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**THE EFFECT OF JOB STRESS ON JOB SATISFACTION
IN SELECTED NON-GOVERNMENT ORGANIZATIONS
IN ETHIOPIA**

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**A THESIS SUBMITTED TO THE OFFICE OF GRADUATE STUDIES OF ADDIS
ABABA UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN HUMAN
RESOURCE MANAGEMENT**

June, 2023

Addis Ababa, Ethiopia

DECLARATION

I, the undersigned, declare that this thesis is my own work and has not been presented for a degree in any other University, and that all the sources of material used for the thesis have been duly acknowledged. The purpose of this report is only for the partial fulfillment of my master's degree and the author does not accept responsibilities resulting from the use of this information.

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ENDORSEMENT

This is to endorse that TINSAE TEKA BIZA has carried out this research project on the topic entitled **“The Effect of Job stress on Job satisfaction in Selected Non-Government Organizations in Ethiopia”** under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Human Resource Management.

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CERTIFICATION

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NON-GOVERNMENT ORGANIZATIONS IN ETHIOPIA**

BY: TINSAE TEKA

APPROVED BY BOARD OF EXAMINERS:

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Table of Contents

Contents

LIST OF TABLES	IV
LIST OF FIGURES	V
ACKNOWLEDGMENT.....	VI
ACRONYMS	VII
ABSTRACT.....	VIII
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the study	1
1.2 Background of the organizations	2
1.3 Statement of the problem	4
1.4 Research questions	5
1.5 Research objective	6
1.6 Significance of the study.....	6
1.7 Scope of the study	7
1.8 Limitations of the study	7
1.9 Definition of terms	7
1.10 ORGANIZATION OF THE STUDY	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 THEORETICAL LITERATURE REVIEW	9
2.1.1 Definition of Job stress	9
2.1.2 Theories of Job Stress	9
2.1.3 Models of Job stress.....	10
2.1.4 The concept of Job Satisfaction	12
2.1.5 The Relationship between Job stress and Job satisfaction	14
2.1.6 Stress management techniques.....	15
2.2 EMPIRICAL LITERATURE REVIEW	17

2.2.1	Role Overload and Job satisfaction.....	17
2.2.2	Role Ambiguity and Job satisfaction	17
2.2.3	Time pressure and Job satisfaction	18
2.2.4	Physical Environment and Job satisfaction.....	19
2.3	CONCEPTUAL FRAMEWORK	20
CHAPTER THREE		21
RESEARCH METHODOLOGY.....		21
3.1	Research Design and Approach	21
3.1.1	Research Design.....	21
3.1.2	Research Approach	21
3.2	Data types, Sources, and methods of data collection	21
3.2.1	Data type and Sources.....	21
3.2.2	Methods of data collection.....	22
3.3	Sampling Design.....	22
3.3.1	Target population	22
3.3.2	Sampling techniques	23
3.3.3	Sample and sample size	23
3.4	Data analysis and presentation.....	24
3.5	Reliability and validity Test.....	24
3.6	Ethical consideration.....	25
CHAPTER FOUR.....		26
DATA ANALYSIS, PRESENTATION AND INTERPRETATION		26
4.1	Respondents response rate	26
4.2	Background Information of Respondents	26
4.3	The level of Job Stress in Selected Non-Government Organizations in Ethiopia.....	28
4.3.1	Role Overload	28
4.3.2	Role Ambiguity.....	30
4.3.3	Time Pressure.....	32
4.3.4	Physical Environment	33
4.4	The extent of Job Satisfaction in Selected Non-Government Organizations in Ethiopia	36
4.5	The stress management techniques in Selected Non-Government Organizations in Ethiopia.....	37

4.6	The relationship between Job Stress and Job Satisfaction in Selected Non-Government Organizations in Ethiopia.....	38
4.7	Tests of Assumptions for Regression Model	41
4.7.1	Linearity Test	41
4.7.2	Normality Test	41
4.7.3	Multi-collinearity Test	41
4.7.4	Test for Homoscedasticity	42
4.8	The Effect of Job Stress on Job Satisfaction in Selected Non-Government Organizations in Ethiopia.....	43
4.8.1	Regression result	43
CHAPTER FIVE		46
SUMMARY, CONCLUSION AND RECOMMENDATION		46
5.1	Summary of major findings	46
5.2	Conclusion	47
5.3	Recommendation	47
5.4	Suggestion for future researches	48
References		
Appendix 1: Probability-Probability (P-P) Plot of the Standardized Residual		
Appendix 2: Frequency Distribution of Standardized Residual		
Appendix 3: Scatter Plot		
Appendix 4 Survey Questionnaire in English		

LIST OF TABLES

<i>Table 1: Target population and sample size of the study</i>	23
<i>Table 2: Reliability of statistics Summary of Measures</i>	25
<i>Table 3. Response rate</i>	26
<i>Table 4. Demographic Characteristics of Respondents</i>	26
<i>Table 5: Analysis of Role overload</i>	28
<i>Table 6: Analysis of Role Ambiguity</i>	30
<i>Table 7: Analysis of Time Pressure</i>	32
<i>Table 8: Analysis of Physical Environment</i>	33
<i>Table 9: Analysis of Job satisfaction</i>	36
<i>Table 10: Analysis of stress management techniques</i>	37
<i>Table 11: Pearson Correlation Coefficients value</i>	39
<i>Table 12: Correlations</i>	39
<i>Table 13. Collinearity Diagnosis</i>	42
<i>Table 14: Analysis of the Model Summary</i>	43
<i>Table 15. ANOVA^a</i>	43
<i>Table 16 .Coefficients_a</i>	44
<i>Table 17: Summary of the Research Hypotheses Results</i>	45

LIST OF FIGURES

<i>Figure 1: Conceptual Framework</i>	20
<i>Figure 2: Probability-Probability (P_P) Plot of the Standardized Residual</i>	62
<i>Figure 3: Frequency Distribution of Standardized Residual</i>	62
<i>Figure 4: Scatter Plots of Regression Standardized Residual against Standardized Predicted Values</i>	63

ACKNOWLEDGMENT

First of all, I thank and praise the Almighty God for his wonderful works, which he has done throughout this research and the study program as a whole. My special thanks go to my advisor Solomon Markos (Ph.D.), for his constructive comments, professional advice and strong guidance throughout the whole process.

Beside my advisor, I wish to express my gratitude to those, who participate to fill out my research questionnaires and make this research come true.

I would also like to thank my family for their endless support on my educational journey from start to end.

ACRONYMS

HFJ = Hope for Justice

MYM=Make Your Mark

JDC = Job Demand Control

NGOs= Non-governmental organizations

ACSO=Agency for Civil Society Organizations

KC =KALKIDAN CENTER

JC =JOY CENTER

NIOSH = National Institute for Occupational Safety and Health

SPSS = Statistical Package for Social Science

ABSTRACT

This study aims to investigate the effect of job stress on job satisfaction in the case of two-selected non-government organizations namely Hope for Justice and Make Your Mark. The research adopted quantitative approach and explanatory research design. Primary data were collected using structured questionnaire from participants of the selected Non-governmental organizations and the techniques that used to determine the sample size and for the selection of the participants were Taro Yamane's sample determination technique and stratified sampling techniques respectively. Based on this total 142 participants were selected from the total population number of 214. The collected data were analyzed using SPSS Version 27 by computing mean, standard deviation, correlation and regression analysis. Results of the descriptive statistics showed a high mean score for Role overload and Time pressure while role ambiguity and physical environment mean showed a moderate score; while stress management technique showed low mean value. The correlation results implied that role overload, role ambiguity, time pressure and physical environment have negative relationship with job satisfaction, and regression analysis results identified Time pressure and Physical environment as a significant predictors of job satisfaction while data could not support the significance of Role overload and Role ambiguity. Finally, the study indicates that job stress has an effect on Job satisfaction and in order to increase the level of job satisfaction, the researcher recommended that the organizations have to understand and properly manage the existing causes of job stress.

Keywords: Job stress, Job satisfaction, Non-Government Organizations

CHAPTER ONE

INTRODUCTION

This chapter deals about background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

1.1 Background of the study

Non-governmental organizations (NGOs) have emerged as key players in the fight to end modern slavery, human trafficking, poverty, and other forms of suffering, and they are rapidly expanding around the world with a specific goal in mind. NGOs rely on the effective work of their employees to achieve their goals, and employees must perform to the best of their abilities to achieve those goals. As a result, these non-governmental organizations must make a coordinated effort to develop strategies or mechanisms to keep their employees satisfied and stress-free. According to Irene (2005), job stress is a pattern of responses that happen when employees face with work demands that are incompatible with their knowledge, abilities, or skills and that put & test their ability to cope.

Nowadays, according to Ahmad and Ahmad (1992), Job stress has increased globally and affects everyone, regardless of job category, profession, or society. Job stress is widely acknowledged as a major threat to human mental and physical health, as well as organizational health. Workers who are stressed are also more likely to be ill, unmotivated, less productive, and less safe at work.

Job stress has emerged as a significant problem in the workplace during the last decade. Job stress is a dynamic situation in which every individual is confronted with an opportunity, a demand related to what the individual desires, and the outcome is believed to be both positive and clear. Job stress is a common issue in many occupations, and it has a negative impact on job satisfaction. It is absolutely necessary to have a holistic view of the Job stress environment, including the influences of personality, organizational characteristics, and work-family connection in the experience of Job stress (Dar, Naseem, & Khan, 2011).

Researchers concur that workplace stress is a significant issue in organizations (Khamisa, 2015; Tsai, 2017). According to Mwangi (2015), professional stress has an impact on individuals' performance and can lead to unwanted behaviors such as smoking and drinking. Furthermore, it may result in sadness and anxiety because employees are unable to satisfy the expectations and duties of their professions.

The causes of stress are numerous Rizwan et al. (2014) identified role conflict, role ambiguity, work overload, and work-family conflict as a cause of stress and Akrani (2011) identified thirteen causes of work-related stress: - Concern for career, role ambiguity and conflict, rotating work shifts, occupational demands, work overload and under load, lack of participation in decision making and social support, poor working conditions, lack of group cohesiveness, conflict in interpersonal and intergroup, and organizational changes. Stress has an impact on psychological health. It also causes anxiety, fatigue, depression, headaches, and gastrointestinal issues (Beehr & Newman, 1978).

Stress causes workers to lose their capacity to complete jobs, which has a significant impact on their job satisfaction. The degree to which people are satisfied with their jobs refers to as their level of job satisfaction (Spector, 1997). Low job satisfaction can result in actions like absenteeism and plans to resign, both of which are crucial signs of decreasing employee productivity.

Previous research has found that higher job stress leads to lower job satisfaction (Chandraiah, Agrawal, Marimuthu & Manoharan, 2003). Although researchers identified ways to lessen or avoid job stress, such as the necessity for workers to maintain a healthy diet, role clarity, a suitable workload, and the avoidance of habitually working overtime are strategies to reduce or eliminate Job stress, it is necessary to critically examine the nature and effects of job stress.

1.2 Background of the organizations

Non-governmental organizations (NGOs) have become a significant force for change in democratic and development processes on a national and international level. In the global movement for equality, social justice, human rights, and the reduction of poverty, they have started to play a crucial role.

Under this study, the non-governmental organizations (NGOs) Hope for Justice (HFJ) and Make Your Mark (MYM) are both working on victims of modern slavery and trafficking, providing shelter, psychosocial services, and catch-up education and life skills programs for domestic workers and street children. A brief description of the organizations follows:

Hope for Justice Ethiopia obtained registration number 0564 from the Agency for Civil Society Organizations (ACSO) and operate since 2008. Hope for Justice Ethiopia currently operates six Transition Centers in Addis Ababa, Sodo, Hosanna, and Bahir Dar to rescue and reintegrate victims of trafficking. These Lighthouses also provide shelter, psychosocial services, catch-up education, and life skills programs to domestic workers and street children. HFJ's vision is "To live in a world free of slavery.", and its mission is "To put an end to modern slavery by preventing exploitation, rescuing victims, restoring lives, and reforming society."

Make Your Mark (MYM) was founded in 2007 and expanded to Ethiopia in 2011. Trent and Carmen Post are the organization's founders and executive directors. The Posts currently reside in Addis Ababa, Ethiopia, where they rescue children and those who are victims of modern slavery and living in grinding poverty. It provides a Center where the kids can get food, engage in activities like arts and crafts, receive education, and experience love. It facilitates the children's return from the streets to their own families or foster or adoptive care families. It is currently operating in two centers, one in KC (KALKIDAN CENTER), and the other in JC (JOY CENTER), its vision is "A world where every child has the opportunity to grow in a loving family environment and its mission is "Bringing Kids out of street life to a life with purpose with purpose."

The study organizations' staffs are made up of program and support staff that are assumed to be affected by job stress.

The selected organizations are operating in different areas of the country, employing a large workforce and engaging in a variety of activities aimed at victim rescue and reintegration. The employees of these organizations are expected to work with various communities and interact either directly or indirectly with victim children, which can be stressful. It is expected that many of the staff members may face job stress. As a result, the purpose of this research is to examine how job stress affects employees' job satisfaction.

1.3 Statement of the problem

Stress is an environmental situation in which a person is required to perform tasks that threaten to exceed the person's ability and resources for meeting it, under conditions where he or she expects a large difference in the rewards from meeting the demand versus not meeting it (McGrath, 1976). Even sometimes, the demands of a situation outweigh workers' recognition of their ability to handle them, if these demands are huge and continue for an extended time without a break, mental, physical, or behavioral problems may arise (Health & Safety Executive UK, 2001).

Stress exists in every organization whatever the size, whether big or small; Workers and every level of management experience elevated levels of stress, which harms employee job satisfaction (Anderson, 2003). This includes Non-profit organizations (NGOs).

Nonprofit organizations can have stressful work environments. The operations of these organizations are characterized by uncertainty, ethical dilemmas, challenging communities, conflicting job demands, and long working hours that require more of their staff members' attention and energy than the actual working hours of the day.

In addition, the physical and psychological demands of this profession frequently expose its employees to high levels of job stress and low job satisfaction that results in leaving the workplace, being absent, being underemployed, and not having sufficient time at work. Most Non-governmental organizations (NGOs) do not recognize the aforementioned effects of stress, and there are insufficient studies in the field because most studies are conducted in other sectors such as banks and private sectors. Also, these previous researches done in other sectors solely investigate the effects of job stress on employees' job performance, not on their job satisfaction.

It is widely assumed that job stress and job satisfaction are strongly related, with the former influencing employees' satisfaction with the job in particular and with the organization in general (Spector, 1997). According to Chandraiah et al. (2003), employees who experience high levels of job stress for an extended period have lower levels of job satisfaction and job performance, withdraw from work and have higher levels of sickness absence, and finally, have high levels of turnover intentions.

The researcher also conducted a preliminary interview with senior managers of the selected NGOs, Hope for Justice (HFJ) and Make your Mark (MYM), to identify the issues with stress management. They stated that donors directly fund projects, and as these funds have a tight budget and a timeframe to complete, as well as different Donors, and the donors' requirements and procedures to complete the projects fund projects and reports vary creating workload, require extra working hours on employees and make it difficult to manage stress.

On the other hand, according to the researcher's informal discussions with employees to determine the causes of job dissatisfaction at work, they stated that their working environment demanded a high workload with limited funding to complete the work, the inconvenience of the physical environment, time constraints to complete a task and the rework required to adopt policies and procedures to the Ethiopian context, directed by parent organizations (headquarters) based outside of Ethiopia, led to stress and dissatisfaction with their work.

To the best of the researcher knowledge, there aren't many studies that critically examine the nature and effects of job stress on NGO job satisfaction in Ethiopia, implying that there's a knowledge gap regarding how job stress affects job satisfaction, which is the main issue this study is addressing in the Non-governmental organizations Hope for Justice and Make your Mark.

1.4 Research questions

The following are research questions for this research

1. What is the level of Job Stress in Selected Non-Government Organizations in Ethiopia?
2. What is the extent of Job Satisfaction in Selected Non-Government Organizations in Ethiopia?
3. What is the relationship between Job Stress and Job Satisfaction in Selected Non-Government Organizations in Ethiopia?
4. What is the Effect of Job Stress on Job Satisfaction in Selected Non-Government Organizations in Ethiopia?
5. What is the stress management techniques used by the selected NGOs

1.5 Research objective

1.5.1 General Objective

The general objective of this research was to assess the Effect of Job Stress on Job Satisfaction in Selected Non-Government Organizations in Ethiopia.

1.5.2 Specific Objective

The Specific objective of this research were

- To assess the level of Job Stress in Selected Non-Government Organizations in Ethiopia.
- To examine the extent of Job Satisfaction in Selected Non-Government Organizations in Ethiopia.
- To investigate the relationship between Job Stress and Job Satisfaction in Selected Non-Government Organizations in Ethiopia.
- To examine Effect of Job Stress on Job Satisfaction in Selected Non-Government Organizations in Ethiopia.
- To assess stress management techniques used by the selected NGOs.

1.6 Significance of the study

The findings primarily will be shared with the senior management of the studied non-governmental organizations (NGOs) and other similar organizations.

This study specifically helps NGOs in identifying the causes of stress and its impact on their employees' job satisfaction, which have influence in overall organizational performance.

It enable managers in determining the best way to manage job stress and suggest employee's acts appropriately to reduce stress and save themselves from a variety of health issues.

Finally, as studies on stress and stress management have not been widely undertaken in the NGO sector in the past this study can be used as a source document or reference material for anyone interested in conducting additional research on the same or a related topic.

1.7 Scope of the study

The geographical scope of the study is limited to all HFJ and MYM staff based in Addis Ababa. This includes program staff who work directly on programs as well as support staff who assist the program department.

There are different dimensions of measuring stress. This study use role overload, role ambiguity, time pressure, and the physical environment as stress dimensions, and it use Pay, Relation with Coworker, promotions, supervision and work itself as job satisfaction dimensions.

This study is methodologically delimited to a quantitative approach whereby a questionnaire with closed-ended questions was used for collecting data from the participants. The quantitative approach is preferred because data analysis is less time-consuming and can be done using statistical software like SPSS and the quantitative findings could be generalized to the sub-population of the selected organizations.

The time scope of the study covers the period from February 2023 to June 2023 G.C. during which the primary and secondary data are collected and analyzed.

1.8 Limitations of the study

While there are many NGOs currently operating in Ethiopia, this study choose HFJ and MYM, both of which have the same mission of ending modern slavery and trafficking in Ethiopia. The research is carried out at the organization's headquarters and projects in Addis Ababa. As a result, having a small sample size resulted in limited conclusions and generalizations.

1.9 Definition of terms

Non-Government Organizations (NGOs)

Nongovernmental Organizations are described as private organizations with humanitarian or cooperative goals rather than commercial ones that pursue initiatives to relieve suffering, advance poor people's concerns, environmental protection, offer social services, and engage in community development, according to Werker and Ahmed (2008).

Job stress

According to Yan, H., and Xie, S. (2016), job stress is defined as a series of physiological, psychological, and behavioral responses caused by the ongoing effects of one or more stressors on individuals in an organization.

Job satisfaction

According to Perera and John (2020), Job satisfaction an individual's effort in completing the tasks assigned to him is based on work actualization, which is based on the accomplishment of work goals, performance, realization, targets, and welfare.

Role overload

According to (McVeigh, 2006), a conflict arises when the level of demand placed on a person to perform a specific task exceeds the resources available for completing it effectively.

Role Ambiguity

According to Glissmeyer et al. (2007), role ambiguity occurs when individuals lack a clear definition of their role expectations and the requirements or methods to complete tasks assigned to them. They also stated that job ambiguity occurs as a result of unclear role expectations, methodologies, and guidance in situational experiences.

Time pressure

Time pressure, as defined by DeZoort and Lord (1997), is the notion that a person has about his or her ability to complete a task based on a time limitation.

Physical environment

According to Shravasti and Bhola (2015), "working conditions at the workplace that may either encourage or discourage employees to work" are referred to as the physical environment.

1.10 ORGANIZATION OF THE STUDY

This paper is divided into five chapters. The First chapter covers the paper introduction. The second chapter deals with a review of related literature. The Third chapter focuses on data collection and analysis methods. The Fourth chapter deals with data analysis and interpretation. Finally, Chapter Five provide a conclusion and recommendations based on the analysis results.

CHAPTER TWO

LITERATURE REVIEW

This chapter deals with the empirical and theoretical information relating to the effect of job stress on job satisfaction. This chapter reviews related literature with respect to the research objectives and also discusses the conceptual framework and the gaps in knowledge in the study.

2.1 THEORETICAL LITERATURE REVIEW

2.1.1 Definition of Job stress

Job stress is the perception of a mismatch between one's ability to respond to stressors in the environment and the actual environmental demands (Topper, 2007; Vermunt & Steensma, 2005; Ornelas & Kleiner, 2003).

Job stress can negatively affect employees by lowering organizational commitment and causing them to be dissatisfied with their jobs (Leather et al., 2003). According to Antoniou et al. (2003), job satisfaction declines as sources of stress rise in the workplace. Therefore, job satisfaction plays a significant part in enhancing employees' performance. Consequently, negative thoughts and dissatisfaction at work emerge if there are differences between people's desires and expectations and the state of their current jobs.

According to Ivancevich et al. (2008), a person's programmed response to a variety of threats known as stressors is what is known as job stress. According to Brown and Harvey (2006), an individual's mental and physical health may be impacted by how they interact with their environment.

The physical and mental deficit brought on by a perceived threat is known as job stress (Rue & Byars, 2007). According to Bashir and Ramay (2010), a lack of work-related information and feedback, ongoing technological progress, or when a person cannot manage the demands of their job or their basic needs drives Job stress.

2.1.2 Theories of Job Stress

There are numerous theories regarding Job stress. According to Cooper, Dewe, and O'Driscoll (2001), Job stress theories can be classified as either interactional or transactional.

A. Interactional Theories

The basis of stress, according to interactional theories, is the interaction between the environmental stimuli and the corresponding personal responses (Lazarus & Launier, 1978).

In the Job stress literature, the definition of the environmental-stimulus-individual response causes the stressors and strain approach. The relationship between stressors and strain is thought to be causal. As a result, much of the research focuses on identifying various Job stressors and examining their relationship to various indices of nervous tension, as well as measuring individual and organizational factors that may limit this relationship (Hart & Cooper, 2001).

B. Transactional Theories

Stress from the perspective of transactional theories is a person's emotional reaction to their surroundings. It indicates that stress is a direct outcome of a person's interaction with their environment, which could drain their resources and impede their well-being (Lazarus 1986, Lazarus & Folkman 1987).

Transactional theory states that, exposure to specific workplace situations and a person's perception of a coping difficulty is associated with the experience of workplace stress. Usually, attempts to deal with the underlying issue and changes to psychological functioning, behavior, and function accompany this experience (Aspinwall & Taylor 1997, Guppy & Weatherstone 1997)

Additionally to a more recent version of transactional theory, the assessment of this transaction offers a causal path that might more accurately represent the nature of the underlying psychological and physiological mechanisms driving the whole process and experience of stress. (Lazarus et al. 2001).

2.1.3 Models of Job stress

Employers and governments all over the world have shown a rising interest in Job stress over the past two decades, according to (Huang, Feuerstein, and Sauter, 2002). As a result, numerous studies have been conducted in this area.

To highlight the similarities across the research and draw a model that is appropriate for the present research, some of the more well-known and frequently used models are reviewed below.

A. Person-Environment Fit Model

The Person-Environment Theory states that stress at work results from a mismatch between a person's talents, resources, and abilities and the requirements of the workplace (Caplan 1987, French, Caplan & Van Harrison, 1982). In this situation, interactions between environmental variables and individual variables as well as between objective realities and subjective perceptions may take place. In this case, a mismatch between an individual's characteristics and his or her work environment occurs if job needs and pressures at work surpass the talents and capabilities of an employee's goals and values (Wong & Tetrick, 2017).

The more there is a discrepancy between an individual's personality and their surroundings, the more intense the Job stress will be, and the more likely it is that the person will do poorly at work.

B. Beehr and Newman's Facet Model

According to Beehr and Newman's Facet model (1978), Job stress could be divided into several features that represent several categories of factors that require study. Every characteristic that employees bring to work is referred to as a person facet. The time feature indicates that the process of a person's insight into a stressor in the environment is linked with the time situation.

C. Dynamic Equilibrium Model

This model, which Hart and Cooper (2001) proposed, deals with the concern of the role that personality plays in the stress process. According to this theory, stress happens when there is a disequilibrium that impairs a person's capacity for psychological well-being regularly, not conceptualized as a demand, a response, or a process. Numerous factors, such as personality traits, coping mechanisms, and work experiences which can be favorable or unfavorable can cause stress.

D. Job Demand-control models (JDC)

Karasek (1979) developed the demand-control model. It proposed that job stress can be caused by the interaction of many psychological job demands related to workloads, like, interpersonal

conflict, cognitive and emotional demands, job control related to decision authority, and breadth of work-related skills used. According to the JDC model, which aims to anticipate the effects of psychological strain, employees who are under a lot of pressure but have little control are more likely to experience psychological distress and strain at work, including interpersonal conflict, high cognitive and emotional demands, and lack of job control (Beehr et al., 2001).

The Karasek model (Job demands-control model) best represents the topic under study because the key ingredient to stress management is giving employees control over their situations. If they can easily change their circumstances (role overload, role ambiguity, time pressure, physical environment), they will be better equipped to handle the pressures of their job, and their job satisfaction will increase as a result.

2.1.4 The concept of Job Satisfaction

Job satisfaction, according to Purwanti and Triastity (2017), is a person's perspective both positive and negative related to their work. According to research by (Wibowo et al., 2015), interactions between employees and the workplace contribute to job satisfaction by giving employees feeling of work.

The following are identified as five main aspects that measure job satisfaction:-

1. Compensation/Pay: -

Compensation is defined as the monetary benefit provided to employees by the organization in exchange for the services provided to the organization. Employees felt immense pleasure and satisfaction towards their jobs when they received higher pay. In comparison to other major determinants, compensation ranks first in determining job satisfaction (Neog, & Barua, 2014).

2. Relationship with the Co-workers:-

Coworker's help employees increase output and productivity as well as their level of job satisfaction, so it is crucial to foster an environment at work where employees can get along and be friendly with one another. Employees who have good working relationships with their coworkers are better able to complete their tasks, jobs, and responsibilities on time.

3. Promotional opportunities: -

Opportunities for career advancement within the company are present.

4. Supervisor Support: -

Supervisor support is defined as the extent to which leaders provide for the well-being of employees and recognize their contributions (Neog, & Barua, 2014). When employees believe they are receiving support, care, and assistance from their supervisor, they develop the belief that they are being appreciated, heard, and cared for, and as a result, they feel satisfied with their jobs.

5. Work itself: -

Jobs must offer interesting tasks, learning opportunities, and chances to take on responsibility.

According to Thiagaraj and Thangaswamy (2017), job satisfaction is an emotionally positive state that comes from evaluating a person's work and accomplishments.

The degree of job satisfaction is influenced by a number of connected aspects, including personal (age, education, and work history), occupational (kind of work, necessary skills, responsibility, and job status), and management-affected factors such as salary, working environment, benefits, security and promotion opportunities. Employees' satisfaction on their job is one of the important aspects in an organization. Employees who are highly satisfied with their jobs are more likely to be devoted to the company and stick with it during tough times.

In its relation to employee retention, Inda and Mishra (2016) explained that job satisfaction affects employee retention in an organization significantly, even with the intervention of a supportive working environment, a suitable and good wage, or other variables and According to comparable research by Javed and Balouch (2014), when an employee's work satisfaction is at its lowest, they will purposefully leave the company..

Based on the research conducted by Imran et al (2014), job satisfaction is the feeling or opinion of somebody within the organization or company on his/her job. Positive outcomes such as good performance, low turnover, low absenteeism, customer satisfaction, and life satisfaction are associated with high job satisfaction (Robbins & Judge, 2017).

From the above factors Wibowo et al., (2015) are related to this study.

2.1.5 The Relationship between Job stress and Job satisfaction

The relation between stress and job satisfaction has been studied in several types of research. Research findings have shown that employees with low job stress are more satisfied at work than those with high job stress (Johnson et al., 2005).

According to the findings of some studies, job stress and job satisfaction are negatively associated (Sweeney & Quirin, 2009; Lambert et al., 2009). Studies using job satisfaction as an indicator of job stress have demonstrated that role ambiguity (Koustelios et al., 2004; Karadal et al., 2008; Faucet et al., 2012), role overload (Butt & Lance, 2005; Gaither et al., 2008; Correa & Ferreira, 2011) have been shown as predictors of job satisfaction.

Role ambiguity and role overload each had a negative relationship with job satisfaction, according to Kemery (2006), but their combined impact on job satisfaction was more complicated. On the other hand, Karadal et al. (2008) examined the impact of role overload and role ambiguity on job satisfaction. According to their findings, job satisfaction among employees was inversely correlated with both role overload and role ambiguity. They concluded that if managers want to boost job satisfaction, they must lessen the degree of role overload and role ambiguity.

Job stress can result in physical and emotional problems, decreased productivity, too many mistakes and accidents at work, higher absenteeism, lower morale, increase conflict with coworkers, (Pflanz & Ogle, 2006), and poor life satisfaction (Pawar & Rathod, 2007). Low levels of job satisfaction are associated with high levels of job stress.

According to Fairbrother and Warn (2003). Job stress among navy trainees aboard ships may be negatively correlated with job satisfaction. Additionally, they found that uncertainty and a loss of control are the main causes of stress on ships. Job pressure was found to be the most significant predictor of job satisfaction by Sanchez, et al. (2004) and to be negatively associated with it.

Symptoms of Job stress

Psychological symptoms

These are the cognitive and emotional issues that result from job stress disorders. One of the most frequent effects of job stress is job dissatisfaction. a person who is hesitant and delayed by their work because they are unsatisfied with it and don't see the need to accomplish it correctly. Amiri (2018) lists depression, anxiety, boredom, annoyance, loneliness, and hostility as additional psychological symptoms.

Physical symptoms

While certain working environments are linked to certain illnesses and physical disabilities, it can be challenging to determine how much of these illnesses are caused by a person's job and how much is due to other factors in one's life (Rosch, 1984). As a result, these symptoms may be more challenging to diagnose. But according to research, there is usually a connection between symptoms of professional stress and physical ailments (Singh, Amiri, & Sabbarwal, 2017). Cardiovascular disease is one of the most prevalent signs of physical illness associated with job stress.

Behavioral symptoms

They are split into two groups: The first category consists of symptoms that can be expressed directly to the hired individual. These include actions like not showing up for work, abusing alcohol or drugs, binge eating or anorexia, acting out towards family members or coworkers, and general interpersonal issues. The second group of behavioral symptoms includes absenteeism, job loss, an increase in work-related accidents, and a lack of productivity and is tied to the organization or office.

2.1.6 Stress management techniques

Job stress management and wellness programs can help employees replenish drained psychological resources and lessen the severity and effects of stress (Tetrick & Winslow, 2015).

According to Hussain et al. (2003), greater levels of stress lead to lower job satisfaction, which in turn results in intentions to quit one's job. People need to focus on how to use some stress

management techniques, such as exercise, hypnosis, relaxation, meditation, and efficient time management, to minimize the negative effects of stress while maximizing its positive effects.

A study among Singaporean palliative care professionals found that stress management techniques are protective against experiencing stress (Koh et al., 2015). The study discovered that individuals who employed more stress-management techniques appeared to experience lower levels of stress than those who did not. Hobbies, meditation, physical fitness, a passion for one's work, clinical variety, and realistic expectations were founded as the most effective stress management technique.

According to Armstrong, M. (2003), the organization must define the job and assigning clear tasks, it also should remove the element of risk brought on by the ambiguous and conflicting role and providing employees more freedom to carry out their obligations within a defined organizational structure, Establish goals and performance benchmarks that are realistic and attainable, carefully placing people in places that are compatible with their skills ,providing set up where employees may talk about their issues with staff, Organization employed healthcare providers, or in an employee help program, educate managers on tactics for counseling and performance analysis, as well as how to lessen stress that not only affects them but also others, Adopt policies that take into account an employee's responsibilities as a parent, spouse, or legal guardian, or by offering them the facilities they require, such as special leaves and flexible work schedules to keep stress under control.

According to Stoica, M. (2007), although organizations play a crucial part in reducing stress, people must also fully understanding Organization policies, Personal workspace organization, optimum peer interactions, Clear connection, inner harmony, restful times for the body and mind, Stress-reduction activities during Leisure-time, recognizing the stress of coworkers or subordinates and becoming involved in relieving it.

2.2 EMPIRICAL LITERATURE REVIEW

2.2.1 Role Overload and Job satisfaction

Role stress has several dimensions, one of which is role overload. Role overload is a condition where someone has a workload that is excessive but not within their capacity and available time, according to (Budiasih, 2017).

According to (Setianingsih, 2017), role overload is the result of expected work volumes and timelines and is defined as a large number of tasks that employees must complete in a short amount of time. Role overload is a condition where employees have an excessive amount of work that must be completed in a short amount of time, according to (Fieyatiwi et al., 2019).

Role overload is the primary cause of many work-related attitudes, such as stress and anxiety, which result in unsatisfactory performance and job dissatisfaction. Through research and everyday experience, it has been established that work overload has a negative effect on job satisfaction (Altaf and Atif Awan, 2011).

According to Wu and Norman's (2006) research, there is a negative correlation between job satisfaction and role stress. More studies have been done that establish relationships between others and job satisfaction. Role stress variables influence job satisfaction, according to Jones et al. (2007). Role overload will reduce employee performance and make workers dissatisfied with their output, Ali and Farooqi (2014).

H₁: Role overload has a negative effect on Job Satisfaction

2.2.2 Role Ambiguity and Job satisfaction

Role ambiguity is the lack of understanding and/or confusion surrounding the obligations, responsibilities, and tasks associated with a position. A number of factors cause a lack of clarity, such as (a) a job description that is not accurate, (b) a lack of clear information about tasks and functions, and (c) insufficient communication of the duties and responsibilities that must be carried out. It is difficult to perform clinical tasks due to high role ambiguity, which is manifested by the lack of information and/or instructions about the job (such as what, how, when, and with whom to work), negatively affecting effectiveness and creating perceptions of

incompleteness (Cengiz et al., 2021; Déry et al., 2018; Kadir et al., 2017; Schmidt et al., 2014; Sureda et al., 2018).

According to Fisher (2001), role ambiguity evolves when an executive lacks relevant information that enables him or her to carry out his or her responsibilities effectively. This information should demonstrate : (i) relevant expectations regarding the performance of a role, as well as its scope in terms of rights, duties, and responsibilities; (ii) necessary activities for successfully carrying out a position's duties, in addition the steps or best way to accomplish this; (iii) the consequences of carrying out and of not carrying out the duties; (iv) behavior that is compensated or punished, the nature of compensation and punishments, behavior that is rewarded or penalized, and (v) opportunities for growth.

According to Lankau et al. (2006), study reducing role ambiguity would increase job satisfaction and organizational dedication.

H₂: Role Ambiguity has a negative effect on Job Satisfaction

2.2.3 Time pressure and Job satisfaction

Time pressure is the requirement for the employee to work more quickly than usual to finish the assigned tasks (Baer & Oldham, 2006; Kinicki & Vecchio, 1994). DeZoort and Lord (1997) defined time pressure as the belief that a person has about his or her capacity to finish a task in light of a time constraint.

Slobounov, Fukada, Simon, Rearick, and Ray (2000) discovered while investigating whether the expectation placed on employees to work faster than usual to complete assigned tasks influences their behavior, that time pressure increases behavioral errors that result in job dissatisfaction in addition to reducing the time it takes to complete a task.

Nordqvist, Hovmark, and Zika-Viktorsson (2004) researched relationships between perceived time pressure and, projected task accomplishment, team processes (team support, cooperation, and collective ability), and job satisfaction. The researchers found that time pressures reduce job satisfaction. According to DeDonno and Demaree (2008), time pressures have a negative impact on job satisfaction.

H₃: Time Pressure has a negative effect on Job Satisfaction

2.2.4 Physical Environment and Job satisfaction

Sunyoto (2012) defined the work environment as everything that is around the employee and that may have an impact on how well he performs the tasks and responsibilities that have been delegated to him.

A workplace's setting, circumstance, or conditions are referred to as the physical work environment (Oludeyi, 2015). According to Briner, R. B., (2000), the term "physical work environment" encompasses a broad range of factors, including both the actual job and the physical surroundings of the worker such as heat and equipment.

The workplace is the place where a task is completed while the term "physical work environment" describes both the actual location of a workplace and its immediate surroundings, such as a construction site or an office building (Oswald A., 2012). The work environment also typically includes other factors related to the workplace, such as noise level, air quality, and employee perks like free lunch.

Workplace physical environments, according to Bakotic and Babic (2013), are a significant factor in determining job satisfaction for employees who work in difficult conditions. Because of this factor, these employees are dissatisfied with their jobs. To increase employee satisfaction among those who work in difficult conditions, management must improve working conditions. As a result, their level of satisfaction will be on equal level with those who work in typical conditions, improving overall effectiveness.

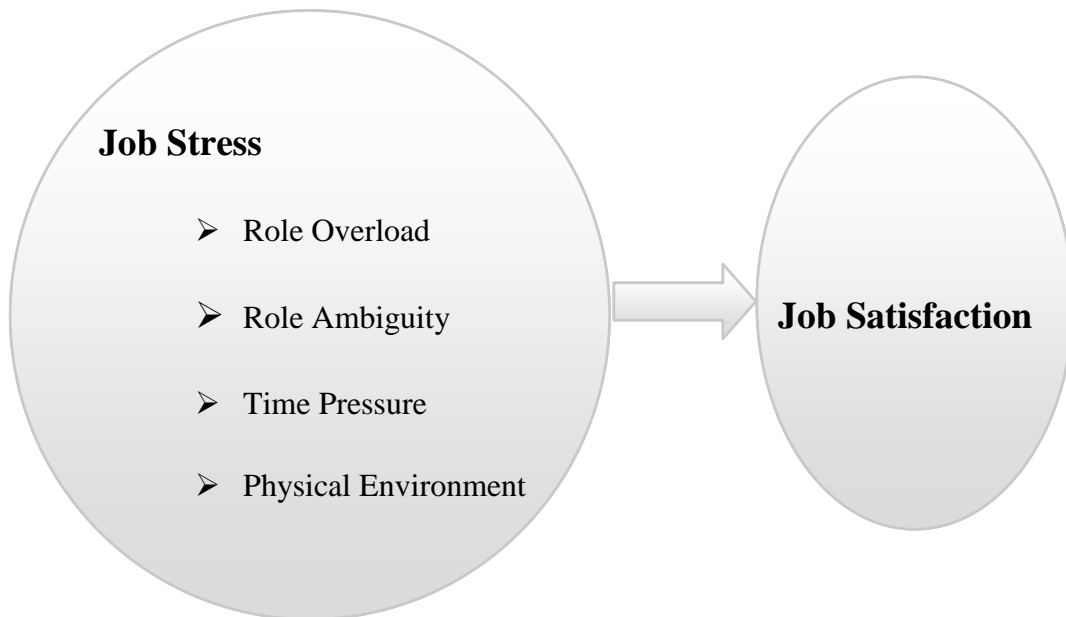
According to Fassoulis and Alexopoulos (2015), a poor work environment not only reduces job satisfaction and productivity, but also increases absenteeism, depression, burnout, and musculoskeletal disorders.

H₄: Physical Environment has a negative effect on Job Satisfaction

2.3 CONCEPTUAL FRAMEWORK

The research models, as described below, include independent variables of job stress causes and dependent variables of job satisfaction. Job stress is caused by independent variables including *role overload, role ambiguity, time pressure, and physical environment*. The conceptual framework that is presented below is designed to investigate the effect of Job Stress on Job Satisfaction.

Figure 1: Conceptual Framework



Source: Designed by the Researcher based on relevant literature

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter deals with research methodology that was used to achieve the study's objective and fill the knowledge gap. This section covers the research design and approach, data types and sources, and sample design, which was used to select sample members from the target population. The techniques used for data analysis and presentation, Reliability and Validity of the research, as well as ethical considerations.

3.1 Research Design and Approach

3.1.1 Research Design

Explanatory studies aim to answer "why" and "how" questions Grey (2014). It seeks causes, reasons, and provides evidence to support an explanation. As a result, the researcher used Explanatory research design to explain the cause-and-effect relationship between job stress and job satisfaction.

3.1.2 Research Approach

In this study the researcher used quantitative approach. Creswell (1994) defines quantitative research as "explaining phenomena by collecting numerical data that are analyzed using mathematically based methods" (in particular statistics).

3.2 Data types, Sources, and methods of data collection

3.2.1 Data type and Sources

The researcher used both primary and secondary data. Cooper and Schindler (2008) defined primary data as information obtained firsthand and Secondary data is information that the researcher did not directly collect from the subject or respondent. According to Greener (2008), Primary data collected with questionnaires, while secondary data gathered from reputable article journals, organizational manuals, human resource management books, and exit interview records.

3.2.2 Methods of data collection

The main data collection instrument of this study is questionnaire. The questionnaire is adapted from various sources. Job stress were assessed using items from the National Institute for Occupational Safety and Health's (NIOSH) Generic Occupational Stress Questionnaire (2018) and Rizzo, House, and Lirtzman (1970); Job satisfaction were assessed using items from Brayfield and Rothe (1951).

Five-point Likert scale (one=strongly disagree, 5= strongly agree) questionnaire was distributed to 96 HFJ and 46 MYM program and support staff employees. The questionnaire contains Thirty (30) items that have been systematically categorized to answer the research questions and meet the research objective. A closed-ended questionnaire was designed in both English and Amharic language. The English questionnaire was professionally translated into Amharic for the ones who are Amharic conversant. The questionnaire was designed to be clear, simple, and easily understood by the respondents.

The questionnaire was used to determine employees' attitudes towards Job stress causes and their effect on job satisfaction and to assess stress management techniques used by the selected NGOs. The researcher identified four independent variables (role overload, role ambiguity, time pressure and physical environment) and one dependent variable (Job satisfaction).

3.3 Sampling Design

3.3.1 Target population

The study populations were drawn from Two Nongovernmental organizations namely; Hope for Justice (HFJ) and Make your Mark (MYM). Make Your Mark (MYM) bases all of its projects in Addis Ababa, while Hope for Justice, bases its projects both in and outside of Addis Ababa. Due to the difficulty of geographical accessibility of field sites, studying the entire population is impossible. As a result, this study only includes employees based in Addis Ababa. Hope for Justice and Make Your Mark (MYM) have 144 and 70 full and part-time employees, respectively, at their head office and main branches in Addis Ababa. As a result, 214 employees in Addis Ababa were considered as a target population from which sample populations was drawn.

3.3.2 Sampling techniques

According to Kothari (2004), in probability sampling, there is an equal chance for every item in the universe of being included in the sample. The researcher employed stratified sampling, with a subsample drawn from each stratum using a simple random probability sampling technique.

The sample size for this particular study is 142 employees of the full-time staff and part-time program and support staff of HFJ and MYM. The greatest issue that is considered in determining the sample size using stratified random sampling is stress affect all levels of employees and the population's characteristics in the selected NGO's include both program, support department, and want to ensure that every characteristic from both department is properly represented in the sample.

3.3.3 Sample and sample size

To appropriately determine the study sample, the following formula was adopted using Taro Yamane (1967) sample selection method.

$$n_0 = \frac{N}{1+N(e^2)}$$

Where: N=Population, n = sample size, e=Margin of Error, 95% confidence level, and 5% standard of error.

$$N=214, e=5\% \quad n=N/1+N(e^2) \quad n= 214/1+214(0.05) = 142$$

Table 1: Target population and sample size of the study

Strata	Total Number of employee	%Sample	Sample size
Hope for Justice Addis Ababa staff	144	67%	96
Make your Mark Addis Ababa staff	70	33%	46
Total number of Population	214		142

$$\text{Distributions} = \frac{\text{Total No. of employees} * \text{sample size}}{\text{Total number of population}}$$

3.4 Data analysis and presentation

The analysis of the data collected was done at the end of the data collection. The responses were classified and summarized based on the information provided by the respondents. The analysis was done statistically with the help of SPSS (Statistical Package for Social Science) version 27. Descriptive statistics were used to interpret variables using frequency, Percentage, mean and standard deviation. Inferential statistics mainly Correlation and regression analysis were used to determine the relationship and effect among the variables.

3.5 Reliability and validity Test

Validity concerns in quantitative methods research may relate to the ability to infer conclusions that are relevant and helpful from the results of the instruments. As previously stated, all questions in the questionnaire except the demographic one are prepared using a five-point Likert scale. The question items included under each dimension represented in the conceptual framework were therefore carefully phrased and edited with the research questions in mind in order to ensure content validity of the items incorporated in the instrument and the researcher's advisor review and approve the instrument.

According to Kothari (2004), reliability has to do with the accuracy and precision of a measurement procedure. One common way to compute the internal consistency of a scale is Cronbach's alpha (α), which computes the correlation between responses to all of the items in a scale. For a scale to be considered internally consistent, an alpha of .70 or higher is desired. Before distributing the entire questionnaires to the participants, the researcher made a pilot study on a pilot survey was conducted on 15 employees from HFJ to check with the reliability of the data instrument.

Table 2: Reliability of statistics Summary of Measures

S. No	Variables	Cronbach's Alpha Value	Number of Questions
1	Role Overload	0.729	3
2	Role Ambiguity	0.728	6
3	Time Pressure	0.814	4
4	Physical Environment	0.711	8
5	Stress Management Technique	0.792	4
6	Job Satisfaction	0.776	5

Source: Survey Data (2023)

According to the Cronbach's Alpha values presented in Table 2, the value of individual variables ranges from minimum 0.711 to maximum value of 0.814. Therefore, the researcher concludes that it has internal consistency and is reliable for further analysis.

3.6 Ethical consideration

Research ethics concerns how a researcher formulates and clarifies a research topic, designs the research and obtains access, collects data, processes and stores data, analyzes data, and writes up the research findings morally and responsibly (Saunders, et.al, 2009).

Considering the above, the researcher duly acknowledges all the authors and keeps the organizations' secrets as well as the respondents' confidentiality. Any information gathered would never be used for any purpose other than academic purposes. Organizational confidential information will not be disclosed.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

This Chapter discusses the data analysis, the research finding and the interpretation made to the analyzed data. It includes the descriptive analysis and also Correlation analysis is used to indicate the relationship between dependent and independent variables and finally regression is used to determine the effect of independent variable on dependent variable.

4.1 Respondents response rate

Table 3. Response rate

Questionnaires Distributed	Questionnaires Returned	Percentage
142	120	84.5

Source: Survey data output (2023)

As shown in Table 3 above, about response rate, 142 questionnaires were distributed and 120 were filled and returned. Based on this sample size (120) the next analysis is carried out.

4.2 Background Information of Respondents

The background information of the respondents which include Name of the organization the respondents work, Gender, Age, Education Level, Employment experience, and The unit respondents are working is presented in the following table .

Table 4. Demographic Characteristics of Respondents

No.	Item	Classification	Frequency	Percent
1	Name of your organization	Hope for Justice	80	66.7
		Make your Mark	40	33.3
		Total	120	100
2	Gender	Female	61	50.8

		Male	59	49.2
		Total	120	100
3	Age	23 or below	3	2.5
		24-35	64	53.3
		36-45	37	30.8
		>45	16	13.3
		Total	120	100
4	Education Level	MA/MSc	40	33.3
		BA/BSc	70	58.3
		Vocational school	2	1.7
		Other	8	6.7
		Total	120	100
5	Employment Experience	< 5 years	40	33.3
		5 - 10 years	54	45
		10 - 15 years	23	19.2
		>15 years	3	2.5
		Total	120	100
6	The unit you are working for	Program Staff Unit	77	64.2
		Support Staff Unit	43	35.8
		Total	120	100

Source: Survey data output (2023)

As it is shown in, the above tables 80 of the total 120 respondents are from Hope for Justice representing 66.7% of the total responses whereas 40 responses are from make your Mark representing 33.3% of the total respondents.

As shown in the above table, concerning gender distribution of respondents (50.8%) are females and (49.2%) are males. This shows that the age distribution is fair for both genders and both female and male employees in the selected organizations are affected by causes of Job stress.

According to the age of the respondents, as presented in Table 4 above, (2.5%) of the respondents are in the age group of the age of 23 or below; (53.3%) between the age of 24-35,

(30.8%) of the respondents between 36-45 and the rest (13.3%) is above age 46. In this regard, the majority of the selected organizations employees' age fall between 24-35 yrs., therefore the employees are young, energetic who can work with victims and diverse community and who are expected to be affected by Job stress.

Regarding educational level of respondents,(33.3%) of respondents are MA/MSc degree holders, (58.3%) of respondents are BA/BSc holders, (1.7%) of respondents are from vocational School and (6.7%) of respondents have other educational level. This implies that majority of the respondents take formal education and they actually engage on the work and can be affected by the causes of Job stress.

Regarding work experience of respondents, (33.3%) of respondents have work experience less than five years, the majority (45%) of the respondents have experience between 5-10yrs in the organization, (19.2%) have experience between 10-15yrs and the remaining (2.5%) serving the organization more than 15 years. This conveys that majority of the employees has rendered service above 5 years and it is believed that they can understand Job related stress during their stay with the organization.

Concerning the unit or department of the respondents, (64.2%) are Program Staff and (35.8%) are Support Staff. This implies majority of employees in the selected organizations are program staff employees who are mostly affected by causes of Job stress.

4.3 The level of Job Stress in Selected Non-Government Organizations in Ethiopia

4.3.1 Role Overload

Table 5: Analysis of Role overload

<i>No</i>	<i>Items</i>	<i>Rating Scales</i>					<i>Mean</i>	<i>St. dev</i>
		<i>1=SD</i>	<i>2=D</i>	<i>3=N</i>	<i>4=A</i>	<i>5=SA</i>		
1	I am not given enough time to do what is expected of me at my	6(5%)	22(18%)	11(9%)	53(44%)	28(23%)	3.63	1.17

	job.							
2	It often seems like I have too much work for one person to do in my job.	2(2%)	19(16%)	2(2%)	70(58%)	27(23%)	3.84	1.00
3	The performance standards on my job are too high.	2(2%)	24(20%)	6(5%)	66(55%)	22(18%)	3.68	1.04
Overall (aggregate) mean							3.71	1.07

Source: Survey Result (2023)

As illustrated in the above table, 44% of the respondents agreed that they were not given enough time to do what is expected of them at their job. On the other hand, 18% of them disagreed to this statement. The remaining 9% of them are neutral. This implies that the majority of the employees were overloaded by their work. Here, the mean value (Mean=3.63 & SD=1.17) indicated that the respondents highly agreed that the employees were working long and difficult working hours and days.

Regarding the tasks they work, 58% of the respondents agreed that they have too much work for one person to do in their job. 16% of them disagreed in the statement and the remaining 2% of them are neutral. This implies that the majority of the employees were having tasks too much for one person. The mean value (Mean=3.84 & SD=1.00) indicated that the respondents highly agreed that they have too much work for one person to do in their job.

Concerning the performance standard, 55% of the respondents agreed that the performance standards on their job are too high. However, 20% of them disagreed that on the statement. The remaining 5% of them are neutral. This also implies that the majority of the employees highly agreed that the performance standards on their job are too high with a mean value (Mean=3.68 & SD=1.04).

4.3.2 Role Ambiguity

Table 6: Analysis of Role Ambiguity

No	Items	Rating Scales					Mean	St. dev
		1=SD	2=D	3=N	4=A	5=SA		
1	I do not feel secure about how much authority I have.	2 (2%)	24 (20%)	2 (2%)	49 (41%)	43 (36%)	3.89	1.15
2	There are no clear, planned goals and objectives for my job.	2 (2%)	29 (24%)	14 (12%)	60 (50%)	15 (13%)	3.48	1.04
3	I don't know that I have divided my time properly.	8 (7%)	38 (32%)	4 (3%)	50 (42%)	20 (17%)	3.3	1.26
4	I do not know what my responsibilities are	12 (10%)	33 (28%)	2 (2%)	70 (58%)	3 (3%)	3.16	1.16
5	I do not know exactly what is expected of me	8 (7%)	36 (30%)	18 (15%)	42 (35%)	16 (13%)	3.18	1.19
6	The explanation is not clear of what has to be done	-	33 (28%)	17 (14%)	61 (51%)	9 (8%)	3.38	0.97
Overall (aggregate) mean							3.39	1.13

Source: Survey Result (2023)

As illustrated in the above table, 41% of the respondents agreed that they didn't feel secure about how much authority they had. However, 20% of them disagreed that they didn't feel secure about how much authority they had. The remaining 2% of them are neutral. This implies that the

majority of the employees moderately agreed that they didn't feel secure about the authority they had with mean value (Mean=3.89 SD=1.15).

Concerning responsibilities, 50% of the respondents agreed that there were no clear, planned goals and objectives for their job. On the other hand, 24% of them disagreed that was no clear, planned goals and objectives for their job. The remaining 12% of them are neutral. This implies that no clear, planned goals and objectives for their job. Here, the mean value (Mean=3.48 SD=1.04) indicated that the respondents moderately agreed that there was no clear, planned goals and objectives for their job.

Concerning time management, 42% of the respondents agreed that they didn't know that they had divided their time properly. While 32% of them disagreed that they didn't know that they had divided their time properly. The remaining 3% of them are neutral. The mean value (Mean=3.3 & SD=1.26) indicated that the respondents moderately agreed that they didn't know they had divided their time properly.

Regarding responsibilities, 58% of the respondents agreed that they didn't know what their responsibilities are; While 28% of them disagreed with the statement. The remaining 2% of them are neutral. The mean value (Mean=3.16 & SD=1.16) indicated that the respondents moderately agreed that they didn't know what their responsibilities are.

About expectations, 35% of the respondents agreed that they were not clear what was expected of them at work. Whereas, 30% of the respondents disagreed that they were not clear what was expected of them at work. The remaining 15% of them are neutral. The mean value (Mean=3.18 & SD=1.19) indicated that the respondents moderately agreed that they were not clear what was expected of them at work.

About explanation, 51% of the respondents agreed explanation was not clear of what has to be done. Whereas, 28% of the respondents disagreed that the explanation was not clear. The remaining 14% of them are neutral. The mean value (Mean=3.38 & SD=0.97) indicated that the respondents moderately agreed that the explanation was not clear of what has to be done.

4.3.3 Time Pressure

Table 7: Analysis of Time Pressure

No	Items	Rating Scales					Mean	St. dev
		1=SD	2=D	3=N	4=A	5=SA		
1	I have unachievable deadlines	-	10 (8%)	-	69 (58%)	41 (34%)	4.18	0.80
2	I do not have control over my work speed.	1 (1%)	24 (20%)	14 (12%)	68 (57%)	13 (11%)	3.57	0.95
3	I have to work very fast	-	7 (6%)	3 (3%)	97 (81%)	13 (11%)	3.97	0.60
4	I have to neglect some tasks because I have too much to do	-	10 (8%)	-	69 (58%)	41 (34%)	4.18	0.80
Overall (aggregate) mean							3.97	0.78

Source: Survey Result (2023)

As indicated in the above table Regarding the Deadlines, 58% of the respondents agreed that they have unachievable deadlines.8% of them disagreed in the statement. This implies that the majority of the employees highly agreed that have they unachievable deadlines with a mean value (Mean=4.18 & SD=0.80).

Regarding control of work speed, 57% of the respondents agreed that they do not have control over my work speed.20% of them disagreed in the statement. The remaining 12% of them are neutral. This implies that the majority of the employees highly agreed that they do not have control over my work speed with a mean value (Mean=3.57 & SD=0.95).

Concerning working fast, 81% of the respondents agreed that they have to work very fast; While 6% of them disagreed that that have to work very fast. The remaining 3% of them are neutral. The mean value (Mean=3.97 & SD=0.60) indicated that the respondents highly agreed that they have to work very fast.

About neglecting tasks, 58% of the respondents agreed they have to neglect some tasks because they have too much to do. 8% of the respondents disagreed in the statement. The mean value (Mean=4.18 & SD=0.80) indicated that the respondents highly agreed they have to neglect some tasks because they have too much to do.

4.3.4 Physical Environment

Table 8: Analysis of Physical Environment

No	Items	Rating Scales					Mean	St. dev
		1=SD	2=D	3=N	4=A	5=SA		
1	The level of NOISE in the area(s) in which I work is usually high	-	58 (48)%	5 (4)%	51 (43)%	6 (5)%	3.04	1.06
2	The level of LIGHTING in the area(s) in which I work is usually poor	3 (3%)	48 (40%)	1 (1%)	57 (48%)	11 (9%)	3.21	1.14
3	The TEMPERATURE of my work area(s) during the SUMMER is not usually comfortable	3 (3%)	25 (21%)	13 (11%)	70 (58%)	9 (8%)	3.48	0.99
4	The TEMPERATURE of my work area(s) during the WINTER is not usually comfortable	3 (3%)	26 (22%)	10 (8%)	69 (58%)	12 (10%)	3.51	1.02

5	The HUMIDITY in my work area(s) is usually either too high or too low	3 (3%)	9 (8%)	12 (10%)	87 (73%)	9 (8%)	3.75	0.80
6	The AIR in my work area(s) is clean and free of pollution	6 (5%)	56 (47%)	2 (2%)	53 (44%)	3 (3%)	2.93	1.10
7	My WORK AREA(S) is/are extremely crowded.	4 (3%)	64 (53%)	4 (3%)	39 (33%)	9 (8%)	2.88	1.13
8	The overall quality of the PHYSICAL ENVIRONMENT where I work is poor.	2 (2%)	15 (13%)	12 (10%)	71 (59%)	20 (17%)	3.77	0.93
Overall (aggregate) mean							3.32	1.02

Source: Survey Result (2023)

As it shows in the above table level of Noise, 43% of the respondents agreed that the level of noise in their working area is usually high.48% of them disagreed in the statement. The remaining 4% of them are neutral. This implies that the majority of the employees moderately agreed that that the level of noise in their working area is usually high with a mean value (Mean=3.04 & SD=1.06).

Concerning Lighting, 48% of the respondents agreed that the level of lighting in their working area is usually poor.40% of them disagreed in the statement. The remaining 1% of them is neutral. This implies that the majority of the employees moderately agreed that the level of lighting in their working area is usually poor with a mean value (Mean=3.21 & SD=1.14).

Regarding Temperature during summer, 58% of the respondents agreed that the temperature in their working area during the summer is not usually comfortable.21% of them disagreed in the

statement. The remaining 11% of them are neutral. This implies that the majority of the employees moderately agreed that the temperature in their working area during the summer is not usually comfortable with a mean value (Mean=3.48 & SD=0.99).

Regarding Temperature during winter, 58% of the respondents agreed that the temperature in their working area during the winter is not usually comfortable. 22% of them disagreed in the statement. The remaining 8% of them are neutral. This implies that the majority of the employees highly agreed that the temperature in their working area during the winter is not usually comfortable with a mean value (Mean=3.51 & SD=1.02).

About Humidity, 73% of the respondents agreed that the humidity in their working area is usually too high or too low. Whereas, 8% of the respondents disagreed that the humidity of their working area is usually too high or low. The remaining 10% of them are neutral. The mean value (Mean=3.75 & SD=0.80) indicated that the respondents highly agreed that the humidity in their working area is usually too high or too low.

About Air, 47% of the respondents disagreed that the air in their working area is clean and free of pollution. Whereas, 44% of the respondents agreed that the air in their working area is clean and free of pollution. The remaining 2% of them are neutral. The mean value (Mean=2.93 & SD=1.10) indicated that the respondents agreed low that the air in their working area is clean and free of pollution.

Concerning Work area, 53% of the respondents disagreed that their work area is/are extremely crowded. Whereas, 33% of the respondents agreed with the statement. The remaining 3% of them are neutral. This implies that the majority of the employees agreed low their work area is/are extremely crowded with a mean value (Mean=2.88 & SD=1.13).

Finally, the overall quality of the physical environment, 59% of the respondents agreed that the overall quality of the physical environment of their working area is poor. Whereas, 13% of the respondents disagreed that the overall quality of the physical environment of their working area is poor. The remaining 10% of them are neutral. The mean value (Mean=3.77 & SD=0.93)

indicated that the respondents highly agreed that the overall quality of the physical environment of their working area is poor.

4.4 The extent of Job Satisfaction in Selected Non-Government Organizations in Ethiopia

Table 9: Analysis of Job satisfaction

<i>No</i>	<i>Items</i>	<i>Rating Scales</i>					<i>Mean</i>	<i>St. dev</i>
		<i>1=SD</i>	<i>2=D</i>	<i>3=N</i>	<i>4=A</i>	<i>5=SA</i>		
1	I feel fairly satisfied with my present job	37 (31%)	69 (58%)	6 (5%)	8 (7%)	-	1.88	0.78
2	Most days I am passionate about my work	29 (24%)	80 (67%)	6 (5%)	5 (4%)	-	1.89	0.67
3	Each day of work seems like it will never end	31 (26%)	52 (43%)	12 (10%)	25 (21%)	-	2.26	1.07
4	I find real enjoyment in my work	37 (31%)	69 (58%)	6 (5%)	8 (7%)	-	1.88	0.78
5	My job is rather unpleasant to me	29 (24%)	80 (67%)	6 (5%)	5 (4%)	-	1.89	0.67
6	I feel fairly satisfied with my present job	37 (31%)	69 (58%)	6 (5%)	8 (7%)	-	1.88	0.78
Overall (aggregate) mean							1.96	0.80

Source: Survey data output (2023)

Employee motivation and encouragement to produce greater results depend heavily on their level of job satisfaction (Raziq and Maulabakhsh, 2015).

The overall mean score of Job Satisfaction was 1.96. It shows that the majority of respondents do not agree with the questions being asked. Based on the respondents responses they do not feel fairly satisfied with their job, most of the days they are not passionate about their work, they do not find real enjoyment in their work.

4.5 The stress management techniques in Selected Non-Government Organizations in Ethiopia

Table 10: Analysis of stress management techniques

No	Items	Rating Scales					Mean	St. dev
		1=SD	2=D	3= N	4=A	5=SA		
1	In my organization, there are stress management techniques for dealing with job stress.	61 (51%)	47 (39%)	-	12 (12%)	-	1.69	0.91
2	The goal that I was given by the organization is rational	32 (27%)	50 (42%)	14 (12%)	21 (18%)	3 (3%)	2.28	1.12
3	Employee health and well-being programs are available at my organization	42 (35%)	53 (44%)	7 (6%)	16 (13%)	2 (2%)	2.03	1.05
4	Employee benefits in my organization are good (work-life balance,	69 (58%)	38 (32%)	6 (5%)	6 (5%)	1 (1%)	1.60	0.86

	flexible working hours).							
<i>Overall (aggregate) mean</i>							1.90	0.98

Source: Survey data output (2023)

A study among Singaporean palliative care professionals found that stress management techniques are protective against experiencing stress (Koh et al., 2015).

Concerning Stress Management Technique, the majority of respondents from the selected Non-governmental organizations as shown in the above table disagree with the presented questions. The overall mean value is 1.90, which is low. This shows that the majority of respondents perceive that the stress management techniques in the selected organization are poor, and that there are insufficient stress management techniques for improving their job satisfaction, which is currently one of the reasons that employees are leaving the organizations.

For the mean values, the decision rule (cut-off point) was decided and interpreted using credible sources contributed by Creswell (2012). According to Creswell (2012) mean value of ≥ 4.5 =Very High, 3.51-4.51=High, 2.51-3.5= Moderate, 1.51-2.5=Low; < 1.5 =Very Low.

4.6 The relationship between Job Stress and Job Satisfaction in Selected Non-Government Organizations in Ethiopia

The purpose of correlation analysis is to explore the strength as well as the direction of the relationship among the study variables namely, Role overload, Role Ambiguity, Time pressure and Physical environment (the independent variables), and Job Satisfaction (i.e. dependent variable) and also to show the relationship between , stress management technique and Job Satisfaction.

Pearson correlation analysis was used to explore their relationships.

The results were summarized in table 8 below based on Cohen (1988) guidelines:

Table 11: Pearson Correlation Coefficients value

No.	Pearson Correlation coefficients value	Description
1.	$r=.10$ to $.29$ or $r= -.10$ to $-.29$	Small
2.	$r=.30$ to $.49$ or $r= -.30$ to $-.49$	Medium
3.	$r=.50$ to 1.0 or $r= -.50$ to -1.0	High

Pearson correlation coefficients (r) can take on only values from -1 to $+1$ and used to explore the strength of the relationship between two continuous variables. This gives us an indication of both the direction (positive or negative) and the strength of the relationship. A positive correlation indicates that as one variable increases, so does the other. If there is a negative correlation, it means that when one variable increases, the other decreases.

Table 12: Correlations

Correlations						
		Role Overload	Role Ambiguity	Time Pressure	Physical Environment	Job Satisfaction
Role Overload	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	120				
Role Ambiguity	Pearson Correlation	.413**	1			

	Sig. (2-tailed)	0				
	N	120	120			
Time Pressure	Pearson Correlation	.555**	.319**	1		
	Sig. (2-tailed)	0	0			
	N	120	120	120		
Physical Environment	Pearson Correlation	0.176	.330**	.182*	1	
	Sig. (2-tailed)	0.054	0	0.047		
	N	120	120	120	120	
Stress Management Technique	Pearson Correlation	-.391**	-.386**	-.416**	-.362**	
	Sig. (2-tailed)	0	0	0	0	
	N	120	120	120	120	
Job Satisfaction	Pearson Correlation	-.254**	-.258**	-.311**	-.410**	1
	Sig. (2-tailed)	0.005	0.004	0.001	0	
	N	120	120	120	120	120

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

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

Source: Survey data output (2023)

As it is shown in the above table 9, the relationship between role overload and Job satisfaction was investigated and correlation Coefficient of $r = -.254$, $n=120$, $p<0.05$ was found, this shows that there is small, negative relationship between the two variables. This implies that the level of role overload increases, job satisfaction will be decreased. In the same way, the relationship between role ambiguity and job satisfaction correlation coefficient $r = -.0258$, $n=120$, $p<0.05$ was found; this also demonstrates that there is small, negative relationship between role ambiguity and job satisfaction. And the relationship between Time pressure and job satisfaction a correlation coefficient $r = -.311$, $n=120$, $p<0.05$ was found, it shows that there is a medium, negative relationship between these two variables and as Time pressure increases, there is a decrease of job satisfaction. The relationship between physical Environment and job satisfaction correlation coefficient $r = -.410$, $n=120$, $p<0.05$ was found, this shows that there is a high,

negative relationship between these variables and an increase in physical discomfort at work place, there will be a decrease of job satisfaction.

4.7 Tests of Assumptions for Regression Model

Before running the regression analysis to test the research hypotheses, a preliminary analysis was conducted to verify the assumptions of the classical linear regression model like linearity, normality, multi-collinearity, Homoscedasticity assumptions.

4.7.1 Linearity Test

The linearity assumption can be tested by examining the P-P Plot of the Regression Standardized Residual and the scatter plot.

See (Appendix -1) indicates that the points lie in a reasonably straight line from bottom left to top right. Thus, we can conclude that linearity assumption of the linear regression model was not violated.

4.7.2 Normality Test

This normality assumption states that the observations of the error term are drawn from a distribution that is normal (that is, bell-shaped, and generally following the symmetrical pattern).

Accordingly, the histogram (Appendix-2) showed that the distribution of regression standardized residual were bell shaped that generally follows symmetrical pattern and it allowed to conclude that distribution of the error terms were normal in the model. Hence, it can be inferred that the assumption of “normally distributed error term” was not violated.

4.7.3 Multi-collinearity Test

In Addition to linearity and normality test, multiple linear regression analysis was employed to examine the significant effect of the independent variables on the dependent variable. This is because the study comprises one dependent variable and two or more independent variables (Kothari, 1984).

Multicollinerity verifies that independent variables are not strongly connected with one another, tested using VIF/Variance Inflation Factor and tolerance. If the results of VIF are below 10 and the tolerance value greater than 0.1 then there is no possibility of Multicollinerity among these variables (Hair et al., 2006). As presented in the table 9, the collinearity statistics results (VIF<10

and Tolerance >0.01), the dependent variables are not prone to this assumption so that regression analysis can be conducted.

4.7.4 Test for Homoscedasticity

The residuals at each level of the predictor(s) should have the same variance (homoscedasticity); when homoscedasticity assumption is met, the residuals form a pattern less cloud of dots and when the variances are very unequal there is said to be heteroscedasticity. Graph of standardized residual and standardized predicted values should look like a random array of dots evenly dispersed around zero. There is a chance that the data are heteroscedasticity if this graph funnels out. Hence, the scatter & partial plots of the regression standardized residuals against the standardized predicted values look like a random array of dots evenly dispersed around zero which showed that homogeneity of variances (homoscedasticity) assumption wasn't violated (see Appendix 3).

Table 13. Collinearity Diagnosis

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Role overload	0.629	1.589
	Role Ambiguity	0.754	1.326
	Time pressure	0.678	1.474
	Physical Environment	0.885	1.13

a. Dependent Variable: Job satisfaction

Source: Researcher's survey data output (2023)

Regression analysis helps in order to measure the relative strength of independent variable on dependent variable. Thus, in order to determine the statistically significance effect of the independent variables on the dependent variable, multiple regression analysis was used.

4.8 The Effect of Job Stress on Job Satisfaction in Selected Non-Government Organizations in Ethiopia

4.8.1 Regression result

Table 14: Analysis of the Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.482 ^a	.232	.206	2.15806	1.402

a. Predictors : (Constant), Physical environment, Role overload, Role Ambiguity, Time pressure

b. Dependent Variable: Job satisfaction

The above model summary shows the coefficient of multiple correlation R that is the degree of association between causes of Job stress and Job satisfaction is 0.482^a. The value of r square is 0.232 this implies 23.2 % of variation in Job Satisfaction is explained by role overload, role ambiguity, Time pressure, physical Environment where as 76.8 % of variance is explained by other factors.

Table 15.ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	162.211	4	40.553	8.707	.000 ^b
	Residual	535.581	115	4.657		
	Total	697.792	119			

a. Dependent Variable: Job satisfaction

b. Predictors :(Constant), Physical environment, Role overload, Role Ambiguity, Time pressure

Source: Survey data output (2023)

As it is shown in the ANOVA table, the p-value of 0.000 for the Model is less than 0.05 significant level. This shows that the sample data offer enough proof to say that the regression

model was well-fit. In other words, the p-value (0.000) of the predictors is highly significant and can be concluded that factors (Role overload, Role ambiguity, Time pressure and physical Environment) can predict job satisfaction significantly.

Table 16 .Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.928	1.627		11.633	0.000
	Role overload	-0.056	0.096	-0.060	-0.584	0.560
	Role Ambiguity	-0.031	0.051	-0.056	-0.598	0.551
	Time pressure	-0.201	0.101	-0.197	-1.989	0.048
	Physical Environment	-0.177	0.044	-0.345	-3.969	0.000

a. Dependent Variable: Job satisfaction

Source: Survey data output (2023)

The above table shows the extent to which each independent variables influence the dependent variable. The relative effect of causes of Job stress (independent variables) in contributing to the variance of the Job satisfaction (dependent variable) is explained by the standardized beta coefficient.

The beta value for Role overload is (beta= -.060, $p > 0.05$), Role over load does not have a significant influence on job satisfaction of the selected non-government organizations. It is consistent with Dewi, S. P., & Susanti, M. (2021) and inconsistent with the result shown by Wu and Norman's (2006) research, there is a negative correlation between job satisfaction and role overload.

The beta value for Role ambiguity (beta= -.056, $p > 0.05$), Role ambiguity does not have a significant influence on job satisfaction. The results of this study contradicted with the study results of (Cengiz et al., 2021; Déry et al., 2018; Kadir et al., 2017; Schmidt et al., 2014; Sureda

et al., 2018) which shows that Role Ambiguity negatively affecting job satisfaction and creating perceptions of incompleteness.

The beta value for Time pressure (beta= -.197, p<0.05), Time pressure have a significant influence on job satisfaction of the selected non-government organizations. It is consistent with to DeDonno and Demaree (2008), time pressures have a negative impact on job satisfaction and in consistent with Decker and Borgen (1993), and time pressure exerts positive influence on job satisfaction.

The beta value for Physical environment (beta= -.345, p<0.05). Among the independent variables, physical environment is more significant and statistically meaningful. This can be interpreted, as a certain development on the physical environment will increase job satisfaction by 34.5 %. Thus, physical environment has a greater rate of change than other predictors that is consistent with, Bakotic and Babic (2013), Workplace physical environments are a significant factor in determining job satisfaction for employees who work in difficult conditions. Tokuda et al. (2009) and Rafiq et al. (2012) support the results that physical working environment is negatively associated with employees' job satisfaction. Whereas the results of this study contradicted with the study results of Lee and Brand (2005) as their study had shown that job satisfaction is positively associated with employees' job satisfaction.

Based on the correlation & regression analysis, the hypotheses related to these independent variables with p<0.05 were accepted. The hypotheses tests are analyzed in the Table below.

Table 17: Summary of the Research Hypotheses Results

Hypotheses	Beta Coefficient	Significant (P<0.05)	Result
H1: Role Overload negatively affects Job satisfaction in the selected organizations.	-0.060	0.560	H ₁ , is rejected
H2: Role Ambiguity negatively affects Job satisfaction in the selected organizations	-0.056	0.551	H ₂ , is rejected
H3: Time pressure negatively affects Job satisfaction in the selected organizations	-0.197	0.048	H ₃ , is accepted
H4: Physical Environment negatively affects Job satisfaction in the selected organizations	-0.345	0.000	H ₄ , is accepted

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter deals with the summary of the main findings of the research, infers what the findings signify in the conclusion section, and forwards its recommendation in the areas where gaps were identified.

5.1 Summary of major findings

According to the descriptive analysis, the study has arrived at the below major findings:

The population of this study is Program and support staffs unit employees of HFJ and MYM; from the total respondents 50.8% are females and 49.2% are males. Out of the total respondents 58.3 % have acquired BA/BSC degree and 33.3 % have acquired MA degree and 53.3 % falls under the age the age between 24-35. Regarding the finds of the respondents experience 45 % have experience between 5-10 years and 23 % are between 10-15 years. In the organizations out of the total respondents, 77 % is working in program staff unit. In the study findings regarding Role overload, Role ambiguity, Time pressure and physical environment majority respondents agreed that the stated dimensions of Job stress affect their Job satisfaction. Regarding stress management technique majority of respondents disagree that in there organization, there are stress management techniques for dealing with job stress.

The finding from correlation analysis shows that: Role overload ($r = -.254, p < 0.05$) and Role ambiguity ($r = -.0258, p < 0.05$) have a small, negative relationship with Job Satisfaction. Time pressure ($r = -.311, p < 0.05$) have a medium, negative relationship with Job Satisfaction and physical environment ($r = -.410, p < 0.05$) have a high, negative relationship with of job satisfaction.

The result from ordinal regression analysis shows that: Role overload is ($\beta = -.060, p > 0.05$), and Role ambiguity ($\beta = -.056, p > 0.05$) does not have a significant influence on job satisfaction. Time pressure ($\beta = -.197, p < 0.05$), and Physical environment ($\beta = -.345, p < 0.05$) have a significant influence on job satisfaction.

5.2 Conclusion

The purpose of the study was to develop the conceptual framework which has been developed for the study. The objective of this study was to examine the effect of Job stress on Job satisfaction .The study was conducted in selected Non-governmental organizations; Hope for Justice and Make your mark.

The results of the correlation and regression analysis revealed that there was a negative relationship between job stress and job satisfaction and job stress have an effect on job satisfaction.

Thus from this study it is concluded that, it is crucial to constantly check the workplace for factors that could lead to stress. Additionally, it's critical to not just check on these stresses related factors but also create a healthy workplace where staff members can function without stress.

5.3 Recommendation

Based on the major findings and conclusion the researcher recommends that:-

To improve physical environment as Employees spend a lot of time on their work environment, the organizations should provide an open and spacious work environment rather than a confined space, adequate lighting make for better working conditions, use an air conditioning system so that workers have control over their working environment. On-governmental organizations don't own buildings, when they rent facilities for their activities, so they should take into account things like heat, humidity, noise, and light when they rent facilities.

To improve Time pressure the Organizations should restructure jobs that are overburdening in order to reduce workloads in one person. In some cases, organizations could implement flexible working hours, allowing employees to work over the weekend or after hours as long as outputs are met. Instead, than relying on last-minute communication that forces workers to work long hours at their jobs to finish a task, new methods of communication should be employed to ensure that information reaches employees in time for better preparation.

To improve the stress management techniques the organization should have periodic job stress survey to monitor the degree of job satisfaction and to determine all the factors affecting job satisfaction, and based on that it should develop stress management mechanisms address them with employees via employee communication channels.

5.4 Suggestion for future researches

The results of this study show that job stress and job satisfaction is a meaningful construct that is worthy of future research. The sample size could have increased to more rather than 120. The study's scope can be expanded and enriched to include additional factors, such as lack of power, role conflict, role insufficiency, organizational structure and information flow, perceived career development and promotion opportunities, and external commitments, that might predict job satisfaction in addition to role overload, role ambiguity, time pressure, and physical environment. The study only used a quantitative approach, and to make the conclusions more convincing and realistic qualitative analysis is suggested.

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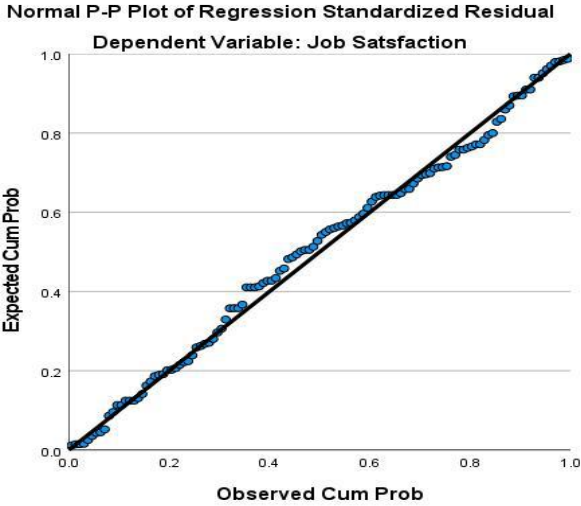
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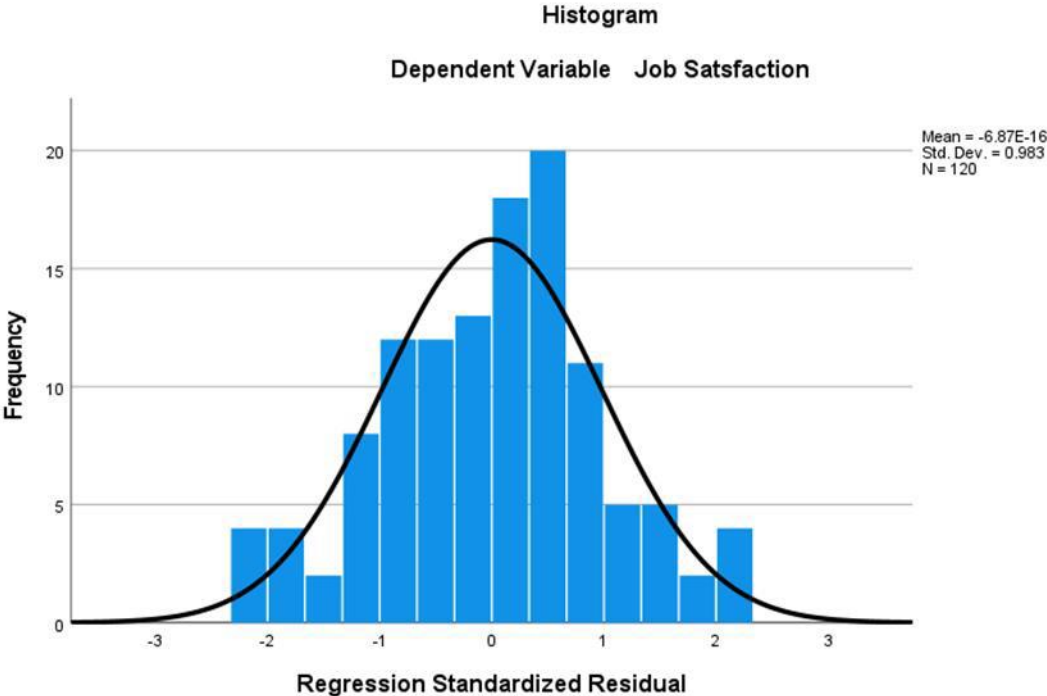
Appendix 1: Probability-Probability (P-P) Plot of the Standardized Residual

Figure 2: Probability-Probability (P_P) Plot of the Standardized Residual



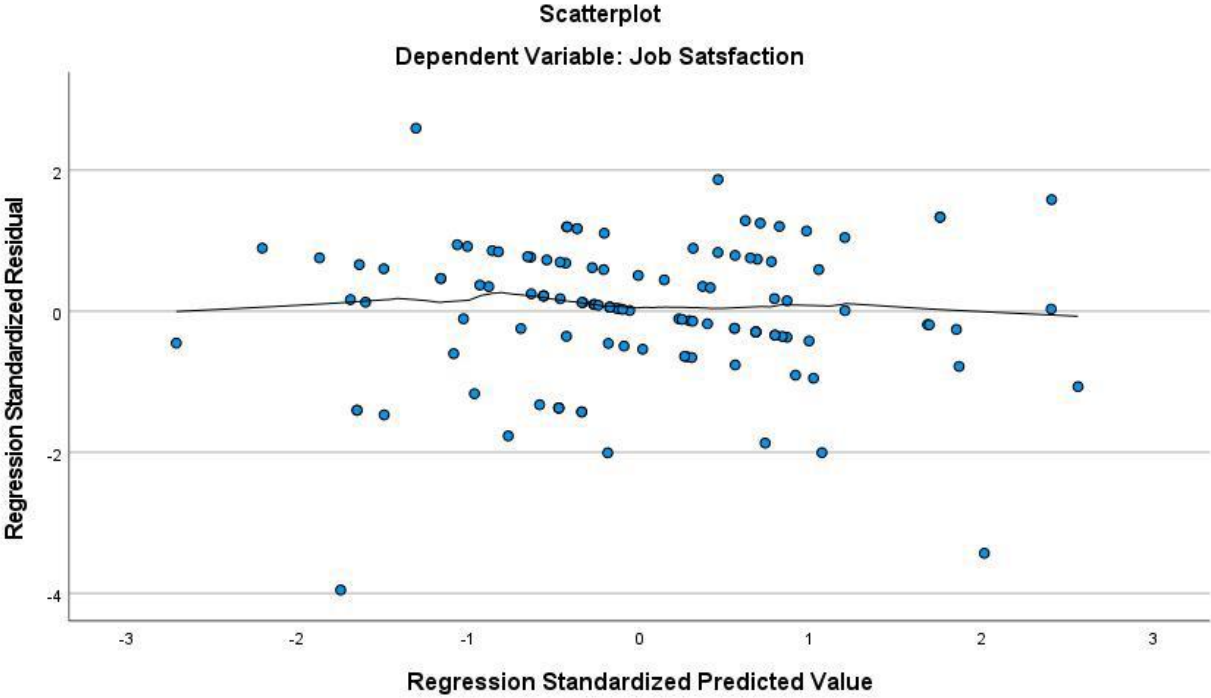
Appendix 2: Frequency Distribution of Standardized Residual

Figure 3: Frequency Distribution of Standardized Residual



Appendix 3: Scatter Plot

Figure 4: Scatter Plots of Regression Standardized Residual against Standardized Predicted Values



Appendix 4 Survey Questionnaire in English

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Department of Human Resource Management Program

Questionnaire to be filled by Employees of selected

Non-Governmental Organizations:

Dear Participant:

My name is Tinsae Teka and I am a graduate student at Addis Ababa University School of Commerce. As partial fulfillment of my Master's Degree, I am examining the Effect of Job Stress on Job Satisfaction: The case of selected Non-Governmental Organizations. You are kindly invited to openly fill in this questionnaire. Participation in this study is voluntary. The information you provide will be kept confidential, and it will only be used for academic purposes.

I thank you for taking the time to assist me in my academic endeavors.

If you require additional information or have any questions, please contact me through:

Mobile No: +251-945759092 or email: tinsaeteka1989@gmail.com

Instruction:

- ✓ Please do not write your name
- ✓ Put "√" or "x" mark in the box to the point which mostly reflects your idea

I. Demographic data

1. Name of your Organization _____

2. Gender:

Male

Female

3. Age

23 or below 24-35 36-45 >45

4. Education level

MA/MSc BA/BSc. Diploma Vocational school

Other, please state _____

5. Employment Experience:

< 5 years 5 - 10 years 10 - 15 years >15 years

6. The unit you are working for:

Program staff unit Support staff unit

II. Research Related Questions

The following questions are presented on a five-point Likert scale. If the item strongly matches your response choose 5 (Strongly Agree), if you moderately agree on the idea choose 4(Agree), if you do not have any idea or information on the point choose 3 (Neither Agree nor Disagree), if you moderately disagree with the point choose 2 (Disagree) and if you completely disagree with the point choose 1 (Strongly Disagree).

Instruction: Listed below is a series of statements that represent the conditions that exist for you in the organization you work. Please circle the number that best describes your situation to show your level of agreement with each statement.

1 = "Strongly Disagree" 2 = "Disagree" 3 = "Neither Agree nor Disagree"

4 = "Agree" 5 = "Strongly Agree"

Role overload		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am given enough time to do what is expected of me at my	1	2	3	4	5

	job. (R)					
2	It often seems like I have too much work for one person to do in my job.	1	2	3	4	5
3	The performance standards on my job are too high.	1	2	3	4	5
Role Ambiguity		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I do not feel secure about how much authority I have. (R)	1	2	3	4	5
2	Clear, planned goals and objectives exist for my job. (R)	1	2	3	4	5
3	I know that I have divided my time properly. (R)	1	2	3	4	5
4	I know what my responsibilities are. (R)	1	2	3	4	5
5	I know exactly what is expected of me. (R)	1	2	3	4	5
6	The explanation is clear of what has to be done. (R)	1	2	3	4	5
Time Pressure		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have unachievable deadlines.	1	2	3	4	5

2	I have control over my work speed. (R)	1	2	3	4	5
3	I have to work very fast.	1	2	3	4	5
4	I have to neglect some tasks because I have too much to do.	1	2	3	4	5
Physical Environment		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The level of NOISE in the area(s) in which I work is usually high.	1	2	3	4	5
2	The level of LIGHTING in the area(s) in which I work is usually poor.(R)	1	2	3	4	5
3	The TEMPERATURE of my work area(s) during the SUMMER is usually comfortable.	1	2	3	4	5
4	The TEMPERATURE of my work area(s) during the WINTER is usually comfortable.	1	2	3	4	5
5	The HUMIDITY in my work area(s) is usually either too high or too low.	1	2	3	4	5
6	The AIR in my work area(s) is clean and free of pollution.	1	2	3	4	5

7	My WORK AREA(S) is/are extremely crowded.(R)	1	2	3	4	5
8	The overall quality of the PHYSICAL ENVIRONMENT where I work is poor.(R)	1	2	3	4	5
Stress Management Technique		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	In my organization, there are stress management techniques for dealing with job stress.	1	2	3	4	5
2	The goal that I was given by the organization is rational	1	2	3	4	5
3	Employee health and well-being programs are available at my organization.	1	2	3	4	5
4	I receive good employee benefits (good work-life balance, flexible working hours).	1	2	3	4	5
Job Satisfaction		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel fairly satisfied with my present job	1	2	3	4	5
2	Most days I am passionate about my work	1	2	3	4	5

3	Each day of work seems like it will never end	1	2	3	4	5
4	I find real enjoyment in my work	1	2	3	4	5
5	I consider my job rather unpleasant.	1	2	3	4	5