertainty or lack of satisfaction.

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4.3.3. LEVEL OF JOB-SATISFACTION AS MEASURED BY AGGREGATE SCALE

The last scale applied was, as indicated above, the aggregate scale, which is a combination of the above, two scales. The aggregate scale was developed with the aim to increase the reliability by counteracting the *subjectivity* in the perceived scale and the *indirectness* of the interpolated scale. Hence, as can be seen in the graph below, the aggregate measure divulges that the majority of the journalists fall, within the ranges: Highly Unsatisfied, Unsatisfied, Uncertain, and Satisfied.

TABLE 10. DISTRIBUTION OF RESPONDENTS AS PER THEIR LEVEL OF JOB-SATISFACTION AS MEASURED BY AGGREGATE SCALE



The aggregate level of job-satisfaction counterbalancing the extreme cases in the previous scales adjusted the distribution and pointed out, as can be seen in the cumulative percentage in the above graph, 88.2% of the journalists are either Uncertain, Unsatisfied or Highly satisfied.

4.4. QUESTION 2 - JOB-SATISFACTION ACROSS MEDIA AGENCIES

The second study question was designed to find out if there exists any statistically significant variation across media agencies. This study question is treated across three levels. These three measures are the *perceived level of job-satisfaction* (one-factor) and the *interpolated level of job-satisfaction* (ten-factor) and an *aggregate of the two*. The aggregate job-satisfaction was defined as a combined measure of the one-factor and ten factor scales by combining the scores of each journalist by changing each score into Z-scores and T-score with a mean of 5 and standard deviation of 1 and, finally, finding the mean of the two scores. Therefore, an *aggregate job-satisfaction*, in this study, is defined as a combined standard score

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obtained based on average scores of the one-factor *perceived job-satisfaction* and the ten-factor *interpolated job-satisfaction* scales.

4.4.1. PERCEIVED JOB-SATISFACTION ACROSS AGENCIES

Data on perceived job-satisfaction across agencies show that the means of the four agencies, that is, E. P. A. (M = 4.60); E. N. A. (M = 4.73); A. A. M. M. A. (M = 5.37); E. B. C. (M = 6.63) vary considerably and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 242) = 11.377, p < .001$.

TABLE 11. ANOVA MEAN COMPARISON OF PERCEIVED JOB-SATISFACTION ACROSS AGENCIES

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	173.118	3	57.706	11.609	.000
Within Groups	1207.935	243	4.971		
Total	1381.053	246			

A Tukey HSD mean comparison has shown that perceived job-satisfaction shows that there are two homogenous groups and those journalists from E. B.C. scored higher compared with those from E. P.A. and E. N. A. showing that a journalist from E. B. C generally has a higher probability of having a higher perceived job-satisfaction compared to those from E. P.A. and E. N. A. On the other, the score on perceived job-satisfaction of those journalists from A. A. M. M. A. did not show any statistically significant variation against any of the other three agencies at alpha 0.05. Detail data are given below.

TABLE 12. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
E .B .C.	E. P. A.	2.021*	.541	.001	.62	3.42
	A. A. M. M. A.	1.251*	.346	.002	.36	2.15
	E. N. A.	1.887*	.392	.000	.87	2.90
E. P. A.	E. B. C.	-2.021*	.541	.001	-3.42	-.62
	A. A. M. M. A.	-.769	.571	.534	-2.25	.71
	E. N. A.	-.133	.600	.996	-1.69	1.42
A. A. M. M. A.	E. B. C.	-1.251*	.346	.002	-2.15	-.36
	E. P. A.	.769	.571	.534	-.71	2.25
	E. N. A.	.636	.433	.458	-.48	1.76
E. N. A.	E. B. C.	-1.887*	.392	.000	-2.90	-.87

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	E. P. A.	.133	.600	.996	-1.42	1.69
	A. A. M. M. A.	-.636	.433	.458	-1.76	.48

*. The mean difference is significant at the 0.05 level.

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
E. P. A.	20	4.60	
E. N. A.	45	4.73	
A. A. M. M. A.	65	5.37	5.37
E. B. C.	116		6.62
Sig.		.397	.054

Means for groups in homogeneous subsets are displayed.
a. Uses Harmonic Mean Sample Size = 41.568.
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

4.4.2. INTERPOLATED JOB-SATISFACTION ACROSS AGENCIES

Data generated on interpolated job-satisfaction across the four agencies show that the means are E. P. A. (M = 5.38); E. N. A. (M = 5.17); A. A. M. M. A. (M = 6.18); E. B. C. (M = 6.87) vary considerably and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 26.920, p < .01$.

TABLE 13. ANOVA MEAN COMPARISON OF PERCEIVED JOB-SATISFACTION ACROSS AGENCIES

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	113.022	3	37.674	26.920	.000
Within Groups	340.077	243	1.399		
Total	453.099	246			

A Tukey HSD mean comparison run to locate the variation on interpolated job-satisfaction has shown that there are three homogenous groups. Moreover, those journalists from E. B. C. scored highest compared with those from A. A. M. M. A., E. P. A. and E. B. C. and those from A. A. M. M. A. scored higher than those from E. P. A. and E. B. C.

Here it is worth noting that both scales, i.e., the one-factor and the ten-factor scales generated identical results and vary only the sense that the one-factor scale did not find a statistically significant variation between E. B. C. and A. A. M. M. A., while the

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ten-factor scale pointed out that the difference is statistically significant at alpha 0.05. Detail data are given below.

TABLE 14. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
E.B.C.	E. P. A.	1.48745*	.28625	.000	.7470	2.2279
	A. A. M. M. A.	.69530*	.18301	.001	.2219	1.1687
	E. N. A.	1.70157*	.20751	.000	1.1648	2.2384
E. P. A.	E. B. C.	-1.48745*	.28625	.000	-2.2279	-.7470
	A. A. M. M. A.	-.79215*	.30250	.046	-1.5747	-.0096
	E. N. A.	.21412	.31792	.907	-.6083	1.0366
A. A. M. M. A.	E. B. C.	-.69530*	.18301	.001	-1.1687	-.2219
	E. P. A.	.79215*	.30250	.046	.0096	1.5747
	E. N. A.	1.00627*	.22941	.000	.4128	1.5997
E. N. A.	E. B. C.	-1.70157*	.20751	.000	-2.2384	-1.1648
	E. P. A.	-.21412	.31792	.907	-1.0366	.6083
	A. A. M. M. A.	-1.00627*	.22941	.000	-1.5997	-.4128

*. The mean difference is significant at the 0.05 level.

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05		
		GROUP 1	GROUP 2	GROUP 3
E. P. A.	20	5.3854		
E. N. A.	45	5.1713		
A. A. M. M. A.	65		6.1776	
E. B. C.	117			6.8729
Sig.		.842	1.000	1.000

Means for groups in homogeneous subsets are displayed.
a. Uses Harmonic Mean Sample Size = 41.600.
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

4.4.3. AGGREGATE JOB-SATISFACTION ACROSS AGENCIES

Data on aggregate job-satisfaction across agencies show that the means of the four agencies, that is, E. N. A. (M = 4.38); E. P. A. (M = 4.42); A. A. M. M. A. (M = 4.88); E. B. C. (M = 5.40) vary considerably and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 21.451, p < .01$.

TABLE 15. ANOVA MEAN COMPARISON OF AGGREGATE JOB-SATISFACTION ACROSS AGENCIES

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	44.091	3	14.697	21.451	.000

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Within Groups	166.494	243	.685		
Total	210.586	246			

A Tukey HSD mean comparison has shown that scores on aggregate job-satisfaction shows that there are three homogenous groups. In addition, those journalists from E. B. C. scored highest compared to the other all three agencies and those from A. A. M. M. A. and E. P. A. scored significantly higher than those from E. N. A. Detail data are given below.

TABLE 16. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Lower Bound
E.B.C.	E. P. A.	.97704*	.20029	.000	.4589	1.4952
	A. A. M. M. A.	.52281*	.12805	.000	.1916	.8541
	E. N. A.	1.02779*	.14520	.000	.6522	1.4034
E. P. A.	E. B. C.	-.97704*	.20029	.000	-1.4952	-.4589
	A. A. M. M. A.	-.45423	.21166	.142	-1.0018	.0933
	E. N. A.	.05075	.22245	.996	-.5247	.6262
A. A. M. M. A.	E. B. C.	-.52281*	.12805	.000	-.8541	-.1916
	E. P. A.	.45423	.21166	.142	-.0933	1.0018
	E. N. A.	.50498*	.16052	.010	.0897	.9202
E. N. A.	E. B. C.	-1.02779*	.14520	.000	-1.4034	-.6522
	E. P. A.	-.05075	.22245	.996	-.6262	.5247
	A. A. M. M. A.	-.50498*	.16052	.010	-.9202	-.0897

*. The mean difference is significant at the 0.05 level.

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05		
		GROUP 1	GROUP 2	GROUP 3
E. N. A.	45	4.3758		
E. P. A.	20	4.4266	4.4266	
A. A. M. M. A.	65		4.8808	
E. B. C.	117			5.4036
Sig.		.992	.062	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 41.600.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

4.5. QUESTION 3 - JOB-SATISFACTION ACROSS DEMOGRAPHIC FACTORS

The third study question was planned to find out if there exists any statistically significant variation in job-satisfaction across demographic factors.

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As noted above, the journalists' level of job-satisfaction was assessed through three mechanisms, namely, the one-factor scale, the ten-factor scale, and finally the aggregate scale. As indicated above the first two scales have a strong positive ($r = .71$) correlation showing the relative reliability of the two tests. However, it was deemed that the strength of each could be more strengthened if the perceived and interpolated scores are combined, thus, the aggregate score was computed. This was important since both the perceived and interpolated scales, though have their own strengths, suffer from some weakness. First, the perceived scale though was derived by asking the individual him/herself about his felt-level of satisfaction could suffer from subjectivity of the respondent. Likewise, the interpolated scale while measuring job-satisfaction does not actually measure job-satisfaction but the ten factors with the assumption that these ten factors have impact on job-satisfaction. Thus, the aggregate scale would be superior to both since the subjectivity of the perceived scale is counterbalanced by the indirectness of the interpolated measures.

Accordingly, the aggregate score is expected to be more reliable than both the one-factor and ten-factor scales and was used to find out a possible variation in journalists' level of job-satisfaction across demographic and work-related factors.

Following the assessment of the overall distribution of aggregate job-satisfaction and its variation across the four media agencies, its variation was examined for possible variation across the different demographic variables.

4.5.1. AGGREGATE JOB-SATISFACTION ACROSS AGE GROUPS

Similarly, data on aggregate job-satisfaction across age groups has revealed that there is a statistically significant variation on aggregate job-satisfaction across age groups $F(2, 244) = 29.165, p < .01$.

TABLE 17. ANOVA MEAN COMPARISON OF AGGREGATE JOB-SATISFACTION ACROSS AGE GROUPS

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	40.630	2	20.315	29.165	.000
Within Groups	169.956	244	.697		
Total	210.586	246			

Based on this result, a Tukey HSD mean comparison run to find out the homogenous groups has revealed that the variation is across all the three age groups, thus, those within 41-50 years of chronological age scored highest (5.76) compared to those

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within 31 to 40 years (5.21) and those from 20 to 30 years (4.60) on the aggregate scale.

TABLE 18. POST-HOC TEST ON AGGREGATE JOB-SATISFACTION ACROSS AGE GROUPS (TUKEY)

(I) age	(J) age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
20-30	31-40	-.62166*	.11337	.000	-.8890	-.3543
	41-50	-1.16504*	.17157	.000	-1.5696	-.7605
31-40	20-30	.62166*	.11337	.000	.3543	.8890
	41-50	-.54338*	.17278	.005	-.9508	-.1360
41-50	20-30	1.16504*	.17157	.000	.7605	1.5696
	31-40	.54338*	.17278	.005	.1360	.9508

*. The mean difference is significant at the 0.05 level.

AGE GROUPS	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05		
		GROUP 1	GROUP 2	GROUP 3
20-30	112	4.5939		
31-40	105		5.2156	
41-50	30			5.7590
Sig.		1.000	1.000	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 57.931.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Based on this result a Pearson's product moment correlation (r) was run to find out if there exists any relationship between age and aggregate job-satisfaction. and the result has shown that there is a positive (r = 0.453) statistically significant association at alpha level 0.01 between age and aggregate job-satisfactions since the coefficient of determination (r²) reveals that 20.52% of the variation in the aggregate is explainable by age difference.

Thus, one can clearly conclude that there is an association between age and aggregate level of job-satisfaction and there is a statistically significant variation between the three age groups. This clearly shows that those journalists who are younger tend to feel less satisfied with their job compared with the older ones.

4.5.2. AGGREGATE JOB-SATISFACTION ACROSS GENDER

An independent sample t-test was run to find out if there exists any statistically significant variation across the sexes in aggregate level of job-satisfaction. Accordingly, the result has shown that the mean aggregate job-satisfaction score of the female journalists (M = 5.24, SD= 0.80) was higher than their male counterparts

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($M = 4.8$, $SD = .96$) and this variation was found to be statistically significant, $t(245) = 3.358$, $p < .001$. This result indicates that female journalists have more job-satisfaction than male journalists do.

TABLE 19. INDEPENDENT SAMPLE T-TEST MEAN ON AGGREGATE JOB-SATISFACTION ACROSS THE GENDER

	Gender	N	Mean	Std. Deviation	Std. Error mean
Aggregate Job-Satisfaction	Female	100	5.2345	.80908	.08091
	Male	147	4.8400	.96697	.07975

4.5.3. AGGREGATE JOB-SATISFACTION ACROSS EDUCATIONAL LEVEL

In the same token analysis was conducted to find out if there exists any statistically significant variation in the journalists' aggregate job-satisfaction across their educational level. The data have shown that there, truly is a variation across educational levels and the variation is statistically significant $F(3, 244) = 10.166$, $p < .01$. Hence, it was found out that those with College Diploma scored higher ($M = 5.66$) and Second Degree scored higher compared with those with First Degree.

TABLE 20. ANOVA MEAN COMPARISON OF AGGREGATE JOB-SATISFACTION ACROSS EDUCATION

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	18.926	2	9.463	10.166	.000
Within Groups	227.130	244	.931		
Total	246.056	246			

TABLE 21. POST-HOC TEST ON AGGREGATE JOB-SATISFACTION ACROSS EDUCATION (TUKEY)

(i) Educational level	(j) Educational level	Mean Difference (I - J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Lower Bound
College Diploma	First degree	.79734*	.24399	.004	.2220	1.3727
	Second degree	.18650	.28522	.790	-.4861	.8591
First Degree	College diploma	-.79734*	.24399	.004	-1.3727	-.2220
	Second degree	-.61084*	.17711	.002	-1.0285	-.1932
Second degree	College diploma	-.18650	.28522	.790	-.8591	.4861
	First degree	.61084*	.17711	.002	.1932	1.0285

*. The mean difference is significant at the 0.05 level.

EDUCATIONAL LEVEL	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
First Degree	195	4.8582	
Second Degree	35		5.4690
College Diploma	17		5.6555
Sig.		1.000	.717

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Means for groups in homogeneous subsets are displayed.
 a. Uses Harmonic Mean Sample Size = 32.424.
 b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

In connection with education, further analysis was done to search for possible variation in aggregate level of job-satisfaction across those journalists with professional training in journalism and those who work as journalist without specialized training in journalism. however, an independent sample t-test run to find out a variation across the two groups has shown that there is no statistically significant variation across at alpha level 0.05 between journalists who work as journalist with specialized training (M = 5.0680, SD= .96287) and those without (M = 4.8508, SD= .81982) conditions; $t(244) = 1.694, p = 0.05$. This shows that, on the overall or as a group, journalist with specialized training are inclined to feel more satisfied in their job compared with those without specialized training.

4.5.4. AGGREGATE JOB-SATISFACTION ACROSS WORK EXPERIENCE

The next demographic variable examined for possible variation in aggregate job-satisfaction was year of experience as journalist. In this regard, data show that there is a statistically significant $F(2, 244) = 24.349, p < .01$ between those who served as journalist for up to fifteen (M = 5.46) and ten (M = 5.91) years, respectively, scored higher compared to those journalist who served from one to five years (M = 4.64).

TABLE 22. ANOVA MEAN COMPARISON OF AGGREGATE JOB-SATISFACTION ACROSS EXPERIENCE IN JOURNALISM

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	40.938	2	20.469	24.349	.000
Within Groups	205.118	244	.841		
Total	246.056	246			

TABLE 23. POST-HOC TEST ON AGGREGATE JOB-SATISFACTION ACROSS EDUCATION (TUKEY)

(I) work experience of journalist	(J) work experience of journalist	Mean Difference (I - J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bounc	Lower Bound
1-5 Years	6-10 Years	-.82152*	.12971	.000	-1.1274	-.5156
	11-15 Years	-.81861*	.18458	.000	-1.2539	-.3834
6-10 Years	1-5 Years	.82152*	.12971	.000	.5156	1.1274
	11-15 Years	.00291	.19697	1.000	-.4616	.4674
11-15 Years	1-5 Years	.81861*	.18458	.000	.3834	1.2539
	6-10 Years	-.00291	.19697	1.000	-.4674	.4616

*. The mean difference is significant at the 0.05 level.

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WORK EXPERIENCE OF JOURNALIST	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
1-5	139	4.6407	
6-10	30		5.4593
11-15	78		5.4623
Sig.		1.000	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 56.234.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

4.5.5. AGGREGATE JOB-SATISFACTION ACROSS MARITAL STATUS

The next demographic variable examined was marital status of journalists. As noted above the majority of the journalists were either married (N = 131, 53.3%) or single (N = 89, 36.2%) and those divorced (N = 16, 6.5%) and widowed (N = 10, 4.1%) were in the minority, thus, the test for the effect of marriage on aggregate job-satisfaction was conducted considering only single and married journalists.

Hence, an independent sample t-test executed to has shown that the mean aggregate job-satisfaction score of married journalists ($M = 5.14$, $SD = 0.91$) was higher than their single or unmarried journalists ($M = 4.57$, $SD = .79$) and this variation was found to be statistically significant, $t(219) = -4.828$, $p < .01$.

This result indicates that married journalists tend to feel more satisfied in their job compared with single journalists.

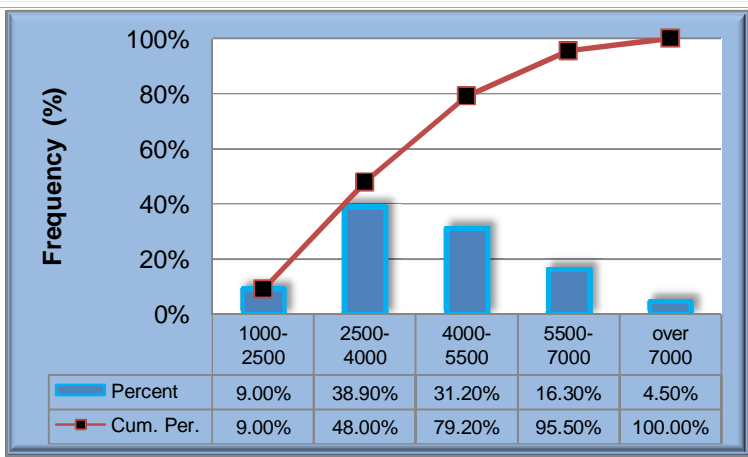
4.5.6. AGGREGATE JOB-SATISFACTION ACROSS MONTHLY SALARY

The last demographic variable examined was pay or monthly salary or monetary pay of the journalists. As depicted in the bar and cumulative graphs below an average monthly salary is Eth. Birr 3520.00 and a median of Eth. Birr 4750.00.

TABLE 24. DESCRIPTIVE STATISTICS ON PERCEIVED AND INTERPOLATED LEVELS OF JOB-SATISFACTION

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N	221
Mean	2.68
Median	3.00
Mode	2
Std. Deviation	1.000
Skewness	.395
Std. Error of Skewness	.164
Range	4
Minimum	1
Maximum	5



Based on these data, we witness a statistically significant variation. $F(4, 216) = 14.901, p < .01$ between those who earn between Eth. Birr 5500-7000 has higher mean aggregate scores on their job-satisfaction (5.6553) compared to those who score between Eth. Birr 1000-2500 (4.0592) and Eth. Birr 2500-4000 (4.6002). While those who score over Eth. Birr 7000; between Eth. Birr 4000-5500 and Eth. Birr 2500-4000, respectively, have higher aggregate scores of 5.0888 and 4.6002 and compared with those who earn between Eth. Birr 1000-2500 and scored least of all on the aggregate scores on their job-satisfaction.

TABLE 25. ANOVA MEAN COMPARISON OF AGGREGATE JOB-SATISFACTION ACROSS INCOME GROUPS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	45.425	4	11.356	14.901	.000
Within Groups	164.618	216	.762		
Total	210.044	220			

TABLE 26. POST-HOC TEST ON AGGREGATE JOB-SATISFACTION ACROSS INCOME GROUPS (TUKEY)

(I) Income Groups	(J) Income Groups	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Lower Bound
1000-2500	2500-4000	-.54105	.21672	.095	-1.1372	.0551
	4000-5500	-1.02955*	.22170	.000	-1.6394	-.4197
	5500-7000	-1.59615*	.24347	.000	-2.2659	-.9264
	over 7000	-1.07775*	.33811	.014	-2.0079	-.1476
2500-4000	1000-2500	.54105	.21672	.095	-.0551	1.1372
	4000-5500	-.48850*	.14109	.006	-.8766	-.1004
	5500-7000	-1.05510*	.17330	.000	-1.5318	-.5784
	over 7000	-.53669	.29167	.353	-1.3391	.2657
4000-5500	1000-2500	1.02955*	.22170	.000	.4197	1.6394
	2500-4000	.48850*	.14109	.006	.1004	.8766
	5500-7000	-.56660*	.17949	.016	-1.0604	-.0728
	over 7000	-.04819	.29539	1.000	-.8608	.7644

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5500-7000	1000-2500	1.59615*	.24347	.000	.9264	2.2659
	2500-4000	1.05510*	.17330	.000	.5784	1.5318
	4000-5500	.56660*	.17949	.016	.0728	1.0604
	over 7000	.51840	.31206	.460	-.3401	1.3769
over 7000	1000-2500	1.07775*	.33811	.014	.1476	2.0079
	2500-4000	.53669	.29167	.353	-.2657	1.3391
	4000-5500	.04819	.29539	1.000	-.7644	.8608
	5500-7000	-.51840	.31206	.460	-1.3769	.3401

*. The mean difference is significant at the 0.05 level.

INCOME GROUPS	N	MEANS FOR HOMOGENEOUS GROUPS SUBSET FOR ALPHA = 0.05		
		GROUP 1	GROUP 2	GROUP 3
1000-2500	20	4.0592		
2500-4000	86	4.6002	4.6002	
4000-5500	69		5.0888	5.0888
over 7000	10		5.1369	5.1369
5500-7000	36			5.6553
Sig.		.195	.202	.158

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 24.522.

b. The group sizes are unequal . The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

4.6. QUESTION 4 - AGGREGATE JOB-SATISFACTION AND WORKPLACE-RELATED FACTORS

The fourth study question was targeted to detect if there exists any statistically significant association in job-satisfaction across work-related factors.

However, before, the association between each of the workplace-related factors and aggregate job-satisfaction, an analysis was conducted to find out if the ten workplace-related factors themselves had internal and item-scale consistency.

First, the scale was found to have a reliability of Cronbach's Alpha .910, inter-item correlation was run, and the data has shown that all items are positively correlated with every other item and all the correlations are significant at alpha level 0.05 with the weakest correlation being between operational conditioning and nature of work (.268).

Hence, one can with full confidence conclude that the items are strongly associated and enjoy a significant level of internal consistency.

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TABLE 27. INTER-ITEM CORRELATIONS FOR THE WORKPLACE-RELATED FACTORS

		1	2	3	4	5	6	7	8	9	10
Pay	r =	1	.783**	.516**	.761**	.778**	.427**	.342**	.493**	.469**	.566**
	Sig. 2		.000	.000	.000	.000	.000	.000	.000	.000	.000
Promotion	r =		1	.549**	.716**	.780**	.310**	.413**	.516**	.441**	.563**
	Sig. 2			.000	.000	.000	.000	.000	.000	.000	.000
Supervision	r =			1	.585**	.387**	.188**	.563**	.553**	.455**	.571**
	Sig. 2				.000	.000	.003	.000	.000	.000	.000
Contingent reward	r =				1	.721**	.430**	.501**	.581**	.505**	.634**
	Sig. 2					.000	.000	.000	.000	.000	.000
Fringe benefit	r =					1	.431**	.293**	.441**	.331**	.490**
	Sig. 2						.000	.000	.000	.000	.000
Operational conditioning	r =						1	.268**	.359**	.352**	.269**
	Sig. 2							.000	.000	.000	.000
Coworker	r =							1	.569**	.464**	.466**
	Sig. 2								.000	.000	.000
Nature of work	r =								1	.477**	.535**
	Sig. 2									.000	.000
Communication	r =									1	.448**
	Sig. 2										.000
Logistic service	r =										1
	Sig. 2										

1. Sig.2 = Sig. (2-tailed) =

2. Pay = 1; Promotion = 2; Supervision = 3; Contingent reward = 4; Fringe benefit = 5; Operational conditioning = 6; Coworker = 7; Nature of work = 8; Communication = 9; Logistic service = 10.

3. r = Pearson Product Moment Correlation

Following confirming the reliability of the scale, the data analysis continued at three levels. These, include:

- i. A test for association between the workplace-related factor and overall or aggregate job-satisfaction to lay down the foundation on the relevance of the workplace-related factor with regards to its effect or impact on job-satisfaction;
- ii. Analysis of the workplace-related factor employing descriptive statistics and test for variation in the workplace-related factor across agencies; and
- iii. Distribution of respondents on the scale measuring the level of the workplace-related factor across agencies specific and general trend lines; and

4.6.1. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS PAY

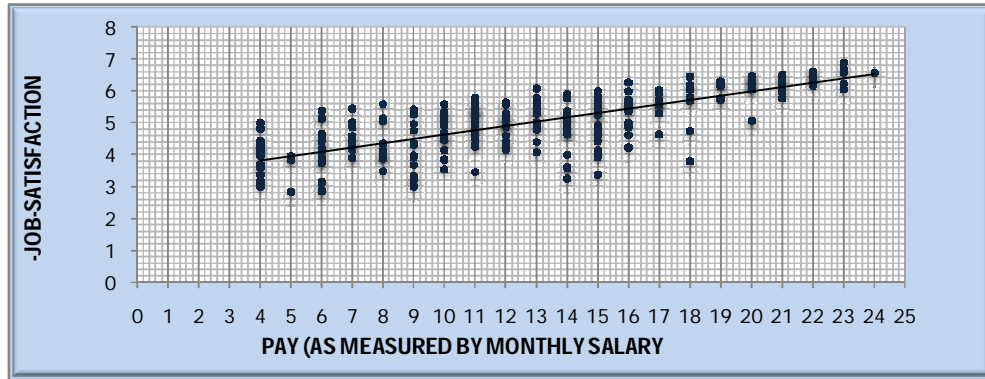
4.6.1.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The first workplace factor examined for possible association with one's level of job-satisfaction (aggregate) was the journalists' pay or monthly salary. Accordingly, a Pearson Product Moment Correlation run revealed a strong positive association of r

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= .752 that is significant at $p < .01$. The scatter diagram and a trend line below clearly show that there is a strong positive association between pay and one's job-satisfaction.

TABLE 28. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN PAY AND JOB-SATISFACTION



4.6.1.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON PAY ACROSS AGENCIES

Data on pay across agencies show that the means of the four agencies, that is, E. N. A. ($M = 9.2667$); E. P. A. ($M = 9.800$); A. A. M. M. A. ($M = 11.6308$); E. B. C. ($M = 15.1880$) show marked variation and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 23.569, p < .01$.

TABLE 29. ANOVA MEAN COMPARISON OF SATISFACTION ON PAY ACROSS AGENCIES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1491.065	3	497.022	23.569	.000
Within Groups	5124.352	243	21.088		
Total	6615.417	246			

TABLE 30. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
E. B.C.	E. P. A.	5.33803*	1.11114	.000	2.4636	8.2124
	A. A. M. M. A.	3.55726*	.71040	.000	1.7195	5.3950
	E. N. A.	5.92137*	.80552	.000	3.8376	8.0052
E. P. A.	E. B. C.	-5.33803*	1.11114	.000	-8.2124	-2.4636
	A. A. M. M. A.	-1.78077	1.17423	.429	-4.8184	1.2568
	E. N. A.	.58333	1.23410	.965	-2.6092	3.7758
A. A. M. M. A.	E. B. C.	-3.55726*	.71040	.000	-5.3950	-1.7195
	E. P. A.	1.78077	1.17423	.429	-1.2568	4.8184
	E. N. A.	2.36410*	.89053	.042	.0604	4.6678
E. N. A.	E. B. C.	-5.92137*	.80552	.000	-8.0052	-3.8376
	E. P. A.	-.58333	1.23410	.965	-3.7758	2.6092
	A. A. M. M. A.	-2.36410*	.89053	.042	-4.6678	-.0604

*. The mean difference is significant at the 0.05 level.

JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING IN ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
E. N. A.	45	9.2667	
E. P. A.	20	9.8500	
A. A. M. M. A.	65	11.6308	
E. B. C.	117		15.1880
Sig.		.090	1.000

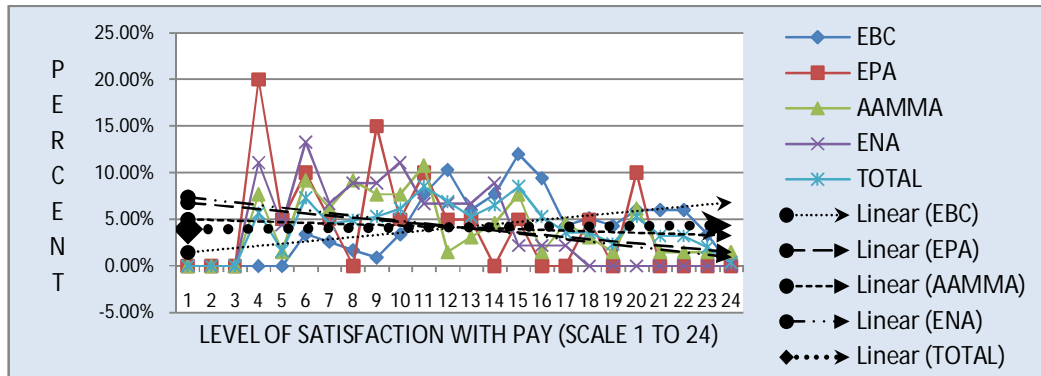
Means for groups in homogeneous subsets are displayed.
a. Uses Harmonic Mean Sample Size = 41.600.
b. The group sizes are unequal . The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

A Tukey HSD mean comparison has shown that the variation in pay across agencies is between E.B.C and the rest of the three agencies, which shows that those journalists from E.B.C. are more satisfied with their pay, as measured by their monthly salary, compared all the rest of the journalists in the other three agencies.

4.6.1.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

Consistent with the findings above, the graph below depicts the overall satisfaction trend in each and all agencies. Thus, as shown in the general trends, the graph is positively skewed in all the three agencies except in E. B.C. which shows that journalists that work in E .B.C., unlike all journalists in the other three agencies tend to feel satisfied with the pay they are given.

TABLE 31. DISTRIBUTION OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON PAY ACROSS AGENCIES



4.6.2. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS FRINGE BENEFIT

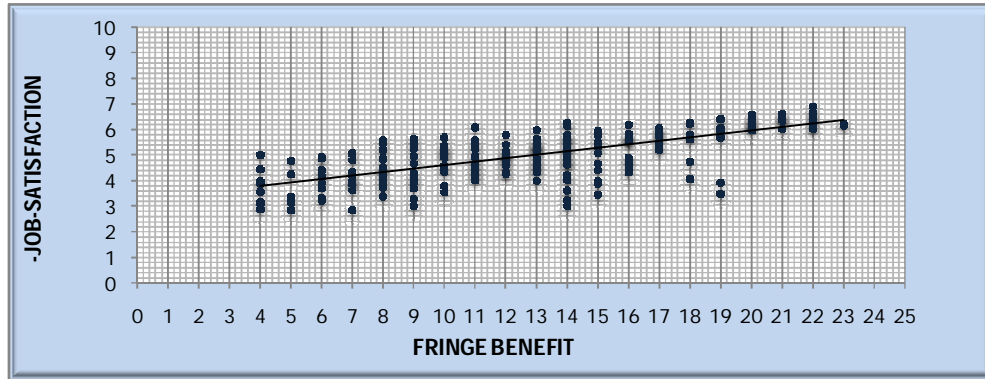
4.6.2.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The second factor studied for an association with level of job-satisfaction was fringe benefit, accordingly, a data from Pearson Product Moment Correlation has shown

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that there is again a strong positive association of $r = .713$ that is significant at $p < .01$.

TABLE 32. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN FRINGE BENEFIT AND JOB-SATISFACTION



4.6.2.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON FRINGE BENEFIT ACROSS AGENCIES

Data on fringe benefit across agencies show that the means of the four agencies. That is, E. P. A. ($M = 10.6000$); E. N. A. ($M = 9.4000$); A. A. M. M. A. ($M = 11.3692$); and E. B. C. ($M = 15.2906$) show noticeable variation and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 27.977$, $p < .01$.

TABLE 33. ANOVA MEAN COMPARISON OF SATISFACTION ON FRINGE BENEFIT ACROSS AGENCIES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1475.814	3	491.938	27.977	.000
Within Groups	4272.858	243	17.584		
Total	5748.672	246			

TABLE 34. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
E. B. C.	E. P. A.	4.69060*	1.01463	.000	2.0659	7.3153
	A. A. M. M. A.	3.92137*	.64870	.000	2.2433	5.5995
	E. N. A.	5.89060*	.73555	.000	3.9878	7.7934
E. P. A.	E. B. C.	-4.69060*	1.01463	.000	-7.3153	-2.0659
	A. A. M. M. A.	-.76923	1.07224	.890	-3.5430	2.0046
	E. N. A.	1.20000	1.12692	.711	-1.7152	4.1152
A. A. M. M. A.	E. B. C.	-3.92137*	.64870	.000	-5.5995	-2.2433
	E. P. A.	.76923	1.07224	.890	-2.0046	3.5430
	E. N. A.	1.96923	.81319	.076	-.1344	4.0729
E. N. A.	E. B. C.	-5.89060*	.73555	.000	-7.7934	-3.9878
	E. P. A.	-1.20000	1.12692	.711	-4.1152	1.7152
	A. A. M. M. A.	-1.96923	.81319	.076	-4.0729	.1344

*. The mean difference is significant at the 0.05 level.

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NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
E. N. A.	45	9.4000	
E. P. A.	20	10.6000	
A. A. M. M. A.	65	11.3692	
E. B. C.	117		15.2906
Sig.		.143	1.000

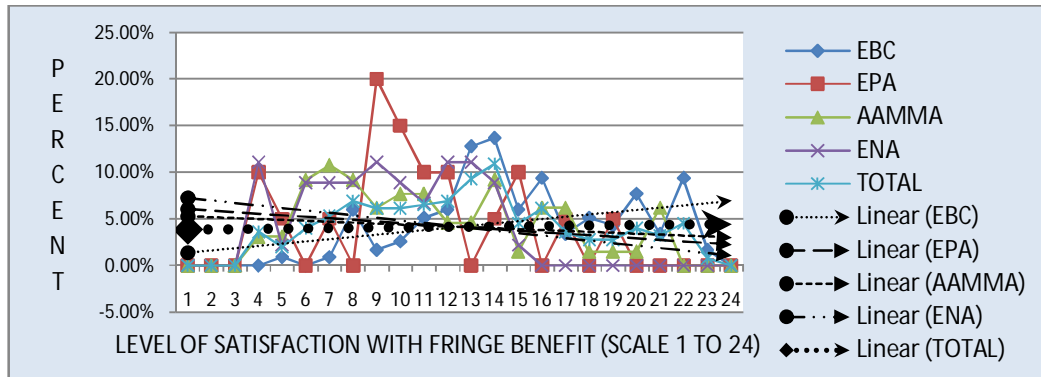
Means for groups in homogeneous subsets are displayed.
a. Uses Harmonic Mean Sample Size = 41.600.
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

A Tukey HSD mean comparison has shown that the variation in fringe benefit across agencies, similar with that of the variation pattern for pay, is between E.B.C and the rest of the three agencies, which shows that those journalists from E.B.C. are more satisfied with the fringe benefit scheme compared all the rest of the journalists in the other three agencies.

4.6.2.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

Data on fringe benefits, consistent with data on pay, have shown that the trends of distributions for all journalists, except those working in E. B.C., are negatively skewed. This again shows that on the overall more journalists tend to feel less satisfied with their fringe benefits except those working in E. B. C where journalist tend to feel more satisfied on the average.

TABLE 35. DISTRIBUTION OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON FRINGE BENEFIT ACROSS AGENCIES



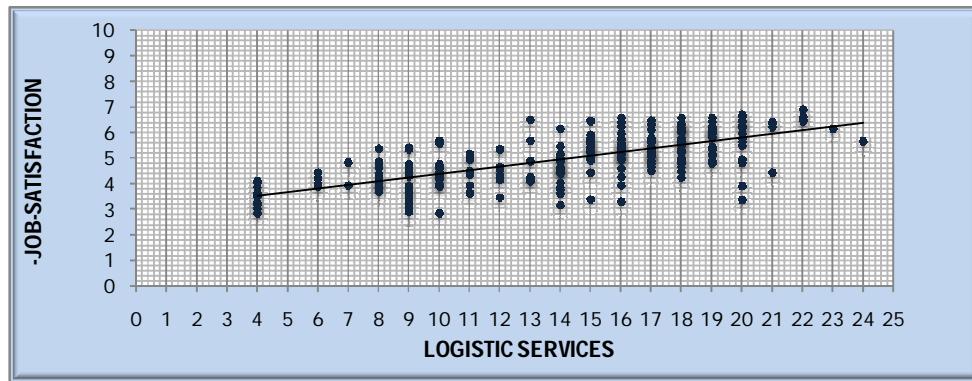
JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING IN ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES

4.6.3. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS LOGISTIC SERVICE

4.6.3.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The third workplace-related factor run for a possible association with job-satisfaction was logistic service and data from Pearson Product Moment Correlation has divulged that there is once again a strong positive association of $r = .710$ that is significant at $p < .01$. The scatter diagram and a trend line below provide detail data.

TABLE 36. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN LOGISTIC SERVICES AND JOB-SATISFACTION



4.6.3.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON LOGISTIC SERVICES ACROSS AGENCIES

Data on logistic services across agencies show that the means of the four agencies. That is, E. N. A. ($M = 10.7111$); E. P. A. ($M = 12.5500$); A. A. M. M. A. ($M = 12.5500$); E. B. C. ($M = 13.0462$) show marked variation and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 30.559, p < .01$.

TABLE 37. ANOVA MEAN COMPARISON OF SATISFACTION ON LOGISTIC SERVICES ACROSS AGENCIES

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1436.595	3	478.865	30.559	.000
Within Groups	3807.842	243	15.670		
Total	5244.437	246			

TABLE 38. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
E. B.C.	E. P. A.	4.18504*	.95783	.000	1.7072	6.6629
	A. A. M. M. A.	3.68889*	.61238	.000	2.1047	5.2731
	E. N. A.	6.02393*	.69438	.000	4.2277	7.8202
E. P. A.	E. B. C.	-4.18504*	.95783	.000	-6.6629	-1.7072
	A. A. M. M. A.	-.49615	1.01222	.961	-3.1147	2.1223
	E. N. A.	1.83889	1.06383	.311	-.9131	4.5909
A. A. M. M. A.	E. B. C.	-3.68889*	.61238	.000	-5.2731	-2.1047
	E. P. A.	.49615	1.01222	.961	-2.1223	3.1147

JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING IN ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES

	E. N. A.	2.33504*	.76766	.014	.3492	4.3209
E. N. A.	E. B. C.	-6.02393*	.69438	.000	-7.8202	-4.2277
	E. P. A.	-1.83889	1.06383	.311	-4.5909	.9131
	A. A. M. M. A.	-2.33504*	.76766	.014	-4.3209	-.3492

*. The mean difference is significant at the 0.05 level.

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
E. N. A.	45	10.7111	
E. P. A.	20	12.5500	12.5500
A. A. M. M. A.	65		13.0462
E. B. C.	117		
Sig.		.150	.940

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 41.600.

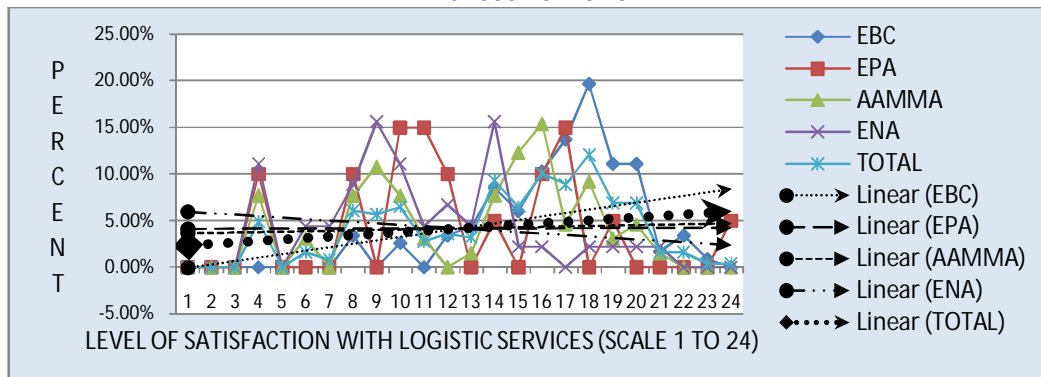
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

A Tukey HSD mean comparison, as can be seen in data provided below has depicted that the variation in logistic services across agencies is between two groups, that is, the first consisting of E. B. C and A .A .M .M .A. and the other group comprising E. N .A. and E .P.A. Hence, journalists from the former group tend to be more satisfied with the logistic service available in their agencies compared with those in the latter.

4.6.3.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

Data on the distribution of respondents on logistic services across the four agencies, as depicted in the graph below, show that the graph for E. B. C. is highly negatively skewed while for those from A. A. M .M .A. is moderately skewed. On the other hand for those from E. P.A. and E. N. A. the graph is positively skewed. Thus, one can conclude that journalists from the former two agencies tend to feel more satisfied compared to the later group.

TABLE 39. DISTRIBUTION OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON LOGISTIC SERVICES ACROSS AGENCIES



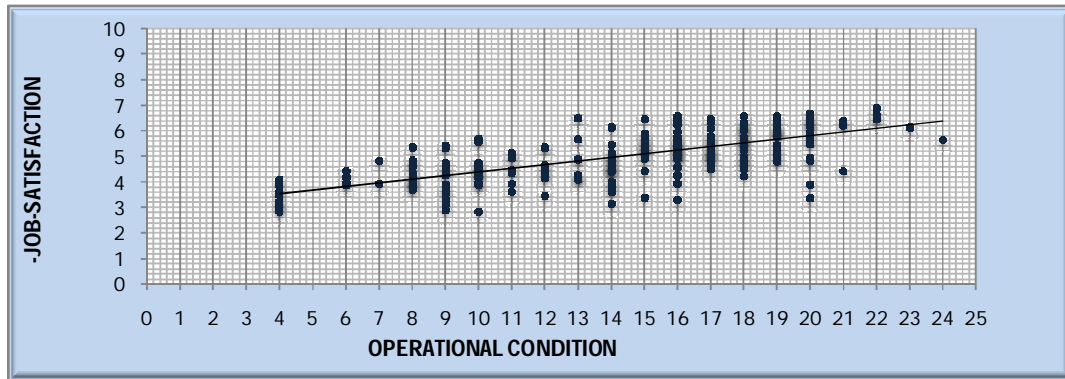
JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING IN ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES

4.6.4. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS OPERATIONAL CONDITION

4.6.4.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The fourth workplace factor studied was operational condition and data from Pearson Product Moment Correlation run revealed a positive association of $r = .479$, that is, statistically significant at $p < .01$ has shown that there is an association which signifies that as operational conditions improve journalists' job-satisfaction increase.

TABLE 40. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN OPERATIONAL CONDITIONS AND JOB-SATISFACTION



4.6.4.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON OPERATIONAL CONDITION ACROSS AGENCIES

Data on operational condition across agencies show that the means of the four agencies. that is, E. P. A. ($M = 13.7500$); E. N. A. ($M = 13.7333$); A. A. M. M. A. ($M = 14.9385$); E. B. C. ($M = 13.9487$) show variation within a range of 0.2154 point and a one-way analysis of variance has shown that the variance isn't statistically significant $F(3, 243) = 2.096, p < .05$.

This shows that operational conditions are more or less similar in all the four agencies.

TABLE 41. ANOVA MEAN COMPARISON OF SATISFACTION ON OPERATIONAL CONDITION ACROSS AGENCIES

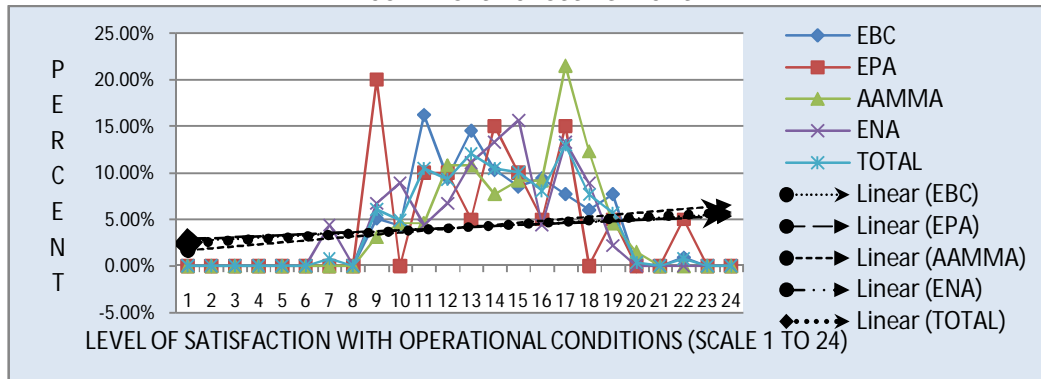
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1491.065	3	497.022	23.569	.000
Within Groups	5124.352	243	21.088		
Total	6615.417	246			

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4.6.4.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

Data on the distribution of respondents on operational conditions across the four agencies, as shown in the trends for the four agencies and all the four agencies, is slightly negatively skewed. Thus, one can conclude that there is no marked variation across the four agencies in this regard.

TABLE 42. DISTRIBUTION OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON OPERATIONAL CONDITIONS ACROSS AGENCIES

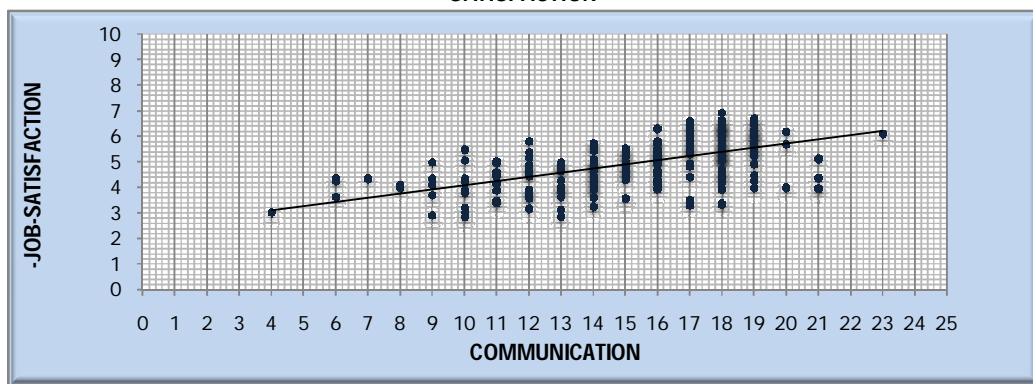


4.6.5. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS COMMUNICATION

4.6.5.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The fifth workplace-related factor studied for an association against job-satisfaction was communication, hence, the data from Pearson Product Moment Correlation has revealed that there is considerable positive association of $r = .580$ that is significant at $p < .01$. The scatter diagram and a trend line below clearly show the results.

TABLE 43. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN COMMUNICATION AND JOB-SATISFACTION



**JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING
IN ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES**

**4.6.5.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON
COMMUNICATION ACROSS AGENCIES**

Data on communication across agencies show that the means of the four agencies. That is, E. P. A. (M = 13.4000); E. N. A. (M = 14.2667); E. B. C. (M = 16.0171); and A. A. M. M. A. (M = 16.1231) show distinct variation and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 7.067, p < .01$.

TABLE 44. ANOVA MEAN COMPARISON OF SATISFACTION ON COMMUNICATION ACROSS AGENCIES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	213.119	3	71.040	7.067	.000
Within Groups	2442.581	243	10.052		
Total	2655.700	246			

TABLE 45. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
E. B. C.	E. P. A.	2.61709*	.76714	.004	.6326	4.6016
	A. A. M. M. A.	-.10598	.49046	.996	-1.3748	1.1628
	E. N. A.	1.75043*	.55613	.010	.3118	3.1891
E. P. A.	E. B. C.	-2.61709*	.76714	.004	-4.6016	-.6326
	A. A. M. M. A.	-2.72308*	.81070	.005	-4.8203	-.6259
	E. N. A.	-.86667	.85203	.740	-3.0708	1.3375
A. A. M. M. A.	E. B. C.	.10598	.49046	.996	-1.1628	1.3748
	E. P. A.	2.72308*	.81070	.005	.6259	4.8203
	E. N. A.	1.85641*	.61483	.015	.2659	3.4469
E. N. A.	E. B. C.	-1.75043*	.55613	.010	-3.1891	-.3118
	E. P. A.	.86667	.85203	.740	-1.3375	3.0708
	A. A. M. M. A.	-1.85641*	.61483	.015	-3.4469	-.2659

*. The mean difference is significant at the 0.05 level.

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05		
		GROUP 1	GROUP 2	GROUP 3
E. P. A.	20	13.4000		
E. N. A.	45	14.2667		
E. B. C.	117		16.0171	16.0171
A. A. M. M. A.	65			16.1231
Sig.		.598	.060	.999

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 41.600.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

A Tukey HSD mean comparison, on the variation on communication across the four agencies has shown that there are three homogenous groups. Accordingly, journalists from E. P.A. fall in the first cluster; those from E. N. A. and E .B .C in the second; and those from A .A. M. M.A. the third. Hence, one can conclude that the variation can be seen at two layers, that is, between those form E. P.A. tend to feel

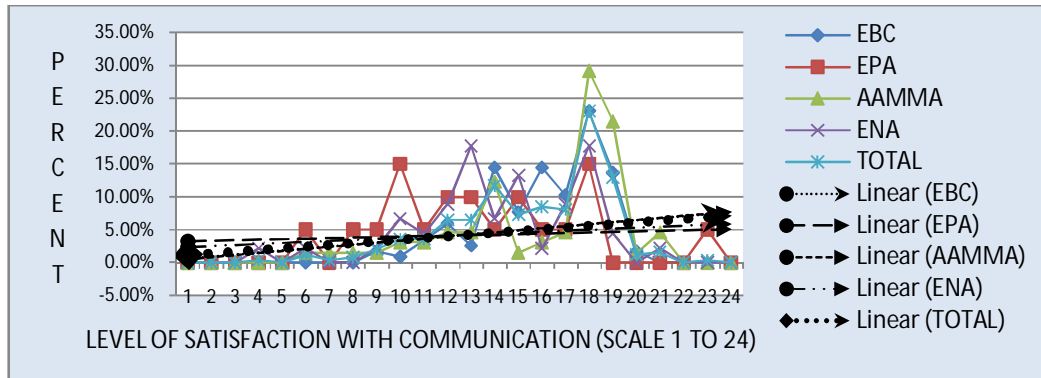
JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING IN ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES

less satisfied compared with those from E. B. C and A .A .M. M. A. while those from E. N. A. tend to feel less satisfied compared only with those from A. A .M .M.A.

4.6.5.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

The distribution of respondents on communication across the four agencies as presented in the graph below, shows quite similar distribution across the four agencies. however, beyond the similarity in shape more journalists from A. A. M .M.A. and E. B.C. tend to concentrate to the right flank of the distribution making their distribution more negatively skewed compared to those from E. P.A. and E. N. A. Hence, one can conclude that journalists from A. A. M .M.A. and E. B.C. tend to feel more satisfied with the communication in their agencies compared to those form E. P. A. and E .N .A.

TABLE 46. DISTRIBUTION OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON COMMUNICATION ACROSS AGENCIES



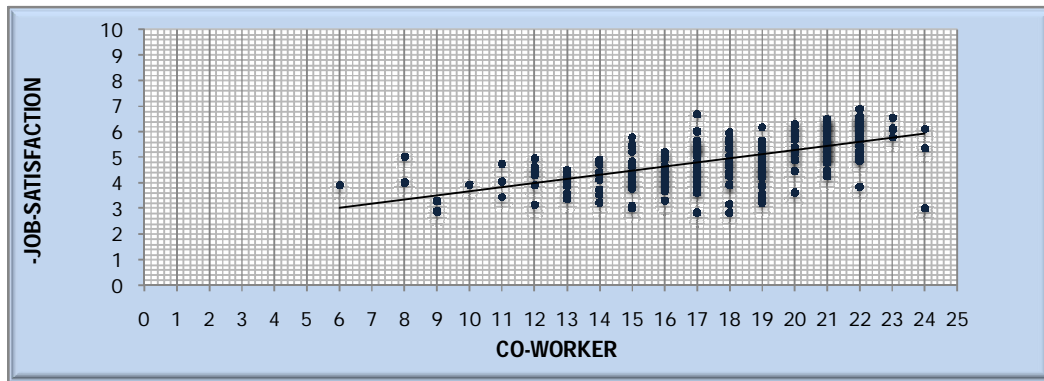
4.6.6. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS CO- WORKER

4.6.6.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The sixth factor run for a possible association with job-satisfaction was co-worker and Pearson Product Moment Correlation run to find possible association has confirmed that there is again a sizeable positive association of $r = .582$ that is significant at $p < .01$. The scatter diagram and a trend line below show this positive association between co-worker and one’s job-satisfaction.

JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING IN ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES

TABLE 47. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN CO-WORKER AND JOB-SATISFACTION



4.6.6.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON CO-WORKER ACROSS AGENCIES

Data on co-worker across agencies show that the means of the four agencies, that is, E. P. A. (M = 17.0000); E. N. A. (M = 16.6889); A. A. M. M. A. (M = 18.7009); E. B. C. (M = 18.7846) show marked variation and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 5.731, p < .01$. This clearly singles out E .P. A. as the worst of all the four organization in co-worker healthy relationship.

TABLE 48. ANOVA MEAN COMPARISON OF SATISFACTION ON CO-WORKER ACROSS AGENCIES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	183.035	3	61.012	5.731	.001
Within Groups	2587.159	243	10.647		
Total	2770.194	246			

TABLE 49. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Lower Bound
E. B.C.	E. P. A.	1.70085	.78952	.139	-.3415	3.7433
	A. A. M. M. A.	-.08376	.50477	.998	-1.3896	1.2220
	E. N. A.	2.01197*	.57236	.003	.5313	3.4926
E. P. A.	E. B. C.	-1.70085	.78952	.139	-3.7433	.3415
	A. A. M. M. A.	-1.78462	.83435	.144	-3.9430	.3738
	E. N. A.	.31111	.87689	.985	-1.9573	2.5795
A. A. M. M. A.	E. B. C.	.08376	.50477	.998	-1.2220	1.3896
	E. P. A.	1.78462	.83435	.144	-.3738	3.9430
	E. N. A.	2.09573*	.63276	.006	.4588	3.7326
E. N. A.	E. B. C.	-2.01197*	.57236	.003	-3.4926	-.5313
	E. P. A.	-.31111	.87689	.985	-2.5795	1.9573
	A. A. M. M. A.	-2.09573*	.63276	.006	-3.7326	-.4588

*. The mean difference is significant at the 0.05 level.

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NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
E. N. A.	45	16.6889	
E. P. A.	20	17.0000	17.0000
A. A. M. M. A.	117		18.7009
E. B. C.	65		18.7846
Sig.		.972	.063

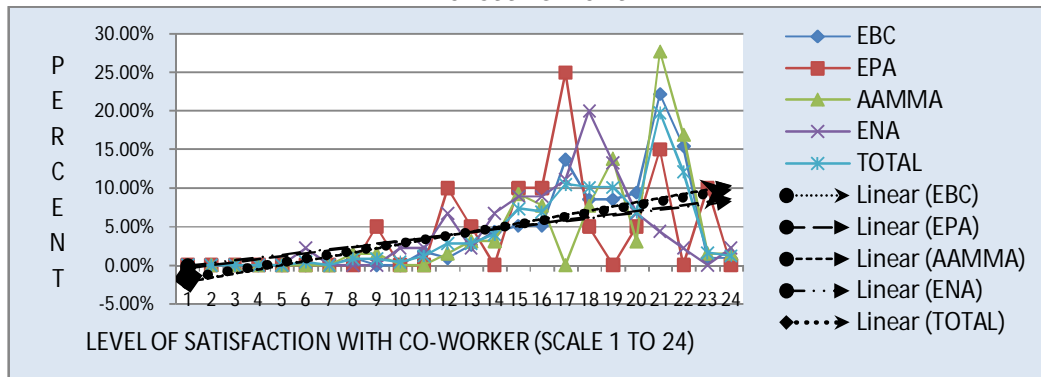
Means for groups in homogeneous subsets are displayed.
a. Uses Harmonic Mean Sample Size = 41.600.
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

A Tukey HSD mean comparison has shown that the variation in co-worker across agencies is between E. P .A and the rest of the three agencies which signifies that the co-worker relationship in this particular agency, namely, E. P. A. is in a bad situation compared with the other three which don't show any statistically significant variation amongst themselves.

4.6.6.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

Distribution of respondents' feeling toward co-worker is highly negatively skewed across the four groups. This shows that in general journalists tend to feel more satisfied in their co-worker relationship; however, a closer look shows that those from E .N .A. tend to concentrate around the 18th point while journalists in the other three agencies have, proportionally, more members above this point. Thus, one can conclude that journalists from E. N .A. tend to feel less satisfied with co-worker relationship compared with those from the other three agencies.

TABLE 50. DISTRIBUTION OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON CO-WORKER ACROSS AGENCIES



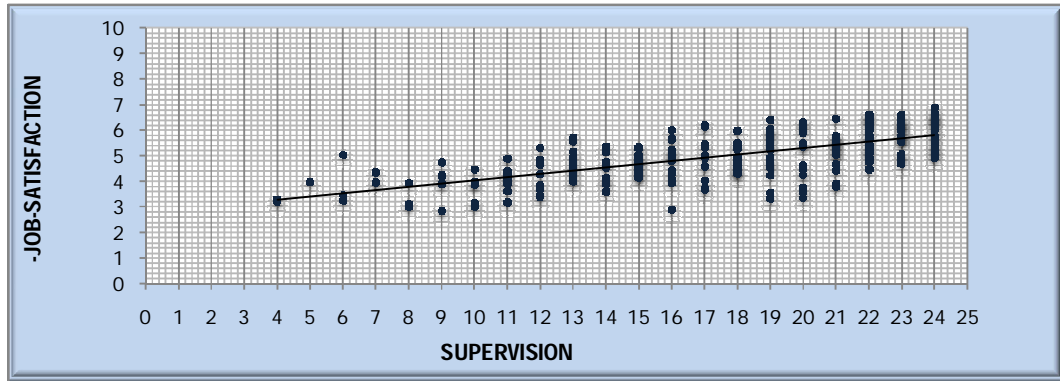
**JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING
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4.6.7. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS SUPERVISION

4.6.7.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The seventh workplace-related factor run for a possible association with the level of job-satisfaction was supervision and results from Pearson Product Moment Correlation has shown that there is considerable positive association of $r = .685$ that is significant at $p < .01$.

TABLE 51. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN SUPERVISION AND JOB-SATISFACTION



4.6.7.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON SUPERVISION ACROSS AGENCIES

Data on supervision across agencies show that the means of the four agencies, that is, E. N. A. ($M = 14.7778$); E. P. A. ($M = 16.2500$); A. A. M. M. A. ($M = 17.5846$); E. B. C. ($M = 18.8803$) show marked variation and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 8.571, p < .01$.

TABLE 52. ANOVA MEAN COMPARISON OF SATISFACTION ON SUPERVISION ACROSS AGENCIES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	586.573	3	195.524	8.571	.000
Within Groups	5543.637	243	22.813		
Total	6130.211	246			

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TABLE 53. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
E .B. C.	E. P. A.	2.63034	1.15570	.107	-.3593	5.6200
	A. A. M. M. A.	1.29573	.73889	.298	-.6157	3.2072
	E. N. A.	4.10256*	.83782	.000	1.9352	6.2699
E. P. A.	E. B. C.	-2.63034	1.15570	.107	-5.6200	.3593
	A. A. M. M. A.	-1.33462	1.22133	.694	-4.4941	1.8248
	E. N. A.	1.47222	1.28360	.661	-1.8483	4.7928
A. A. M. M. A.	E. B. C.	-1.29573	.73889	.298	-3.2072	.6157
	E. P. A.	1.33462	1.22133	.694	-1.8248	4.4941
	E. N. A.	2.80684*	.92625	.014	.4107	5.2029
E. N. A.	E. B. C.	-4.10256*	.83782	.000	-6.2699	-1.9352
	E. P. A.	-1.47222	1.28360	.661	-4.7928	1.8483
	A. A. M. M. A.	-2.80684*	.92625	.014	-5.2029	-.4107

*. The mean difference is significant at the 0.05 level.

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
E. N. A.	45	14.7778	
E. P. A.	20	16.2500	16.2500
A. A. M. M. A.	65		17.5846
E. B. C.	117		18.8803
Sig.		.497	.061

Means for groups in homogeneous subsets are displayed.
a. Uses Harmonic Mean Sample Size = 41.600.
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

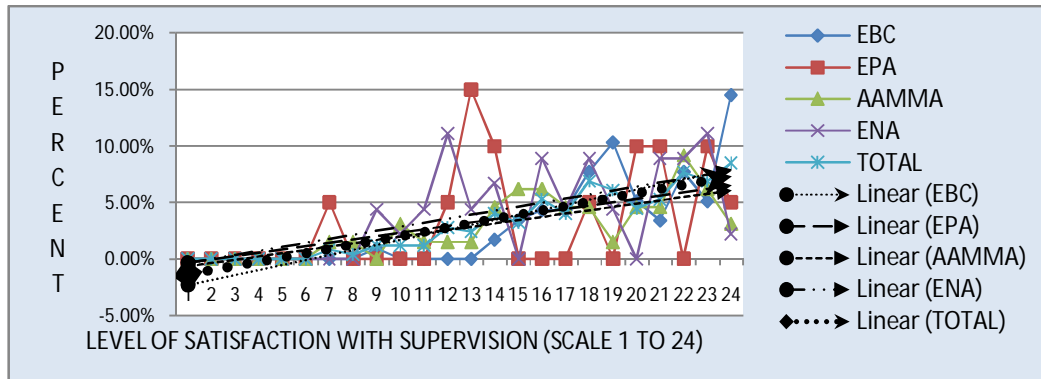
A Tukey HSD mean comparison on supervision revealed that the variation forms two homogenous groups. Dropping those from E.N.A. behind all the rest of the journalists, except those from A. A. M. M. A. suggesting that these journalists, i.e., those from E. N. A. tend to feel less satisfied compared with those from A. A. M. M. A. and E. B.C.

4.6.7.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

As can be seen in the shape of the distribution in the graph below, the overall distribution of journalist tend to be negatively skewed and more spread-out, however, a closer examination with the help of the descriptive statistics reveals that the central tendency of those journalists from E. N .A. falls far back behind journalists from the other three agencies. Hence, it becomes apparent that journalists from E. N. A. are, on the overall, less satisfied in the status of supervision in their agency compared to journalists elsewhere.

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TABLE 54. DISTRIBUTION OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON SUPERVISION ACROSS AGENCIES

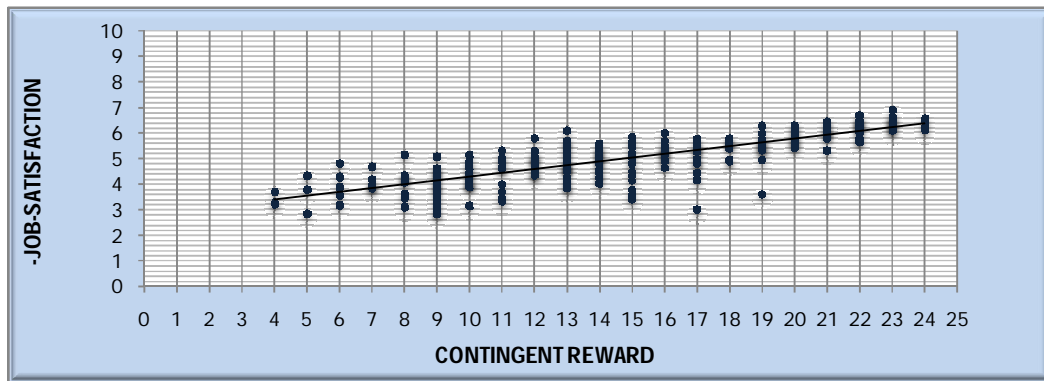


4.6.8. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS CONTINGENT REWARD

4.6.8.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The eighth workplace factor examined was contingent reward and data from Pearson Product Moment Correlation run revealed a very strong positive association of $r = .820$, that is, statistically significant at $p < .01$.

TABLE 55. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN CONTINGENT REWARD AND JOB-SATISFACTION



4.6.8.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON CONTINGENT REWARD ACROSS AGENCIES

Data on contingent reward across agencies show that the means of the four agencies. that is, E. P. A. ($M = 9.7500$); E. N. A. ($M = 11.3778$); A. A. M. M. A. ($M = 14.6769$); E. B. C. ($M = 16.7607$) show marked variation and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 24.671, p < .01$.

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TABLE 56. ANOVA MEAN COMPARISON OF SATISFACTION ON CONTINGENT REWARD ACROSS AGENCIES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1483.267	3	494.422	24.671	.000
Within Groups	4869.842	243	20.041		
Total	6353.109	246			

TABLE 57. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
E. B. C.	E. P. A.	7.01068*	1.08320	.000	4.2086	9.8128
	A. A. M. M. A.	2.08376*	.69253	.015	.2922	3.8753
	E. N. A.	5.38291*	.78526	.000	3.3515	7.4143
E. P. A.	E. B. C.	-7.01068*	1.08320	.000	-9.8128	-4.2086
	A. A. M. M. A.	-4.92692*	1.14470	.000	-7.8881	-1.9657
	E. N. A.	-1.62778	1.20307	.530	-4.7400	1.4844
A. A. M. M. A.	E. B. C.	-2.08376*	.69253	.015	-3.8753	-.2922
	E. P. A.	4.92692*	1.14470	.000	1.9657	7.8881
	E. N. A.	3.29915*	.86814	.001	1.0534	5.5449
E. N. A.	E. B. C.	-5.38291*	.78526	.000	-7.4143	-3.3515
	E. P. A.	1.62778	1.20307	.530	-1.4844	4.7400
	A. A. M. M. A.	-3.29915*	.86814	.001	-5.5449	-1.0534

*. The mean difference is significant at the 0.05 level.

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
E. P. A.	20	9.7500	
E. N. A.	45	11.3778	
A. A. M. M. A.	65		14.6769
E. B. C.	117		16.7607
Sig.		.348	.149

Means for groups in homogeneous subsets are displayed.
a. Uses Harmonic Mean Sample Size = 41.600.
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

A Tukey HSD mean comparison has shown that the variation in contingent reward created two distinct homogenous groups where those journalists from E. P.A. and E. N .A. fall behind those from A .A. M .M.A. and E .B.C. Hence, one can easily conclude that journalists from the former group, as a group, tend to feel less satisfied concerning the scheme of contingent reward in their agencies compared with those in the latter group.

4.6.8.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

Data on the distribution of journalists on contingent reward show significant variation across two homogenous groups. As can be seen in the graph below, the distribution for E. P .A. and E. N .A. is highly negatively skewed while the shape for those from A. A.M. M.A. and E .B.C. is on the contrary. This clearly shows that those journalists from A .A. M. M.A. and E. B.C., on the overall, tend to be more satisfied with the

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contingent reward available in their agencies compared with journalists in the other two agencies, namely, E .P.A. and E. N .A.

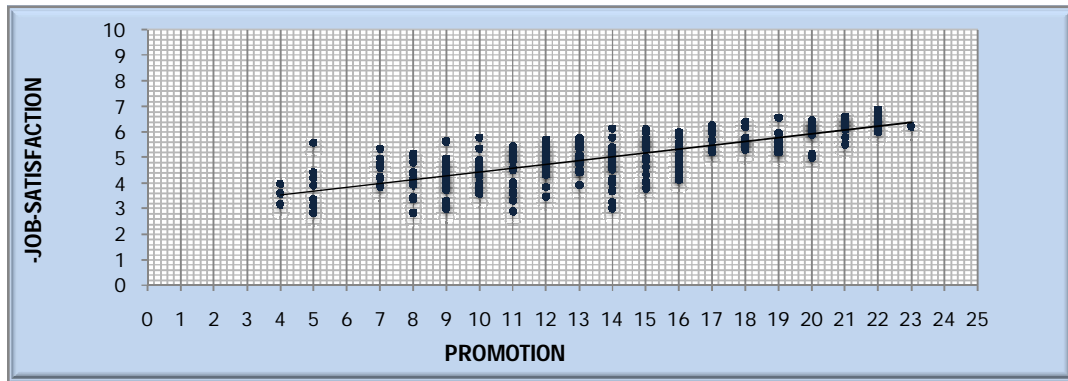
TABLE 58. DISTRIBUTION OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON CONTINGENT REWARD ACROSS AGENCIES

4.6.9. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS PROMOTION

4.6.9.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The ninth factor tested for a possible association with job-satisfaction was promotion and results of a Pearson Product Moment Correlation run to find possible association has proved that there is again a strong positive association of $r = .744$ that is significant at $p < .01$.

TABLE 59. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN PROMOTION AND JOB-SATISFACTION



4.6.9.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON PROMOTION ACROSS AGENCIES

Data on promotion across agencies show that the means of the four agencies, that is, E. P. A. ($M = 11.3500$); E. N. A. ($M = 10.2444$); A. A. M. M. A. ($M = 11.3500$); E. B. C. ($M = 12.9385$) show marked variation and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 28.084, p < .01$.

TABLE 60. ANOVA MEAN COMPARISON OF SATISFACTION ON PROMOTION ACROSS AGENCIES

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1321.149	3	440.383	28.084	.000
Within Groups	3810.478	243	15.681		
Total	5131.628	246			

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TABLE 61. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
E .B. C.	E. P. A.	4.68419*	.95816	.000	2.2055	7.1629
	A. A. M. M. A.	3.09573*	.61259	.000	1.5110	4.6804
	E. N. A.	5.78974*	.69462	.000	3.9928	7.5866
E. P. A.	E. B. C.	-4.68419*	.95816	.000	-7.1629	-2.2055
	A. A. M. M. A.	-1.58846	1.01257	.398	-4.2079	1.0309
	E. N. A.	1.10556	1.06420	.727	-1.6474	3.8585
A. A. M. M. A.	E. B. C.	-3.09573*	.61259	.000	-4.6804	-1.5110
	E. P. A.	1.58846	1.01257	.398	-1.0309	4.2079
	E. N. A.	2.69402*	.76793	.003	.7075	4.6806
E. N. A.	E. B. C.	-5.78974*	.69462	.000	-7.5866	-3.9928
	E. P. A.	-1.10556	1.06420	.727	-3.8585	1.6474
	A. A. M. M. A.	-2.69402*	.76793	.003	-4.6806	-.7075

*. The mean difference is significant at the 0.05 level.

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05		
		GROUP 1	GROUP 2	GROUP 3
E. N. A.	45	10.2444		
E. P. A.	20	11.3500	11.3500	
A. A. M. M. A.	65		12.9385	
E. B. C.	117			16.0342
Sig.		.581	.262	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 41.600.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

A Tukey HSD mean comparison has shown that the variation in promotion across agencies forms three homogenous groups. Hence, those from E. P. A fall in the first group; those from E. P.A. and A .A .M .M .A. fall in the second group; and those from E. B.C. fall the third group. This shows that, in relation with the promotion scheme available, those from E. N .A. tend to feel less satisfied compared with those from A. A .M. M.A. and even more so E. B. C while those from E. P .A tend to feel less satisfied compared with only those from E. B.C.

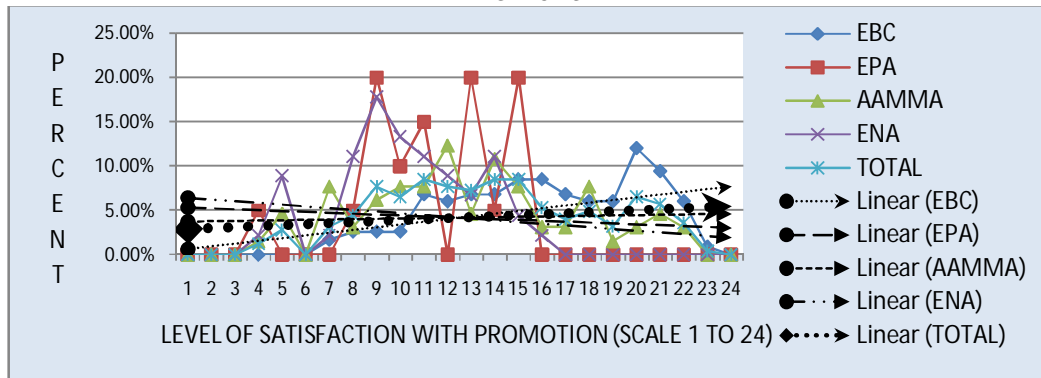
4.6.9.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

The distribution of the journalists on the ninth work-place related factor, namely, promotion, again, halves or divides the total population in to two homogenous groups. As can be clearly be seen in the graph below, the distribution for E. B.C. is highly negatively skewed while for those from A. A. M. M.A. the skewness approximates zero.

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On the contrary, for the other two groups, that is, for those from E. P.A. and even more so from E. N. A. the distribution is positively skewed. This shows that those journalists from E .P .A. and E. N. A., on the average, tend to feel less satisfied with the promotion scheme available in their agencies compared with those from A .A. M. M.A. and E .B.C.

TABLE 62. DISTRIBUTION OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON PROMOTION ACROSS AGENCIES

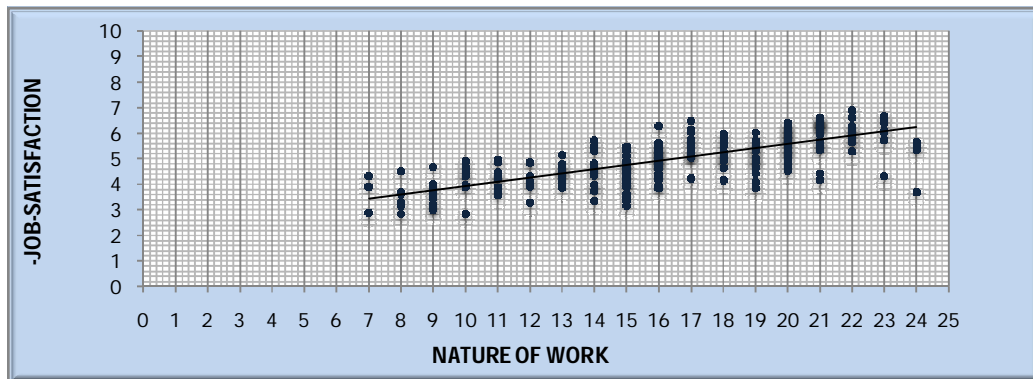


4.6.10. LEVEL OF AGGREGATE JOB-SATISFACTION ACROSS NATURE OF WORK

4.6.10.1. A TEST FOR ASSOCIATION BETWEEN FACTOR AND JOB-SATISFACTION

The last workplace factor tested for a possible association with job-satisfaction was nature of work and data from Pearson Product Moment Correlation run revealed a very strong positive association of $r = .752$, that is, statistically significant at $p < .01$.

TABLE 63. A SCATTER DIAGRAM ON THE ASSOCIATION BETWEEN NATURE OF WORK AND JOB-SATISFACTION



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**4.6.10.2. DESCRIPTIVE STATISTICS AND TEST FOR STATISTICAL VARIATION ON NATURE OF
WORK ACROSS AGENCIES**

Data on nature of work across agencies show that the means of the four agencies. That is, E. N. A. (M = 13.6444); E. P. A. (M = 14.7500); A. A. M. M. A. (M = 17.1692); E. B. C. (M = 17.3932) show marked variation and a one-way analysis of variance has shown that this variance is statistically significant $F(3, 243) = 11.513, p < .001$.

TABLE 64. ANOVA MEAN COMPARISON OF SATISFACTION ON NATURE OF WORK ACROSS AGENCIES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	549.663	3	183.221	11.513	.000
Within Groups	3867.114	243	15.914		
Total	4416.777	246			

TABLE 65. POST-HOC TEST PERCEIVED JOB-SATISFACTION ACROSS AGENCIES (TUKEY)

(I) Name of organization	(J) Name of organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Lower Bound
E .B. C.	E. P. A.	2.64316*	.96526	.033	.1461	5.1402
	A. A. M. M. A.	.22393	.61713	.984	-1.3725	1.8204
	E. N. A.	3.74872*	.69976	.000	1.9385	5.5589
E. P. A.	E. B. C.	-2.64316*	.96526	.033	-5.1402	-.1461
	A. A. M. M. A.	-2.41923	1.02007	.085	-5.0580	.2196
	E. N. A.	1.10556	1.07208	.731	-1.6678	3.8789
A. A. M. M. A.	E. B. C.	-.22393	.61713	.984	-1.8204	1.3725
	E. P. A.	2.41923	1.02007	.085	-.2196	5.0580
	E. N. A.	3.52479*	.77361	.000	1.5235	5.5260
E. N. A.	E. B. C.	-3.74872*	.69976	.000	-5.5589	-1.9385
	E. P. A.	-1.10556	1.07208	.731	-3.8789	1.6678
	A. A. M. M. A.	-3.52479*	.77361	.000	-5.5260	-1.5235

*. The mean difference is significant at the 0.05 level.

NAME OF ORGANIZATION	N	MEANS FOR HOMOGENEOUS GROUPS Subset for alpha = 0.05	
		GROUP 1	GROUP 2
E. N. A.	45	13.6444	
E. P. A.	20	14.7500	
A. A. M. M. A.	65		17.1692
E. B. C.	117		17.3932
Sig.		.587	.994

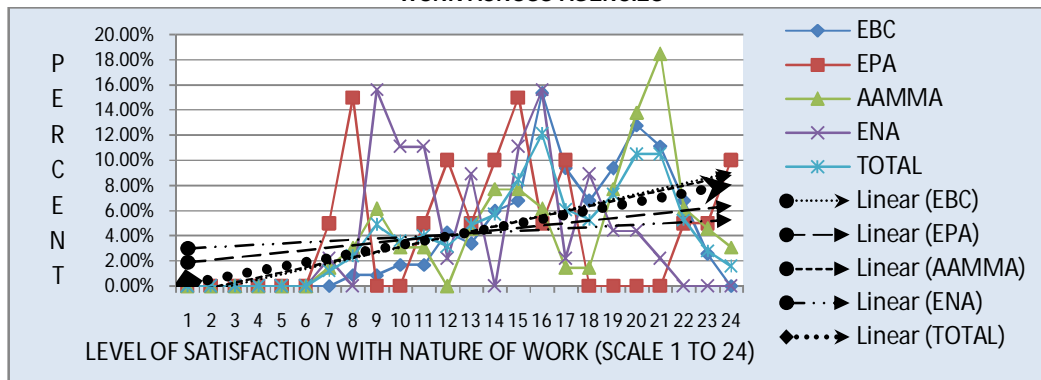
Means for groups in homogeneous subsets are displayed.
a. Uses Harmonic Mean Sample Size = 41.600.
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

A Tukey HSD mean comparison the last work-related factor, namely, nature of work has revealed that the variation has formed two homogenous groups. Accordingly, those from E. N .A. and E. P.A. fall in the first group while those from A. A. M. M.A. and E .B.C. fall in the next. Hence, one can conclude that those journalists from the former group, on the average, tend to fell less satisfied with their nature of work compared with those from the latter group.

4.6.10.3. DISTRIBUTION OF RESPONDENTS THE WORKPLACE-RELATED FACTOR

The shapes of the distribution for the last work-related factor, namely, nature of work show that the distribution for all agencies is highly negatively skewed. This shows that there is a relatively higher level of satisfaction compared with almost all work-related factors. However, a comparison of the shapes of the distribution across the agencies, as can be seen clearly, shows marked variation, where the distribution for those from E .N. A. and E .P.A. the distribution is less negatively skewed than the total or the other two groups. This shows that journalists from E. N .A. and E. P.A., on the overall, tend to feel less satisfied with the nature of work compared with those from the other two agencies.

TABLE 66 DISTRIBUTIONS OF RESPONDENTS ACROSS THE SATISFACTION SCALE ON NATURE OF WORK ACROSS AGENCIES



4.7. THE IMPACT OF WORK RELATED FACTORS ON JOB SATISFACTION

As we have seen above, all the ten workplace-related factors have positive association with the journalists' level of job-satisfaction. Thus, based on this finding the study finally attempted to identify the most significant predictor or predictors of the journalists' level of job-satisfaction and to this effect employed multiple regression analysis.

The results of step wise multiple regression analysis, as presented in the table below, show that contingent reward (beta = .820, P<.01) was found to be the most significant predictor of the criterion measure, that is, the journalists' level of job-satisfaction, as measured by the aggregate scale.

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Hence, contingent reward explained about 67.1% (adjusted R2 = .671, F (1, 245) = 502.131, p < .01) of the total variance in the journalists' score on the aggregate job-satisfaction scale.

Following the most predictive workplace-related factor, namely, contingent reward (the first model), and additional seven models were found to positively contribute to the accuracy of the prediction of the journalists' score on the aggregate job-satisfaction scale, that is:

1. Contingent Reward, BY Nature of Work (Model 2)
2. Contingent reward, BY Nature of work, promotion
3. Contingent reward, BY Nature of work, Promotion, BY Logistic service (Model 3)
4. Contingent reward, BY Nature of work, Promotion, BY Logistic service, BY Operational condition (Model 4)
5. Contingent reward, BY Nature of work, Promotion, BY Logistic service, BY Operational Condition, Supervision (Model 5)
6. Contingent reward, BY Nature of work, Promotion, BY Logistic service, BY Operational Condition, Supervision, Fringe benefit (Model 6)
7. Contingent reward, BY Nature of work, Promotion, BY Logistic service, BY Operational Condition, Supervision, Fringe benefit, BY Communication (Model 7)

Thus, these seven workplace-related factors were found to explain

TABLE 67: EXPLAINED VARIANCE

SN	WORKPLACE RELATED FACTOR	EXPLAINED VARIANCE	ADJUSTED R2
1.	1	Contingent reward	67.2%
2.	1x2	Nature of work	78.5%
3.	1x2x3	Promotion	81.3%
4.	1x2x3x4	Logistic service	83.1%
5.	1x2x3x4x5	Operational Conditions	84.1%
6.	1x2x3x4x5x6	Supervision	85.2%
7.	1x2x3x4x5x6x7	Fringe benefit	86.0%
8.	1x2x3x4x5x6x7x8x	Communication	86.4%

Thus, in its totality, the workplace-related factors have been able to explain 86.4% of the variation in the job-satisfaction of the journalists.

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**TABLE 68: SUMMARY TABLES OF MULTIPLE REGRESSION ANALYSIS ON WORKPLACE
RELATED FACTORS PREDICTING LEVEL OF JOB-SATISFACTION - DESCRIPTIVE
STATISTICS**

	Mean	Std. Deviation	N
Aggregate Score on Job-Satisfaction	4.9997	.92522	247
Pay	12.7409	5.18574	247
Promotion	13.7854	4.56730	247
Supervision	17.5789	4.99195	247
Contingent reward	14.6640	5.08189	247
Fringe benefit	12.8057	4.83411	247
Operational conditioning	14.1538	3.00822	247
Coworker	18.2186	3.35573	247
Nature of work	16.4372	4.23726	247
Communication	15.5142	3.28566	247
Logistic service	14.3279	4.61723	247

**TABLE 69: SUMMARY TABLES OF MULTIPLE REGRESSION ANALYSIS ON WORKPLACE
RELATED FACTORS PREDICTING LEVEL OF JOB-SATISFACTION - CORRELATIONS**

		Agg Job- Sat	Pay	Prom	Superv	Contt reward	Fringe benefit	Oper conditi	Coworker	Nature of work	Comm	Logistic service
Pearson Correlat ion	Aggregate Score on Job-Satisfaction	1.000	.752	.744	.685	.820	.713	.479	.592	.752	.580	.710
	Pay	.752	1.000	.783	.516	.761	.778	.427	.342	.493	.469	.566
	Promotion	.744	.783	1.000	.549	.716	.780	.310	.413	.516	.441	.563
	Supervision	.685	.516	.549	1.000	.585	.387	.188	.563	.553	.455	.571
	Contingent reward	.820	.761	.716	.585	1.000	.721	.430	.501	.581	.505	.634
	Fringe benefit	.713	.778	.780	.387	.721	1.000	.431	.293	.441	.331	.490
	Operational Conditioning	.479	.427	.310	.188	.430	.431	1.000	.268	.359	.352	.269
	Coworker	.592	.342	.413	.563	.501	.293	.268	1.000	.569	.464	.466
	Nature of work	.752	.493	.516	.553	.581	.441	.359	.569	1.000	.477	.535
	Communication	.580	.469	.441	.455	.505	.331	.352	.464	.477	1.000	.448
Logistic service	.710	.566	.563	.571	.634	.490	.269	.466	.535	.448	1.000	
Sig. (1- tailed)	Aggregate Score on Job-Satisfaction	.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Pay	.000	.	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Promotion	.000	.000	.	.000	.000	.000	.000	.000	.000	.000	.000
	Supervision	.000	.000	.000	.	.000	.000	.002	.000	.000	.000	.000
	Contingent reward	.000	.000	.000	.000	.	.000	.000	.000	.000	.000	.000
	Fringe benefit	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	.000
	Operational conditioning	.000	.000	.000	.002	.000	.000	.	.000	.000	.000	.000
	Coworker	.000	.000	.000	.000	.000	.000	.000	.	.000	.000	.000
	Nature of work	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	.000
	Communication	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000
Logistic service	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	
N	Aggregate Score on Job-Satisfaction	247	247	247	247	247	247	247	247	247	247	247
	Pay	247	247	247	247	247	247	247	247	247	247	247
	Promotion	247	247	247	247	247	247	247	247	247	247	247
	Supervision	247	247	247	247	247	247	247	247	247	247	247
	Contingent reward	247	247	247	247	247	247	247	247	247	247	247
	Fringe benefit	247	247	247	247	247	247	247	247	247	247	247
	Operational conditioning	247	247	247	247	247	247	247	247	247	247	247
	Coworker	247	247	247	247	247	247	247	247	247	247	247
	Nature of work	247	247	247	247	247	247	247	247	247	247	247
	Communication	247	247	247	247	247	247	247	247	247	247	247
Logistic service	247	247	247	247	247	247	247	247	247	247	247	

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**TABLE 70: SUMMARY TABLES OF MULTIPLE REGRESSION ANALYSIS ON WORKPLACE
RELATED FACTORS PREDICTING LEVEL OF JOB-SATISFACTION - COEFFICIENTS**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.811	.103		27.199	.000	2.607	3.015					
	Contingent Reward	.149	.007	.820	22.408	.000	.136	.162	.820	.820	.820	1.000	1.000
2	(Constant)	1.963	.112		17.594	.000	1.743	2.183					
	Contingent Reward	.105	.007	.578	15.900	.000	.092	.118	.820	.713	.470	.662	1.511
	Nature of Work	.091	.008	.416	11.458	.000	.075	.107	.752	.591	.339	.662	1.511
3	(Constant)	1.823	.107		17.091	.000	1.613	2.033					
	Contingent Reward	.077	.008	.424	10.031	.000	.062	.092	.820	.541	.277	.426	2.348
	Nature of Work	.083	.008	.379	11.013	.000	.068	.098	.752	.577	.304	.641	1.559
4	Promotion	.050	.008	.245	6.089	.000	.034	.066	.744	.364	.168	.472	2.119
	(Constant)	1.718	.103		16.623	.000	1.515	1.922					
	Contingent Reward	.065	.008	.354	8.369	.000	.049	.080	.820	.474	.219	.383	2.609
	Nature of Work	.074	.007	.338	10.030	.000	.059	.088	.752	.542	.263	.605	1.652
5	Promotion	.043	.008	.211	5.464	.000	.027	.058	.744	.331	.143	.459	2.177
	Logistic Service	.037	.007	.185	5.195	.000	.023	.051	.710	.317	.136	.541	1.847
	(Constant)	1.387	.130		10.637	.000	1.130	1.644					
	Contingent Reward	.057	.008	.312	7.350	.000	.042	.072	.820	.428	.187	.359	2.783
	Nature of Work	.069	.007	.317	9.586	.000	.055	.084	.752	.525	.244	.591	1.693
6	Promotion	.043	.008	.214	5.689	.000	.028	.058	.744	.344	.145	.459	2.178
	Logistic Service	.038	.007	.191	5.521	.000	.025	.052	.710	.335	.141	.540	1.850
	Operational Conditioning	.035	.009	.114	3.977	.000	.018	.052	.479	.248	.101	.795	1.257
	(Constant)	1.219	.131		9.302	.000	.961	1.477					
	Contingent Reward	.051	.008	.279	6.717	.000	.036	.066	.820	.398	.165	.348	2.874
	Nature of Work	.061	.007	.279	8.432	.000	.047	.075	.752	.478	.207	.550	1.818
7	Promotion	.038	.007	.189	5.174	.000	.024	.053	.744	.317	.127	.449	2.228
	Logistic Service	.031	.007	.156	4.557	.000	.018	.045	.710	.282	.112	.512	1.953
	Operational Conditioning	.040	.009	.130	4.701	.000	.023	.057	.479	.290	.115	.781	1.281
	Supervision	.028	.006	.151	4.472	.000	.016	.040	.685	.277	.110	.529	1.892
	(Constant)	1.241	.128		9.723	.000	.989	1.492					
	Contingent Reward	.041	.008	.223	5.181	.000	.025	.056	.820	.318	.124	.307	3.256
	Nature of Work	.062	.007	.284	8.825	.000	.048	.076	.752	.496	.210	.549	1.822
8	Promotion	.019	.009	.093	2.125	.035	.001	.036	.744	.136	.051	.298	3.354
	Logistic Service	.031	.007	.155	4.643	.000	.018	.044	.710	.288	.111	.512	1.953
	Operational Conditioning	.033	.009	.107	3.878	.000	.016	.050	.479	.243	.092	.743	1.346
	Supervision	.032	.006	.175	5.236	.000	.020	.045	.685	.321	.125	.510	1.962
	Fringe Benefit	.032	.008	.165	3.812	.000	.015	.048	.713	.239	.091	.304	3.287
8	(Constant)	1.107	.136		8.155	.000	.840	1.374					
	Contingent Reward	.037	.008	.206	4.790	.000	.022	.053	.820	.297	.113	.300	3.331
	Nature of Work	.059	.007	.272	8.459	.000	.046	.073	.752	.481	.199	.537	1.861
	Promotion	.016	.009	.077	1.780	.076	-.002	.033	.744	.115	.042	.293	3.414
	Logistic Service	.029	.007	.146	4.430	.000	.016	.042	.710	.276	.104	.507	1.971
	Operational Conditioning	.028	.009	.092	3.316	.001	.012	.045	.479	.210	.078	.713	1.402
	Supervision	.031	.006	.165	4.969	.000	.018	.043	.685	.307	.117	.503	1.988
	Fringe Benefit	.035	.008	.183	4.229	.000	.019	.051	.713	.264	.100	.297	3.370
	Communication	.022	.008	.078	2.653	.009	.006	.039	.580	.169	.062	.634	1.578

a. Dependent Variable: Aggregate Score on Job-Satisfaction

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**TABLE 71: SUMMARY TABLES OF MULTIPLE REGRESSION ANALYSIS ON WORKPLACE
RELATED FACTORS PREDICTING LEVEL OF JOB-SATISFACTION - MODEL SUMMARY**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin- Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.820a	.672	.671	.53090	.672	502.131	1	245	.000	
2	.887b	.787	.785	.42896	.115	131.287	1	244	.000	
3	.903c	.815	.813	.40038	.028	37.072	1	243	.000	
4	.913d	.834	.831	.38055	.019	26.986	1	242	.000	
5	.919e	.844	.841	.36941	.010	15.818	1	241	.000	
6	.925f	.856	.852	.35566	.012	19.995	1	240	.000	
7	.930g	.864	.860	.34604	.008	14.532	1	239	.000	
8	.932h	.868	.864	.34175	.004	7.038	1	238	.009	1.928
1. Predictors: (Constant), contingent reward										
2. Predictors: (Constant), contingent reward, Add of nature of work										
3. Predictors: (Constant), contingent reward, Add of nature of work, promotion										
4. Predictors: (Constant), contingent reward, Add of nature of work, promotion, Add of logistic service										
5. Predictors: (Constant), contingent reward, Add of nature of work, promotion, Add of logistic service, Add of operational conditioning										
6. Predictors: (Constant), contingent reward, Add of nature of work, promotion, Add of logistic service, Add of operational conditioning, supervision										
7. Predictors: (Constant), contingent reward, Add of nature of work, promotion, Add of logistic service, Add of operational conditioning, supervision, fringe benefit										
8. Predictors: (Constant), contingent reward, Add of nature of work, promotion, Add of logistic service, Add of operational conditioning, supervision, fringe benefit, Add of communication										
Aggregate Score on Job-Satisfaction										

4.8. RESULTS AND ANALYSIS OF QUALITATIVE DATA

In addition to the data collected from the journalists, the mass media organizations editors were also included as data sources for this study as sources of qualitative data. The sampling of respondents was conducted as per purposive sampling method, where the criteria were, as indicated in the methodology section, his or her access to information and willingness to participate in the study.

Based on this, the self-administered semi-structured interview was conducted to four selected key informants. The question had 10 parts parallel to the scale designed to assess the ten workplace-related factors determining job-satisfaction, namely, pay, promotion, co-worker, fringe benefits, contingent rewards, communication, nature of work, operational conditioning, supervise, and logistic service. Out of the population of editors illegible for the qualitative study, one was selected through simple random sampling method.

The findings of the qualitative data, that is, data collected through *In-depth Semi-structured Interview (KII)* and *Focus group Discussions* are presented below.

4.8.1.1. QUALITATIVE DATA ON PAY

Qualitative data from the In-depth Semi-structured Interview (KII) show that complaints on one's pay are common symptoms of dissatisfaction among journalist in most of the organizations. In all but one organization, the editors revealed that dissatisfaction on payment is a type of dissatisfaction that seems to be shared by all journalists. However, in one of the media agency, E.B.C, it was indicated, consistent with the quantitative data, that "*though there is lack of satisfaction on payment the complaint is not shared by all journalists some of them have satisfaction on their payment*". Hence, one can deduce that pay is one major area of dissatisfaction when all the study population is considered.

Similarly, data from focus group discussions (FGDs) depict the fact that those journalists from three agencies openly pointed out that they are not satisfied with the monthly salary. They are provided with in light of the burden of work and challenges they have to withstand. Some of the expressions used to show their dissatisfaction with their pay were: "*I am not paid what I deserve for the work I do*"; "*our agency should be aware of the fact that a journalist who is not paid fairly can't fulfil his or her*

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needs. And one that can't fulfil his/her basic needs can't possibly be expected to be satisfied with his job or perform to his/her optimum"; and "the payment that we are given hardly matches the challenges we are required to withstand".

4.8.1.2. QUALITATIVE DATA ON FRINGE BENEFIT

The next factor examined through qualitative data was the journalists' satisfaction level in relation with fringe benefit. Hence, data from the KII show there is, again, variation across agencies, and data from A .A .M .M.A. show that journalists do receive fringe benefit though they have some level of dissatisfaction with the type and magnitude of the benefit. On the other hand, data from the other three organization have revealed that the only fringe benefit is retirement benefit and journalists are unsatisfied across the board in this regard.

Similarly, data from FGDs reveal that journalists are quite aware that fringe benefits have the power to influence their job-satisfaction. In this regard, the participants of the FGDs have pointed out that there are no schemes for fringe benefits except retirement benefits. Explaining this further the participants pointed out that journalists are not even given the freedom to further their education and participate in simple seminar to advance their familiarity with current technology let alone be given fringe benefits. In general, data from FGDs underscore that journalists are far from satisfied with existing fringe benefit schemes.

4.8.1.3. QUALITATIVE DATA ON PROMOTION

The next factor examined by the qualitative data was promotion; hence, according to data collected through the KII, there is significant variation across agencies in relation with the level of satisfaction of journalists with the promotion scheme. Hence, data from A. A .M .M. A show that there is a clear scheme for promotion based on the performance of an employee while data from the other three agencies didn't reveal no such clear scheme, as to the knowledge of the respondents.

Quite similar to the data collected through the KII, data from the FGDs show that the journalists strongly believe that schemes for promotion on one's merit do affect an employee's level of job-satisfaction. In addition, in this line of reasoning, all the participants of the FGDs from the three agencies, that is, except those from one agency noted that the existing promotion schemes are not fair and journalists are not

properly evaluated and rewarded with promotions they deserve. On the other hand, participants from one agency emphasized the fact that there is a healthy promotion regulation in their agency and journalists are fairly and justifiably evaluated and given promotion when they are found deserving.

4.8.1.4. QUALITATIVE DATA ON SUPERVISION

Qualitative data collected through the KII on supervision have revealed that, journalists from E.B.C and A.A.M.M.A. tend to feel more satisfied with the existing nature of supervision while data from E.N.A. indicates the absence of such satisfaction.

In relation with supervision, all most all journalists who participated in the FGDs have agreed that there are many problems on worker and supervisor relationship. In this regard, they noted that lack of experience, knowledge on the work, and personal proficiency of their supervisors are the main reasons for the dissatisfaction among journalists. Some of the expressions used to denote this were: “the number of supervisors assigned on each work-team is so many making it stifling rather than constrictive and encouraging”; “supervisors don’t give equal attention to each and every journalist and treat us discriminatingly”; “supervisors are not good journalists themselves, thus, lack the capacity to be good role models”. As an exception, one editor who participated in the FGDs, insisted that there are some supervisors who do have the technical knowhow and ethical integrity to pose as good model and it would be unfair to judge all supervisors in a group.

4.8.1.5. QUALITATIVE DATA ON CONTINGENT REWARD

Qualitative data collected through the KII on contingent reward quite similar to the previous factors. show variation across the agencies and data from E.B.C and A.A.M.M.A have revealed that contingent rewards are given to journalists once a year in the form of monetary bonuses, however, this scheme isn’t universal, for instance, data from E.N.A. have shown that journalists working in E.N.A. don’t have any form of contingent reward.

Data collected through the FGDs on contingent reward was rather highly divergent. On the one hand, some journalists claimed that there are some contingent rewards though they didn’t specify the type and nature of the ‘contingent rewards’, on the

other hand, the other group insisted that they have not even heard of the idea in their agencies and they have never witnessed any journalist being given or winning a contingent reward.

4.8.1.6. QUALITATIVE DATA ON CO-WORKERS

Qualitative data from the KII on satisfaction of journalists on co-worker relationship, contrary to the pattern depicted in all the previous factors, have shown that there is no significant variation across the agencies. Data from all the four agencies have pointed out to the fact that journalism, by its very nature, requires a team spirit and collaboration, and owing to this basic truth, journalists do respect and support each other. Hence, journalists tend to be satisfied with their relationship with their co-workers. Data from the FGDs also underscored that journalists are comparatively more satisfied concerning co-worker relationship. Phrases used to express co-worker relationship include "I love my Co-workers ... we have not only good work-place relationship but also share warm social life and friendship". Still, others noted that though their work-place relationship is not purely blissful owing to some work-related disagreements, disputes usually are resolved in a healthy and constructive manner.

4.8.1.7. QUALITATIVE DATA ON COMMUNICATION

Overall communications in the agencies covered in the study, according to data collected through the KII, is good at A.A.M.M.A as the statement of the editor "we have clear vision as the member of this organization so every journalist participate to achieve the goal of the organization." According to the response of editors who is working in the two organizations explained there are gaps to achieve good communication at the organization.

Data from the FGDs have also stressed the fact that journalists perceive communication is one crucial factor that clearly determines job-satisfaction. In line of this reasoning, the participants of the FGDs have noted that though the functional inputs, namely, rules, regulations, and procedures are in place and seem to be in good shape, their applications are very much flawed and this has negatively affected the communication.

4.8.1.8. OPERATIONAL CONDITIONS

This particular factor, namely, operational conditioning, was not covered in the KII due to the unwillingness of the respondents to address the question. Again, the process of data collection on this topic through the FGDs has shown marked level of discomfort among the participants. Still, the participants underscored that journalism by its very nature is a type of discipline that requires freedom of expression, impartiality, and full commitment, however, the journalists underlined that their working environments, on the contrary, are characterized by two operational conditions, namely, strict editorial policies and censorship on the one hand, and continuous meetings, monitoring and evaluations. First, they pointed out that the strict editorial policies and censorship denies them the basic freedom of expression and creativity and on the other the continuous meetings and evaluations robs them off the continuity and concentration their work demands. One journalist expressing his situation noted: "I want to do my journalist work impartially but the organization I work in doesn't have the willing to give me that freedom". Another journalist, expression his frustration with the recurrent evaluative meetings said: "endless interruptions in the name of meetings and evaluations only serve in producing dissatisfaction among journalists My agency should be able to develop trust in its employees and give them space to do their jobs creatively rather than calling them into meetings every other day to channel down directions after directions". All the participants agreed on the fact that, while the interest of different parties and/or stakeholders should be respected and observed duly, media agencies should understand and appreciate the fact that journalists do need some level of freedom or else there is no way they could feel satisfied with their jobs or perform to their optimum.

4.8.1.9. QUALITATIVE DATA ON LOGISTIC SERVICE

The last component to investigate Ethiopian journalists' job-satisfaction level was logistic service. Accordingly, data gathered through the KII revealed that all the journalists' agree that their working environment is poorly equipped and the problems in the transportation service could not possibly be exaggerated. Consistent with the data collected through the KII, data gathered during the FGDs have shown that the journalists, across the board, are disappointed with the existing logistic service. Going into specifics, the participants underlined that it is quite common to see journalists complaining on the status of their offices, material / equipments, and transportation service.

CHAPTER FIVE

V. FINDINGS AND DISCUSSION

5.1. The First Study Question

The first research question investigated into the level of job-satisfaction among journalists. As presented in the previous chapter the level of job-satisfaction of the journalists working in media agencies at Federal level and in Addis Ababa journalists were discussed at three levels, namely, *perceived satisfaction*, *interpolated satisfaction*, and *aggregate satisfaction*.

According to the result on perceived satisfaction, 72% of the journalists reported their uncertainty or lack of job-satisfaction. Again the result on interpolated job-satisfaction indicates that 80% of the journalists were either uncertain or lack job-satisfaction. Finally, taking the aggregate scale of job-satisfaction, the cumulative frequency shows that more than one in four (82%) of the Journalists are uncertain, unsatisfied, or highly unsatisfied with their jobs.

The analysis on level of job-satisfaction among journalists revealed, that there were very few journalists who were satisfied in their work.

The findings of the present study are supported by the findings of similar studies conducted earlier in Ethiopia. For instance, Amanuel (2005), in his study conducted on Federal mass media agencies has revealed that journalists are highly dissatisfied with their job. Again another researcher (Yemane, 2007), who conducted a study on factors that affect job-satisfaction among journalists working in Dimtsi Woyane Tigray (Voice of Woyane Tigray) reported that 91.7% of journalists working in that particular media agency were not satisfied on their jobs.

Thus, the levels of job-satisfaction among Ethiopian journalists, as reported not only in this present study, but also in previous, at least, two studies mentioned above, appears to be much lower than the levels reported in other East African countries (Mwesige, 2004) where the satisfaction level was about 55%.

5.2. THE SECOND STUDY QUESTION

The second study question was designed to find out if there exists any statistically significant variation across media agencies in the level of job-satisfaction. This question was also treated at three levels using the three measures of job-satisfaction, namely, the perceived, interpolated and aggregate scales.

5.2.1. PERCEIVED JOB-SATISFACTION ACROSS AGENCIES

Results based on the scale that measures perceived levels of job-satisfaction show that the variation in job-satisfaction is considerable across agencies and a one-way analysis of variance has shown that this variance is statistically significant. Thus, journalists from E.B.C. scored higher compared with those from E.P.A. and E.N.A. showing that a journalist from E.B.C, generally, has a higher probability of having a higher perceived job-satisfaction compared to those from E.P.A. and E.N.A. On the contrary, journalists from A.A.M.M.A did not any statistically significant variation when compared with their contemporaries from the other three agencies.

5.2.2. INTERPOLATED JOB-SATISFACTION ACROSS AGENCIES

The interpolated job-satisfaction result of agencies indicated that there is statistically significant variation among mass media agencies. Consistent with the measures obtained through the scale measuring perceived job-satisfaction, the interpolated job-satisfaction has revealed that journalists from E.B.C., as a group, has a higher probability of enjoying higher level of job-satisfaction compared with the other three group.

5.2.3. AGGREGATE JOB-SATISFACTION ACROSS AGENCIES

Finally, results on the level of aggregate job-satisfaction and its variations across agencies show similar results. Thus, a one-way analysis of variance has proved that the variance across agencies in aggregate job-satisfaction is statistically significant. A follow up test of mean comparison or Tukey test has further revealed that journalists from E. B. C., as a group, have a higher probability of having a higher aggregate job-satisfaction compared to those from A. A. M. M. A. Moreover, those from E. P. A. scored significantly higher than those from E. N. A.

5.3. THE THIRD STUDY QUESTION

The next research question searches for the distribution of job-satisfaction of journalists across variations in their demographic factors. At this level the aggregate job-satisfaction measure was employed to find out the variability in the level of job-satisfaction among journalists owing to the fact that this particular measure enjoys a higher level of reliability compared to the other two, namely, the perceived (one-factor) and interpolated (ten-factor) measures.

5.3.1. JOB-SATISFACTION ACROSS THE SEXES

First data on aggregate job-satisfaction across gender was analyzed and, in this regard, an independent sample t-test was run to find out a variation across gender has shown that the mean score of female journalists is higher and the variation was found statistically significant at alpha 0.05.

Hence, the findings of the present study were consistent with some studies conducted on the area, which has confirmed that women, on the average, tend to be more satisfied with their jobs than men (Kim, & Oh, 2005; Marks, & Houston, 2002; Rast, & Tourani, 2012). On the contrary, it diverges with other studies that concluded on the contrary, for instance, a study by Shapiro, Burkey, Dorman & Welker (1997) concluded that men journalists, as a group, are inclined to be more satisfied and; still others, suggested that there is no statistically significant variation in job-satisfaction across the sexes (Murray, 1991; smith, 2011 Oshagbemi, 2000).

5.3.2. JOB-SATISFACTION ACROSS AGE GROUPS

Similarly, data on aggregate job-satisfaction across age groups have revealed that there is a statistically significant variation on aggregate job-satisfaction across the three age groups, that is, 20-30, 31-40, and 41-50 years of age. Thus, those within 41-50 years of chronological age scored the highest mean than the other, which signifies that journalists in this age group, overall, are inclined to experience higher job-satisfaction.

The second higher mean score revealed by 31 - 40 age groups and the last was score recorded by the age group of 20-30, which indicates that as age increase the level of job-satisfaction also increases. The result of Pearson's product moment

correlation has confirmed that there is a positive relationship between age and job-satisfaction. This shows that younger journalists tend to feel less satisfied with their job compared with the older ones.

These findings are consistent with a number of studies conducted in the area since various researchers have also suggested in a number of researches that relatively older workers tend to be more satisfied in their job compared to younger employees (Odendaal, 2003; Saleh, 1964)

5.3.3. JOB-SATISFACTION ACROSS EDUCATIONAL LEVELS

The analyses conducted in relation with job-satisfaction and educational level has indicated that there exists any statistically significant variation. In this regard, it was found out that those with College Diploma scored highest followed by those with Masters Degree and those with Bachelor's Degree came in last.

The possible justification for the dissatisfaction of those with Bachelor's Degree compared with those with College Diploma is that most of those journalists, who have only College Diploma have served for decades in the media agencies and, despite their lower educational level, earn better than those with Bachelor's Degree.

Some studies conducted in a number of other countries have pointed out that there is a direct or positive relationship between job-satisfaction and educational level, thus, it is expected that as educational level increases levels in job-satisfaction increases. For instance, a study conducted by the Graham, & Messner (1998), has found out that as educational level increases the likelihood of experiencing higher job-satisfaction increases (1998).

However, other studies contradicted this finding and argued that as the level of an employee's professional training increases the likelihood of experiencing job-satisfaction decreases (Deprez, 2012).

Contrary to the above both findings, others failed to find any statistically significant variation in the level of job-satisfaction across educational levels (Aslaniyan, 2010).

5.3.4. JOB-SATISFACTION ACROSS YEARS OF EXPERIENCE AS JOURNALIST

The next demographic variable was experience as a journalist, hence, the study examined if there was possible variation in aggregate job-satisfaction and year of experience as journalist.

In this regard, data show that there is a statistically significant variation between three different groups those who served as journalist for 1-5, 6-10, and, 11-15 years. Following this finding, a one-way Analysis of variance showed a statistically significant difference at the $p < .05$ in job-satisfaction scores for the three groups. The mean score of the participant shows that workers who have longer years of experience have attained higher level of job-satisfaction. As illustrated in the literature review section of this study' several researchers identified experience as a critical factor in measuring the level job-satisfaction (Aslaniyan, 2007; Saleh, 1964; QWLS, 2003), thus, the finding of the present study concurs with these previous studies.

Concerning the distribution of variations, statistically significant variation was witnessed in the level of job-satisfaction between those with 1-5 and 6-10 years of experience, however no statistically significant variation was found between those with 6-10 and 11-15 years of experience. Hence, one can conclude that the impact of experience on the level of job-satisfaction decreases as the number of years of experience increases. Again, this finding is consistent with the findings of other studies (Saleh, 1964; QWLS, 2003).

5.3.5. JOB-SATISFACTION ACROSS MARITAL STATUS

The next demographic variable examined was marital status of journalists, accordingly, an independent sample t-test proved that the mean score of married journalists on aggregate job-satisfaction was higher than single journalists and this variation was found to be statistically significant at alpha 0.05.

This result indicates that married journalists tend to feel more satisfied in their job compared with single journalists. This finding concurs with the findings of other studies, for instance, Azim, Haque, & Chowdhury, (2013) found out that married workers show high level of job-satisfaction compared with unmarried employees.

These studies suggested that the reasons may be connected to emotional support and work-related assistance employees get from their spouses.

However, contrary to the present study, some studies, for instance, (Koustelios, 2001). Concluded on the contrary, saying that single employees tend to have a higher level of job-satisfaction due to their capacity to fully commit themselves to their jobs while married employees tend to be distracted by family matters and, as a result, feel less satisfied with their jobs.

5.3.6. JOB-SATISFACTION ACROSS MONETARY INCOME (MONTHLY SALARY)

The last demographic variable examined was pay or monthly salary or monetary pay of the journalists.

Accordingly, it was found out that there exists a statistically significant difference between different salary levels. To be exact, those who earn between Eth. Birr 5500-7000 have higher job-satisfaction compared to those who earn between 1000-2500; 2500-4000. While those who over Eth. Birr 7000; between Eth. Birr 4000-5500 and Eth. Birr 2500-4000, respectively, have higher job-satisfaction compared with those who earn between Eth. Birr 1000-2500. Stated in simple words, when the salary increases the level of job-satisfaction also increased up until the monthly salary reaches Eth. Birr 7000 and then the relationship becomes negative.

This finding is consistent with other studies, for instance, Greenberg, Thomas, Murphy & Dandeker, (2007) have found out that income is a strong predicting factor for one's level of job-satisfaction. Still, some studies have found out that this is not a universal consensus (Hulin, 1968).

5.4. THE FOURTH STUDY QUESTION

The fourth study question was targeted to detect if there exists any statistically significant association in job-satisfaction across work-related factors. However, before, tests of association between each of the workplace-related factors and aggregate job-satisfaction were run, an analysis was conducted to find out if the ten workplace-related factors themselves are inter-correlated.

Hence, an inter-item correlation was run and the data has shown that all items are positively correlated with every other item and all the correlations are significant at alpha level 0.05. Hence, can said with full confidence conclude that the items are strongly associated and enjoy a significant level of internal consistency.

Furthermore, to support this data with variation across agencies, a one-way analysis of variance was run and Tukey test was conducted to identify the variations.

5.4.1. JOB-SATISFACTION AND PAY

The first workplace factor examined for possible association with one's level of aggregate job-satisfaction was the journalists' pay or monthly salary. Accordingly, a Pearson Product Moment Correlation run revealed a strong positive association of between journalists pay and aggregate level of job-satisfaction. That is significant at $p < .01$ which clearly shows that there is a strong positive association between pay and one's level job-satisfaction.

The present finding supported by different researchers result there is no doubt this assertion since pay is probably the first type of remuneration, recompense; reward to influence workers level of job-satisfaction (Greenberg, Thomas, Murphy & Dandeker, 2007). Contradict to the present idea there was no association between pay and job-satisfaction (Judge, et al., 2010).

5.4.2. JOB-SATISFACTION AND FRINGE BENEFIT

The second factor studied for an association with level of job-satisfaction was fringe benefit, accordingly, a data from Pearson Product Moment Correlation has shown that there is again a strong positive association between fringe benefits and workers aggregate level of job-satisfaction with .01 alpha values. Consistent to the present finding the study have shown that fringe benefits have a positive relationship with employees' job-satisfaction (Artiz, 2010).

5.4.3. JOB-SATISFACTION AND LOGISTIC SERVICE

The third workplace-related factor run for a possible association with job-satisfaction was logistic service and data from Pearson Product Moment Correlation has divulged that there is once again a strong positive association of aggregate level of job-

satisfaction and logistic service is significant at $p < .01$. The present finding supported by Bisen, (2010) has indicated clearly that there was a significantly strong association between job-satisfaction and logistic service or 'satisfaction with work environment'.

5.4.4. JOB-SATISFACTION AND OPERATIONAL CONDITIONS

The fourth workplace factor studied was operational condition and data from Pearson Product Moment Correlation run revealed a positive association of that is, statistically significant at $p < .01$ that has shown that there is an association, which signifies that as operational conditions improve journalists' job-satisfaction increase. The present findings supported by Oshagbemi (2000), the oppressive operational conditions at work place tend to journalists to leave their profession and experience dissatisfaction.

5.4.5. JOB-SATISFACTION AND COMMUNICATION

The fifth workplace-related factor studied for an association against job-satisfaction was communication; hence, the data from Pearson Product Moment Correlation has revealed that there is considerable positive association of that is significant at $p < .01$. The result of the present study agrees with the findings reported by some researchers (Jones, 1997; Brooks, 2007; Koustelios, 2001). The researchers identified those journalists that cannot enjoy high level of job-satisfaction without appropriate communication in organization.

5.4.6. JOB-SATISFACTION AND CO-WORKER

The sixth factor run for a possible association with job-satisfaction was co-worker and Pearson Product Moment Correlation run to find possible association has confirmed that there is again a sizeable positive association of that is significant at $p < .01$. The findings consistent to the present result were (Johns, 1997, Kreitner and Kinicki, 2004) that friendly and supportive co-workers or colleagues help in enhancing an employee's level of job-satisfaction in a working environment.

5.4.7. JOB-SATISFACTION AND SUPERVISION

The seventh workplace-related factor run for a possible association with the level of job-satisfaction was supervision and results from Pearson Product Moment

Correlation has shown that there is considerable positive association of that is significant at $p < .01$. Like the present finding, several of researches discovered that supervision and job-satisfaction has a positive relationship (Koustelios, 2001; Rawlins, 2006; Spector 1997). Research revealed that workers are experience satisfaction with their job when they have a healthy and satisfying relationship with their supervisors (Brewer, & Clippard, 2002).

5.4.8. JOB-SATISFACTION AND CONTINGENT REWARD

The eighth workplace factor examined was contingent reward and data from Pearson Product Moment Correlation run revealed a very strong positive association of that is, statistically significant at $p < .01$. Spector (1997), said employee in the process of aspiring contingent rewards and possible enhance his or her sense of accomplishment and job-satisfaction.

5.4.9. JOB-SATISFACTION AND PROMOTION

The ninth factor tested for a possible association with job-satisfaction was promotion and results of a Pearson Product Moment Correlation run to find possible association has proved that there is again a strong positive association of that is significant at $p < .01$. The result of the present study is in harmony with the findings reported by Kim, & Oh, (2005) and Kreitner & Kinicki (2004). According to these researchers, there is a strong positive relationship between job-satisfaction and opportunities.

5.4.10. JOB-SATISFACTION AND NATURE OF WORK

The last workplace factor tested for a possible association with job-satisfaction was nature of work and data from Pearson Product Moment Correlation run revealed a very strong positive association of that is, statistically significant at $p < .01$. There are studies, which are in line with the present finding. For example, Spector (1997) and Llorente, & Macias, (2005) reported that Studies conducted on the association between nature of work and job-satisfaction point out the fact that there is a strong positive relationship.

As mentioned earlier, all the ten workplace-related factors have positive association with the journalists' level of job-satisfaction. Thus, based on this finding researcher employed multiple regression analysis and found contingent reward was the most

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significant predictor of the journalists' level of job-satisfaction. In addition, seven models were found to positively contribute to the accuracy of the prediction of the journalists' score on the aggregate job-satisfaction scale, which are nature of work, promotion, logistic service, operational condition, supervision, fringe benefit, and communication were lesser extent predictors of level job-satisfaction of journalists. The present finding supported by Spector (1997) contingent reward was one of the best predictors of job-satisfaction. Another researcher who found consistent result with the present study was Kim & Oh, (2005), journalists identify their occupational satisfaction more easily with the nature of journalism than worker relationship each other as the present study nature of work also the predictor of job-satisfaction lesser extent to contingent reward. Indeed, notwithstanding the fact that most of previous studies have predicting job-satisfaction in a different way, it is striking that the used determinants of job-satisfaction usually can be divided into two broad categories: personal antecedents and working environment factors (Beam, 2006). Inside, working environment there is logistic service; the office, the yard, and materials are included. Research that done by Artiz, (2010) said desirable fringe benefits also have shown a positive effect on job-satisfaction.

CHAPTER SIX

VI. CONCLUSION AND RECOMMENDATIONS

6.1. CONCLUSION

Job satisfaction is just one among many important attitudes that influence human behaviour in the workplace (Kinicki, & Kreitner 2003). To study the job-satisfaction and its determining factors of federal and Addis Ababa mass media agencies journalists the following objectives were set.

- To evaluate the level of perceived job-satisfaction, among journalists working in four media agencies in Addis Ababa and at Federal level.
- To assess the level of job-satisfaction of journalists working in four media agencies in Addis Ababa and at Federal level using job-satisfaction scales developed for the purpose.
- To examine the relationship between demographic factors, and journalists job-satisfaction level.
- To examine the effect work-related factors have on the level job-satisfaction of journalists working in four media agencies in Addis Ababa and at Federal level.

Following these, the following leading questions were raised.

1. What is the level of perceived job-satisfaction among journalists in Ethiopia?
2. Is there any significant statistical variation in the level of perceived job-satisfaction across different print, electronic and/or digital media agencies?
3. Is there any significant statistical variation in the level of job-satisfaction among journalists across selected demographic data?
4. Is there any significant statistical variation in the level of job-satisfaction among journalists across workplace-related factors?

To answer these questions, the study was conducted on 247 (F=100, M=147) professional journalists in four mass media agencies of federal and Addis Ababa region. Semi-structured interviews were made on 3 individuals from the respective

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mass media organizations and F. G. D also conducted with journalists who work in four mass media organizations. Using through sequential exploratory mixed method research design the information obtained through questionnaire was analyzed using descriptive (frequency, percentages, mean and standard deviation) and inferential statistics (independent sample t-test, one-way, Pearson product moment, and stepwise multiple regression), and the statistical analysis was made at 0.05 and 0.01 alpha value levels.

- Though the level of perceived job-satisfaction is low among journalists in Ethiopia is, there were very few journalists, who were satisfied on their job in Ethiopia. Most of the journalists in Addis Ababa and Federal mass media agencies were lack of satisfaction with the occupational life.
- The findings of the study indicated that Perceived job-satisfaction level across four Mass Media were significant variation. It was found that E. B .C journalists had achieved a better level of job-satisfaction lesser extent by A. A. M. M. A, the next mass media that achieve higher level of job-satisfaction was E. N. A., thus E. P. A. scored the least level of job-satisfaction.

Socio -Demographic Variables Also The Present Study Found Significant Variation.

- Moreover, it was also understood that journalists three age groups of year 20-30, 31-40, and 41-50 were statistically significant on their level of aggregated job-satisfaction. The findings also showed that journalists who were from 41 up to 50 years of chronological age was achieved a relatively high level of job-satisfaction than the rest. The last age group relatively achieved low level of job-satisfaction was about 20-30. Nevertheless, the present finding concluded that journalists' age increases the level of job-satisfaction also increase.
- Gender differences and in level of job-satisfaction found female journalists were more satisfied than the male.
- Educational background and the level of job-satisfaction indicates first-degree holders are less satisfied than second-degree and college diploma holders. In addition, there is no significant relationship between level of job-satisfaction

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and professional training in journalism. On the other hand, those who work as journalists without specialized training in journalism.

- With regard to journalists work experience, it was found that workers who have long years of experience showed high level of job-satisfaction.
- In addition, according to workers, marital status married journalists have attained a high level of job-satisfaction than single journalists.
- Regarding to monthly salary the finding concluded that when the salary level increases the level of job-satisfaction also increased.

Work-related Variables and the level of job-satisfaction also found significant variation.

- With regard to the correlation between level of journalists' job-satisfaction and payment, from the result of Pearson product moment correlations, it was found that payment and level of job-satisfaction revealed a significantly stronger positive association at $p < .01$. The direction indicates that, when increase the journalist's fee that influences them to achieve a high level of job-satisfaction.
- Correlation between job-satisfaction and fringe benefits, there is again a strong positive association between fringe benefits and workers' aggregate level of job-satisfaction with .01 alpha values. These indicate the inducement of fringe benefits increase journalists level of job-satisfaction.
- The findings of an association of logistic service and level of the journalist's job-satisfaction indicated that there is once again a strong positive association with level of job-satisfaction and logistic service in significant at $p < .01$. Can conclude that the improvement of logistic service, increase the level of journalists job-satisfaction.
- With regard to the correlation between level of job-satisfaction and operational condition, data from Pearson Product Moment Correlation run revealed a positive association of that is, statistically significant at $p < .01$ that

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has shown there is an association, which signifies that as operational conditions improve journalists' job-satisfaction increase.

- Concerning to the communication, it was found that Pearson Product Moment Correlation has revealed that, there is a considerable positive association of journalists' level of job-satisfaction and communication that is significant at $p < .01$. Moreover, the improvement of mutual communication in a side mass media organization can improve journalists' level of job-satisfaction.
- The results of Pearson Product Moment Correlation showed that positive association between the journalists level of job-satisfaction and co-worker relationship that is significant at $p < .01$. In addition, strong relationship of workers in mass media organizations improves the achievement of journalists' job-satisfaction.
- On the area of the Supervision and journalists' level of job-satisfaction results from Pearson Product Moment Correlation has shown that there is a considerable positive association of that is significant at $p < .01$.
- The workplace related factor of contingent reward also, found significantly a very strong positive association with the level of journalists' job-satisfaction. These indicate the increment of contingent reward inside the mass media organization improves journalists' level of job-satisfaction.
- With regard to the promotion and journalists' level of job-satisfaction, the result of Pearson Product Moment Correlation was found that there is again a strong positive association of journalists' promotion and the level of job-satisfaction that is significant at $p < .01$.
- Concerning to the relationship between the level of job-satisfaction and nature of work, result from Pearson Product Moment Correlation found that a very strong positive association of that is, statistically significant at $p < .01$.

For Determining and Predicting Factors of Job Satisfaction of Journalists

- From the results of multiple regression analysis, it was found that contingent reward was the most significant predictor of the journalists' level of job-satisfaction to have the highest (the maximum Beta coefficient). For determining and predicting factors of job-satisfaction journalists working in Addis Ababa and federal mass media agencies primarily predicted by a contingent reward.
- In addition, seven models were found to positively contribute to the accuracy of the prediction of the journalists' score on the aggregate job-satisfaction scale, which are nature of work, promotion, logistic service, operational condition, supervision, fringe benefit, and communication were lesser extent predictors of level job-satisfaction of journalists.

6.2. RECOMMENDATIONS

Based on the findings obtained and the conclusions drawn, the following recommendations are forwarded to improve and develop the journalists' level of job-satisfaction in Ethiopia.

The present recommendations important for mass media organizations, government and stakeholder, managers, and, supervisors to be aware of what factors were determined the level of workers' job-satisfaction. Because Workers lack of job-satisfaction is not only bad for workers themselves, but for government also, when people fail to show up for work or quit their jobs valuable human resources are wasted.

- The study has found that most of the journalists in Addis Ababa and Federal mass media agencies were not satisfied with their job. This implies that most of work determining factors needs to be improved to achieve a high level of job-satisfaction in Ethiopian mass media organizations.
- The variation of level of job-satisfaction across mass media agency were high, consequently, requires to strengthening sharing experience between mass media agencies.

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- Educational background and the level of job-satisfaction indicate first-degree holders are less satisfied than second-degree, undoubtedly necessary to provide learning opportunity for first-degree level working journalists. Give Widen the opportunity for scholarship, post-graduate studies and on the job trainings.
- Regarding to monthly salary the finding concluded that when the salary level increases the level of job-satisfaction also increased. It is important to raise journalists pay. Moreover, give attention to Part time work that can supplement their salary and improve part time payments.
- There is a strong positive association between fringe benefits and workers' level of job-satisfaction. These indicate the inducement of fringe benefits increase journalists level of job-satisfaction. Give emphasis on Health insurance, social affair, and legal protection because which undoubtedly improves the level of job-satisfaction in mass media organizations working journalists.
- Lack of logistic service is the factor that emerges from the participant journalists themselves. Advancement of important materials for convenient journalistic work undeniably improves journalists' level of job-satisfaction. As mention by the workers, computers, cameras, recorders, archives, advanced technologies to get audience feedbacks, are the essential equipments to acquire a better level of job-satisfaction for journalists.
- With regard to the operational conditioning, that must be released, free environment for journalists work. The government and mass media organization stakeholders must consider about balancing freedom, to achieve possible level of workers job-satisfaction. Offer journalists with attractive working conditions.
- Concerning to the communication, it was found that information from the editors there were good rules and regulations on paper at mass media organizations, the problem was only lack application. It requires careful consideration to make applicable rules and regulations.

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- The Co-workers relationship was an important component to achieve the best level of job-satisfaction at mass media organizations. The government needs to support workers association for the reason that, the study found Healthy relationship among the staff increase level of job-satisfaction.
- Make improved the relationship of journalists and their supervisors develop mutual understanding and two-way communication. This is essential for successful improvement of journalists' job-satisfaction.
- The workplace related factor of contingent reward also, found that the best-determining factor of journalists' level of job-satisfaction. These indicate the increment of contingent reward inside the mass media organization improves journalists' level of job-satisfaction prize, and encouragement for outstanding performance and immediate feedback for one's good job must prepare regularly for journalists.
- With regard to the promotion and journalists' level of job-satisfaction, better career structure, and development are important for journalists, which focused and based on one's qualifications, performance, service, ability, and creativity.

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APPENDICES – INSTRUMENTS

- A. Appendix A - Individual Structured Questionnaire**
- B. Appendix B - Key informants' In-depth Semi-structured Interview (KII)**
- C. Appendix C - Focus Group Discussion Guide for Journalists**

APPENDIX A - INDIVIDUAL STRUCTURED QUESTIONNAIRE

**JOB SATISFACTION AND ITS DETERMINING FACTORS
AMONG JOURNALISTS WORKING IN
ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES STRUCTURED
QUESTIONNAIRE FOR JOURNALIST**

Form 001

1. About the Study

This study is designed to conduct a survey of job-satisfaction and its determining factors among journalists working in Addis Ababa and federal level mass media agencies.

2. The Purpose of this Instrument

The purpose of the study is to conduct a comprehensive study on job-satisfaction levels of Ethiopian journalists that work working in Addis Ababa and federal level mass media agencies and the demographic and work-related factors that determine the levels of job-satisfaction so as to generate information towards the improvement of the working environment of journalists.

3. Sampling of the Key Informant

Each journalist respondent selected randomly and no personal attribute is used to select you.

4. Confidentiality

- 4.1. Please DO NOT write you name since the identity of the respondent is not necessary and confidentiality is required to make sure that the data you provide us with is reliable.
- 4.2. The data you provide will exclusively used for this study.
- 4.3. All your response will be analyzed, anonymously thus will NOT be traceable to you.

- 5. If you have any questions** please feel free to contact the researcher:
Ms. Hiwot Bezabeh: Tel: 251-091-1-352727

**SCHOOL OF PSYCHOLOGY
ADDIS ABABA UNIVERSITY
COLLEGE OF EDUCATION AND BEHAVIOURAL
THANK YOU**

**JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING
IN ADDIS ABABA AND FEDERAL MASS MEDIA AGENCIES**

PART ONE – GENERAL INFORMATION

Instruction: Please provide the answer to the questions below as required, that inserting a ✓ mark in the box () next to the correct answer.

1.	Please indicate your age in years.	20-30 <input type="checkbox"/>	31-40 <input type="checkbox"/>	41-50 <input type="checkbox"/>	51-60 <input type="checkbox"/>	>60 <input type="checkbox"/>	
2.	Please write your sex	Male <input type="checkbox"/>	Female <input type="checkbox"/>				
3.	Please indicate the highest level of accreditation in your academic education.	12 th Grade <input type="checkbox"/>	College Diploma <input type="checkbox"/>	B.A./B.S. Degree <input type="checkbox"/>	Masters Degree <input type="checkbox"/>	PhD <input type="checkbox"/>	
4.	Do you have college/university training in journalism?	Yes <input type="checkbox"/>	No <input type="checkbox"/>				
5.	Please indicate the highest level of accreditation you have attained specifically in journalism.	College certificate <input type="checkbox"/>	College Diploma <input type="checkbox"/>	B.A./B.S. Degree <input type="checkbox"/>	Masters Degree <input type="checkbox"/>	PhD <input type="checkbox"/>	
6.	Indicate your marital status.	Single <input type="checkbox"/>	Married <input type="checkbox"/>	Divorced <input type="checkbox"/>	Widowed <input type="checkbox"/>		
7.	Indicate the total number of years you have worked as a journalist.	1-5 <input type="checkbox"/>	6-10 <input type="checkbox"/>	11-15 <input type="checkbox"/>	15-20 <input type="checkbox"/>	>20 <input type="checkbox"/>	
8.	Please indicate the organization you are working as a journalist at the present time.	EBC <input type="checkbox"/>	AAMMA <input type="checkbox"/>	ENA <input type="checkbox"/>	FBC <input type="checkbox"/>	EPA <input type="checkbox"/>	
9.	Indicate the total number of years you have worked in this organization.	1-5 <input type="checkbox"/>	6-10 <input type="checkbox"/>	11-15 <input type="checkbox"/>	15-20 <input type="checkbox"/>	>20 <input type="checkbox"/>	
10.	Please indicate your monthly salary in Eth. Birr.	1000-2500 <input type="checkbox"/>	2500-4000 <input type="checkbox"/>	4000-5500 <input type="checkbox"/>	5500-7000 <input type="checkbox"/>	>7000 <input type="checkbox"/>	

PART TWO – BROAD-SPECTRUM INFORMATION ON JOB SATISFACTION

INSTRUCTION: If you were asked to rate your job-satisfaction as a journalist ten point scale that extends from 0 to 10 where 0 signifies complete absence of satisfaction and 10 maximum possible level of job satisfaction, how would you rate your job satisfaction? Please insert a ✓ mark under the correct answer.

		0	1	2	3	4	5	6	7	8	9	10
1.	How do you rate your level of job satisfaction?											

PART THREE – DETAILED INFORMATION ON JOB SATISFACTION

INSTRUCTION: Read the statements below and indicate your AGREEMENT or DISAGREEMENT with the statements by inserting the number of your choice under the space provided for recording the score.

		Disagree very much = 1						Agree slightly = 4					
		Disagree moderately = 2						Agree moderately = 5					
		Disagree slightly = 3						Agree very much = 6					
	QUESTIONS							1	2	3	4	5	6
1.	I feel I am being paid a fair amount for the work I do.												
2.	There is really too little chance for promotion on my job.												
3.	My supervisor is quite competent in doing his/her job.												

**JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING
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4.	I am not satisfied with the benefits I receive.								
5.	When I do a good job, I receive the recognition for it that I should receive.								
6.	Many of our rules and procedures make doing a good job difficult.								
7.	I like the people I work with.								
8.	I sometimes feel my job is meaningless.								
9.	Communications seem good within this organization.								
10.	Raises are too few and far between.								
11.	Those who do well on the job stand a fair chance of being promoted.								
12.	My supervisor is unfair to me.								
13.	The benefits we receive are as good as most other organizations offer.								
14.	I do not feel that the work I do is appreciated.								
15.	My efforts to do a good job are seldom blocked by red tape.								
16.	I find I have to work harder at my job because of the incompetence of people I work with.								
17.	I like doing the things I do at work.								
18.	The goals of this organization are not clear to me.								
19.	I feel unappreciated by the organization when I think about what they pay me.								
20.	People get ahead as fast here as they do in other places.								
21.	My supervisor shows too little interest in the feelings of subordinates.								
22.	The benefit package we have is equitable.								
23.	There are few rewards for those who work here.								
24.	I have too much to do at work.								
25.	I enjoy my co-workers.								
26.	I often feel that I do not know what is going on with the organization.								
27.	I feel a sense of pride in doing my job.								
28.	I feel satisfied with my chances for salary increases.								
29.	There are benefits we do not have which we should have.								
30.	I like my supervisor.								
31.	I have too much paperwork.								
32.	I don't feel my efforts are rewarded the way they should be.								
33.	I am satisfied with my chances for promotion.								
34.	There is too much bickering and fighting at work.								
35.	My job is enjoyable.								
36.	Work assignments are not fully explained.								
37.	The organization provides important materials for the work I do.								
38.	The building and offices of the organization is comfortable for work.								
39.	Transportation and internet access to work are inadequate at the organization.								
40.	The availability of new technologies at this organization is insufficient.								

THE QUESTIONNAIRE IS COMPLETED WE THANK YOU FOR YOUR COOPERATION

**APPENDIX B - KEY INFORMANTS' IN-DEPTH SEMI-STRUCTURED INTERVIEW (KII)
JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALIST
WORKING IN ADDIS ABABA AND FEDERAL
MASS MEDIA AGENCIES**

SEMI STRUCTURED INTERVIEW FOR MASS MEDIA EDITORS

GENERAL INSTRUCTION

- This semi-structured interview is developed for a study designed to assess the job-satisfaction and its determining factors among journalists working in Addis Ababa and federal mass media agencies
- The semi-structured interview is designed to collect data from key informants selected from four mass media organizations Editors of E. B .C, A. A. M. M. A, E. N. A, E. P. A.
- Key informants are selected based on purposive sampling method where the criterion is the proximity to journalist job and role of supervision function of the work s/he officially presides in and access to relevant information in line with the questions of the study.
- The purpose of the study:- The purpose of the study is to conduct a comprehensive study, on job-satisfaction levels of Ethiopian journalists that work working in Addis Ababa and federal level mass media agencies. In addition, the demographic and work-related factors that determine the levels of job-satisfaction to generate information towards the improvement of the working environment of journalists.

If you have any questions please feel free to call and ask for information. Ms. Hiwot Bezabeh: Tel: 251-091-1-352727

Instruction: Please provide the answer to the questions below as required, by writing the answer

**JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING
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1. Date of Interview: _____
2. Organization name _____
3. Position (your job title) in the Organization _____
4. Journalists who works at your organization, are they satisfied on their monthly salary?

5. Journalists who works at your organization, are they satisfied with the promotion opportunities that the organization provide them?

6. Journalists who works at your organization, are they satisfied with the person's immediate supervisor?

7. Journalists who works at your organization, are they satisfied with fringe benefits that the organization offer them?

8. Journalists who works at your organization, are they satisfied with the contingent rewards (not necessarily monetary) given for good performance?

9. Journalists who works at your organization, are they satisfied with the operating conditions of the organization with rules, regulations, and procedures?

10. Journalists, who work at your organization, are they satisfied with the relationship of co-workers; did they have healthy relationships each other?

11. Journalists, who work at your organization, are they satisfied with the type of work done (with the nature of work itself): did they proud about journalistic work and profession?

12. Journalists, who work at your organization, did they satisfy with the overall communication of the organization?

13. Journalists, who work at your organization, are they satisfied with the logistics services of the organization; the organization provides them adequate important materials for the convenience work?

**THE STRUCTURED INTERVIEW QUESTIONS ARE COMPLETED I THANK YOU
FOR YOUR COOPERATION**

APPENDIX C - FOCUS GROUP DISCUSSION GUIDE FOR JOURNALISTS

**JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALIST
WORKING IN ADDIS ABABA AND FEDERAL
MASS MEDIA AGENCIES**

Focus Group discussion Guide for journalists

GENERAL INSTRUCTION

- This F. G. D is prepared for a study designed to assess the job-satisfaction and its determining factors among journalists working in Addis Ababa and federal mass media agencies
- The F. G. D is prepared to collect data from journalists selected from four mass media organizations of E. B .C, A. A. M. M. A, E. N. A, E. P. A.
- The purpose of the study:- The purpose of the study is to conduct a comprehensive study, on job-satisfaction levels of Ethiopian journalists that work working in Addis Ababa and federal level mass media agencies. In addition, the demographic and work-related factors that determine the levels of job-satisfaction to generate information towards the improvement of the working environment of journalists.
- Before we go deep into our discussion, I would like to confirm to you that any information that you give will be confidential and only used for academic purposes anonymously.

1. Are you satisfied on your monthly salary?
2. Are you satisfied on your promotion opportunities that the organization provided you?
3. Are you satisfied on your immediate supervisors?
4. Are you satisfied on fringe benefits that the organization offers you?
5. Are you satisfied on the contingent rewards that the organization provides you for your good performance?
6. Are you satisfied on the operating conditions of the organization, that you work (rules, regulations, and procedures)?
7. Are you satisfied on the relationships, that you have with your co-workers'?
8. Are you satisfied with the nature of your work: Have you proud about journalistic work?
9. Are you satisfied with the overall communication of the organization, that you doing?
10. Did the organization provide you important materials for the convenience work?

**THE END OF THE DISCUSSION
I THANK YOU VERY MUCH FOR YOUR CO-OPERATION.**

**JOB SATISFACTION AND ITS DETERMINING FACTORS AMONG JOURNALISTS WORKING
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DECLARATION

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of material used for the thesis have been duly acknowledged.

Name: Hiwot Bezabh

Signature _____

Date _____

This thesis is submitted for examination with my approval as an advisor of the candidate.

Name: Mr Gobena Daniel

Signature _____

Date _____