



**Addis Ababa University Business and Economics
School of Commerce
Master of Human Resource Management
The effects of job stress on job satisfaction in the case of
Arada sub city administration office**

**A Thesis Submitted to Addis Ababa University, School of
Commerce in Partial Fulfilment of the Requirements for the
Award of Master of Arts in
Human Resource Management**

Submitted by: Abiel Demissie GSE/8946/12

advizer; Adana Atara (PHD)

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Declaration

I hereby declare that this research paper entitled, 'effects of job stress on employee job satisfaction in the case of Arada sub city administration office' is submitted to the department of Human resource management, designed for the partial fulfillment of the requirements for the masters of Arts degree in Human resource management is based original literature review and data carried out by myself under the specific supervision and guidance of Adana (PHD) during the academic year 2021-2022. This research paper has not been submitted for any degree in this University or any other Universities.

Abiel demissie

Signature: _____

Date: _____

Certificate

This is to certify that this research paper entitled effects of job stress on employee job satisfaction in the case of Arada sub city administration submitted by Abiel Demissie under my guidance in partial fulfillment of the requirements for masters of Arts degree in Human resource management, during the academic year 2021-2022.

Adana (PHD)

Signature: _____

Date: _____

APPROVAL SHEET

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=====

We, the undersigned, members of the Board of Examiners of this research paper defenced by Abiel Demissie have read and evaluated his research paper “effect of Job stress on employee job satisfaction in the case of Arada sub city administration ”, and we examined the students work. This is, therefore, to certify that the research paper accepted in partial fulfilment of the requirements for the masters of Arts degree in Human resource management.

the Examining Committee:

Examiner ______Signature ______Date

Examiner_____ Signature_____ Date

Advisor_____ Signature_____ Date

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Acronyms

NW:	nature of work
JBS:	job satisfactions
HRM:	Human resource management
WE:	working environment
EMR:	employee manager's relation

Abstracts

The main objective of this study is to investigate the effects of job stress on employee job satisfaction in the case of Arada sub city. The research was analyzed by using a descriptive and inferential method. Furthermore questionnaire method, key informant interview and focus group discussion methods were employed to collect important data. There were 125 employees, to whom the questionnaires were administered. The data was analyzed by using SPSS software (Statistical Package for the Social Sciences) and presented in form of tables and charts. The research found that nature of work, working environment, work overload, and employee manager's relation are source of job stress in arada sub city. Nature of work is the most determinant of employee's job satisfaction followed by work environment, work overload, role conflict, and employee manager's relation factors respectively. The regression model indicates that 61.2% of employee job satisfaction explained by independent variables. It was recommended that. Identifying and optimizing the factors influencing job stress and job satisfaction and additionally providing direct staff support by management should be improved and performed by leaders to minimize job related stress and to enhance employee job satisfaction.

Key words: job stress, job satisfaction, nature of work, working environment

Chapter one

Back ground of the study

1.1 Introduction

Job stress may be defined as the harmful bodily and emotion of someone that rise up whilst the desires of the activity do now no longer compete with the abilities, method, or desires of the worker. Job stress can cause terrible energy or even damage. (Mansoor, Fida, Nasir, & Ahmad 2011) says in that article the phrase stress is frequently from bodily technological know-how in which it method the energy engaged upon a motive to cause destruction, winding, or breaking. In the case of people stress is time and again used to outline the body's reactions to needs engaged upon it, whether or not those needs are favorable or unfavorable. Whatever that bases stress is known as a stressor.

Stress is an ecofriendly state of affairs wherein for entire undertaking someone is needed and whilst the man or woman accomplishes the undertaking there may be a distinction with inside the rewards that she or he imagines. The companies aren't complete fill the call for of worker. In that state of affairs the worker feels stress on their activity and the end result this is come from that state of affairs aren't precise. The personnel aren't taking part with inside the different sports of the organization. They are come overdue on their activity or absenteeism or laziness is growth and can be totally precise bye their activity (Mcgrath& Alto, 1976).

According to (Rehman, Irum, Tahir, Ijaz, & Salma, 2012) if the desires of an organization are massive and wider than the worker of an organization are expects from their jobs and the work are maintain for a totally lengthy time period with none destroy then the personnel of an organization feels burden on them and aren't pay attention into their work properly. They sense worn-out on their habitual job and this can purpose of any intellectual, interval, conduct or bodily trouble.

In the mounted or rising international locations job stress is one of the maximum sizable place of job health danger for the personnel. There are many elements that create issues with inside the administrative center e.g. the overload of labor, function conflicts, disturbance of their bodily surroundings, low revenue etc. And the personnel of an organization are fear approximately the ones issues.(Ahari, Mehrabi, &Karimi2013) says in his study at that with inside the preceding the organization thinks that the worker satisfaction isn't always vital however the state-of-the-art look at proves this concept definitely incorrect. Job satisfaction is the extent of gladness for someone feels approximately his or her job. Job satisfaction falls into tiers: affective job satisfaction and cognitive job satisfaction

Affective job satisfaction is someone's emotional feeling approximately the entire lifestyles of activity. Cognitive job satisfaction is how happy personnel sense concerning a few capabilities in their activity, inclusive of revenue, periods, or profits.

However its miles locating that job stress and worker job satisfaction are separate ideas however those ideas are interconnected with every different. If the personnel of an organization are satisfied with their job and don't sense stress on their job then this is right for the organization due to the fact its miles says that a satisfied employee is effective employee. The preceding study proves that job stress immediately effect on worker job satisfaction, overall performance of the worker and patron satisfaction. If the organization controls the overload of labor, function warfare among the personnel, growth the revenue of the personnel, and issues in bodily surroundings then the personnel aren't sense stress on their jobs and happy with their job and sense satisfied.

The human beings with excessive stage of job stress might not be happy with their job. This dissatisfaction might also additionally negatively affect at the organizational overall performance (Sheena et al, 2005; Ajay Kumar, 2015). So, the cutting-edge companies bear in mind job stress and job satisfaction in their personnel as vital place of job troubles (Munich,

2008). Job stress is a critical component to job satisfaction. Job stress ends in antagonism and activity dissatisfaction some of the researcher (Munich, 2008).

Job satisfaction might also additionally shield the personnel from stressors In widespread, job stress has been considered as a predecessor of job satisfaction and the constructs were handled as associated but distinct (Stanton, Bachiochi, Robie, Perez, & Smith, 2002). According to Stamps & (Piedmonte1986) job satisfaction has been determined sizable relation with job stress. Organization elements inclusive of workload and running situation are negatively associated with job satisfaction (Vinokur-Kaplan1991). The loss of satisfaction may be a supply stress, at the same time as excessive satisfaction can lighten the consequences of stress it method that each of job stress and job satisfaction are interrelated.

1.2Statement of the problem

Job stress has end up one of the famous work burden with inside the organization. The relation among job stress and job satisfaction is turning into ever clearer and plenty of companies speak approximately the significance of stress sizable quantity Of studies has been project the merge Cause of job stress and the connection among job stress and job satisfaction maximum of those study done with the aid of using advanced and few developing country job stress

Has turning into a trouble each privet and governmental organization.

(Essiam, Mensah, &Gyamfi, 2015) tells the financial outcomes of labor associated stress he additionally says that during their article that an organization workers cannot be completed below strain as it may be the cause of the low production, unhappiness and terrible bodily fitness. A quantity of things are consequences on worker job satisfaction inclusive of overload of labor, separation, extensive hours worked, innocent work atmosphere, difficult affairs among co-people and function uncertainty, inflammation and absence of possibilities or suggestion to improvement in one's talent stage. (C.K, job stress and job satisfaction) Says of

their article that job stress immediately impact on worker job satisfaction, overall performance of the worker, and productiveness of the organization.

There are contrary relation amongst job stress and worker job satisfaction. If personnel aren't feeling stress on their job and are happy with their activity then that is superb effect on organization productiveness. If personnel sense stress on their job and aren't happy with their job then that is terrible effect on organization productiveness.

According to the study of (Soleimanpour, 2015) job stress are the unique impact at the functions and occasions of the organization. He says that a few stress are beneficial for the organization and a few stress and energy is vital to extrude the social flexibility. On the opposite hand, strain has many unique impact different overall performances of the personnel and productiveness of the organization.

Arada sub city is providing public service for peoples in the area by hiring employees in 25 sectors. However as observed by the researcher employees in the sub city administration have a lot of complain and the absent record of employees from time to time is increased, it maybe because of job dissatisfaction. Furthermore the researcher observed that there are many elements that affect job satisfaction of employees in Arada sub city administration office those elements are sourced out from job stress related factors includes working out of placement, bad relation with supervisors, lack of clarity on the jobs, unsupportive working environment etc. are observed in the administration. To the best knowledge of the researcher and the literatures searched shows that to date; no research has conduct on the effects of job stress on employee job satisfaction particularly in the case of Arada sub city. Thus, gaps exist with respect to understanding the problems facing employees in the sub city administration; the intent of this study is to investigate the effects of job stress on employee job satisfaction in Arada sub city. Furthermore this study consider nature of jobs and employee managers relationship as a dimensions of job stress which were missed by previous researchers

1.3 objective of the study

1.3.1 General objective

- To investigate the effects of job stress on employee job satisfaction of arada sub city administration office

1.3 .2 Specific objective

- To find out at the essential reasons/elements of job stress
- To investigate working environment stress toward job satisfaction.
- To determine the effects of nature of work on job satisfaction.
- To examine the effects of work overload on job satisfaction
- To investigate the effects of employee managers relation on employees job satisfaction
- To identify the effects of role conflict on job satisfaction

1.4Hypothesis

After a detail reviews of empirical and theoretical data the researcher develop the following hypothesis for this study

Ho1: nature of the job has no significant effect on job satisfaction

Ho2: role conflict has no significant effect on job satisfaction

Ho3: working environment has no significant effect on job satisfaction

Ho4: work overload has no significant effect on job satisfaction

Ho5: employee manager's relation has no significant effect on job satisfaction

1.5 Significance of the Study

In addition to fulfilling the academic requiremen to f the researcher,the result of the study

will have the following benefits for the worda administration,employees,and future

researchers .Firstly,it was provided valuable information for the worda administration to adopt appropriate strategies to reduce job stress by improving the employees'satisfaction .Besides,the study awar e employee stake appropriate measures to reduce the stress and saving themselves from avariety of health issues.Finally,this study can serve as asource document or reference material for any one who wants to undertake a further study on the same or related topic.

1.6 Scope and Limitation of the study

The scope of the study the impact of job stress on employees job satisfaction in the case of arada sub city particularity focusing three wordas namely worda 2, 4, and 9 despite the fact that there are a hundred twenty four worda in Addis Ababa so the studies most effective limited particularly place and the information is amassed and analyzed from decided on 25sectoral office inside wordas the locating couldn't cope with the whole worda with inside the city , During the study , the researchers confronted with unique restricting elements inclusive of unwillingness of a number of the respondents to fill the questionnaire, very a whole lot loss of time, etc.

1.7 organization of the paper

This thesis is organized into five chapters

Chapter one: - deals about introduction which consists of back ground of the study, statements of the problem, objective of the study, hypothesis of the study, significance of the study, scope of the study, and organization of the study.

Chapter two: - deals related literature which includes theoretical and empirical evidence.

Chapter three: - discusses research methodology which consists, descriptive of the study area, research design, type and source of data, population of the study, sampling techniques, data gathering method, and data analyzing methods.

Forth chapter: - result and discussion. In this chapter the result of the study will be presented and discussed.

Chapter five: is about finding, conclusion, different types of recommendation and future direction will be provided.

1.8 Operational Definitions of Terms

Some of the variables or phrases used on this studies and different ideas are indexed under;

Employee:-refers to someone running job in. arada sub city administration office

Stress is an ordinary patron mindset closer to a carrier provider, or an emotional response to the distinction among what clients count on and what they receive, concerning the achievement of a few need, purpose or desire”.

Sub city - is subdivision of city management.

Job. A piece of labor, particularly a particular undertaking completed as a part of the habitual of one's career or for an agreed price: She gave him the activity of mowing the lawn. Submit of employment; complete-time or component-time role: She became in search of a activity as an editor. Source "<https://www.dictionay.com> "<https://www.dictionay.com>

Population: - is the full organization of human beings from which the entire facts is wished.

Woreda: - is the decrease administrative stage of presidency in decentralized. System

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Literature

2.1.1. Concept and definition of job stress

Job stress is the response human beings may moreover have whilst furnished with work wishes and stress that are not matched to their statistics and competencies and which demanding situations to manipulate. Stress occurs in huge style of work situation but it often made worse whilst personnel enjoy they have little help from supervisor and co-worker and wherein they have little manipulate over work or how they are able to deal with its wishes and stress, (Staviroula L. 2003) When someone stresses stand up from his/her process or employment is known as job stress. We can use each Job stress and occupational stress interchangeably (Brock & Grady, 2002).

2.1.2 Definition of stress

McGrath (1970) *defines job stress* as an obvious, principal inequality among call for and responsibility, below conditions wherein failure to satisfy the needs has a cost. Job stress usually arises whilst there's a relationship among someone and his surroundings. There is capacity for stress whilst an environmental situation is perceived as offering call for which threatens to exceed the worker's competencies and sources for assembly it. Every profession has a few stresses, which can also additionally fluctuate in its degree. Work stress arises from stressors with inside the place of work. These are the worrying and unreasonable conditions related to the enterprise itself. They encompass excessive ranges of organizational politics, worrying organizational cultures, and

negative management patterns that may create friction heighten dysfunctional opposition among people and growth stress (Ivancevich et al. 2006).

2.1. Three Theories of job Stress

There are a number of process pressure theories. (Cooper, Dewe&O'Driscoll 2001) were categorized as job stress both interactional and cognitive-transactional.

2.1.3.1 Cognitive - transactional idea of stress

The cognitive - transactional idea of stress described via way of means of (Lazarus et al. 2001) as a selected dating among the man or woman and the surroundings this is evaluated via way of means of the man or woman as tough or exceeding his or her sources and endangering his or her well - being. Yet extra latest model of this theoretical version shows that it's far the appraisal of this transaction that gives a causal pathway which can higher explicit the character of the underlying mental and physiological mechanisms which underpin the general system and enjoy of stress. In this sense, any element of the work surroundings may be perceived as a stressor via way of means of the appraising person. Yet the person appraisal of needs and abilities may be inspired via way of means of numerous elements, which include character, situational needs, coping abilities, pervious experiences, time-lapse, and any contemporary pressure country already experienced (Prem et al. 2017).

According to (Ganster and Rosen 2013) offers a huge consensus that stressors best exert their results thru how a person perceives and evaluates them. According to (Aspin wall and Taylor 1997) the transactional idea enjoy of place of work stress is related to publicity to unique place of work conditions, and someone's evaluation of problem in managing. This enjoy is normally followed via way of means of tries to deal with the hassle and via way of means of modifications in mental functioning, behavior, and function.

2.1.3.2 Interactional Theory of stress

As per (Cooper et.al 2001), Interactional theories of stress focal factor at the structural capabilities of the man or woman's interface with their work surroundings. (Jones & Kinman, 2004) used essential input-output or stimulus-reaction approaches, wherein the size to which principal existence activities or capabilities of labor layout anticipated a bad outcome-be it, mental, physiological, or behavioral. The environmental-stimulus-person reaction definition reasons what's referred to as the stressors and stress method that is discovered with inside the occupational pressure literature,. The dating among stressors and stress is taken into consideration to be pivotal. Hence, maximum studies specializes in sensing diverse occupational stressors and inspecting their dating to various indices of frightened tension, which include measuring person and organizational elements that could restrain this dating (Hart & Cooper, 2001).

2.1.4 Models of job Stress

Employers and governments round the sector have had an hobby in growing fashions for occupational stresses for the meaning two decades and, lots of researches has been undertaken on this field (Huang, Feuerstein and Sauter, 2002).

2.1.4.1. Person-Environment Fit Model:

This version is proposed via way of means of French and Caplan and his colleagues in 1972. According to this version, Stress and stress with inside the place of work are resulting from the interplay of worker together along with his or her surroundings. It counseled that process pressure takes place if person lacks the competencies, skill, or sources which can be essential to satisfy the needs of her or his works and organization If process needs and pressures with inside the place of work exceed the abilities and abilities of an worker's desires and values, warfare with those work's

needs, a misfit among the traits of an person and his or her work surroundings takes place (Wong & Tetrick 2017). The large discrepancies with inside the healthy among the person and the surroundings, the extra excessive the occupational stress will be, and the better the chance that the person will enjoy bad results in his or her process satisfaction.

2.1.4.2 Beehr and Newman's Facet Model

As per (Beehr and Newman's Facet version 1978), job stress can be damaged down into numerous capabilities that stand for classes of variables to be studied. Personal side refers to each function that personnel convey with them to the place of work, the time feature, which well-known shows that the system of an person's perception of stressor with inside the surroundings is placing with of time situation.

2.1.4.3. Dynamic Equilibrium Model:

This version proposed via way of means of (Hart and Cooper 2001) offers with the priority of the position character performs with inside the stress system. According to this idea, Stress occurs whilst disequilibrium exists that impacts the person's everyday degree of mental wellness now no longer conceptualized as a call for, a reaction, or system. Stress consequences from a number of variables which include character traits, coping with system, paintings enjoy that may be nice or bad

2.1.4.4 Demand-manage fashions:

The call for-manage version is evolved via way of means of (Karasek 1979). It proposed that after personnel are below excessive work -call for and however with low work -manage, the mental and organic issues will happen. (Karasek 1979) said that extra nice job overall satisfaction degree may be accomplished whilst operating below excessive work manage and excessive work - call for.

The dating among stress and worker overall performance is defined via way of means of the “Inverted-U” (Gillespie et al., 2011).

2.1.5. What Causes Work Stress?

Poor work business enterprise that is the manner we design jobs and work system, and the manner we control them, can reason job stress. Excessive and in any other case unmanageable needs and stress may be resulting from negative work design, negative control and unsatisfactory operating circumstance. Similarly this stuff can bring about people now no longer receiving enough assist from others or now no longer having sufficient manage over their work and its strain. There are variations in underlying reasons and triggers of work associated stress for everyone. However, a few place of work elements are much more likely to result in pressure than others: badly designed shift work, negative communications, and negative or maybe non-existent structures for managing bullying and harassment can all boom tiers of place of job stress

The stress starts with the call for and possibility from surroundings for someone and ends with the character’s reaction to that call for and possibility (Shah, 2003). In below advanced international locations like, Nigeria because of recession in economy, stress is skilled extra in each career personnel. It refers back to the reaction of character traits in the direction of the operating situations and it's far fashioned through the context with wherein work takes place (Oke& Dawson, 2008).

There are numerous elements which reason stress in personnel at process and those elements are process timings, pay, bonus, work load and peer mind-set (Manzoor, 2011). Work load, technological issues, better targets, repayment and revenue, results of selections, control and peer

assist conduct, longer time body are the principle elements of inflicting stress in personnel (Badar, 2011).

With boom in designation, stress will increase and elements of making pressure in personnel are feeling undervalued, work domestic interface, worry of joblessness, annoying incidents at works and monetary instability (Dar et al., 2011). Work stress may be caused by the subsequent angles consistent with angel

WHO

1. Context to Work – Potential Hazardous Conditions Organizational tradition Poor communication, low tiers of assist for hassle fixing and private improvement, loss of definition of organizational objectives. Role in business enterprise Role ambiguity and function conflict; duty for humans unclear. Career improvement Career stagnation and uncertainty, beneath neath or over merchandising, negative pay, process insecurity, low social price to work. Decision latitude/ manage Low participation in choice making, loss of manage over jobs. Interpersonal relationships at workers Social or bodily isolation, negative relationships with supervisor, interpersonal conflict, loss of social assist. Home-work interface Conflicting needs of labor and domestic, low assist at domestic, twin profession issues.

2. Content of Work – Potential Hazardous Demands work environment and gadget Problems concerning the reliability, availability, suitability and upkeep or restore of each gadget and facilities. Task layout Lack of range or quick paintings cycles, fragmented or meaningless work, underuse of skills, excessive uncertainty. Workload/tempo of labor Work overload or beneath neath load, loss of manage, over pacing, excessive degree of time pressures. Work time table poorly controlled shift operating, rigid paintings schedules, unpredictable hours,

2.1.6. Effects of job stress

Usually, the results of pressure may be classified as follows, consistent with healthful authority work associated stress:

Mental (how the thoughts works);

Physical (how the frameworks);

Behavioral (the matters we do);

Cognitive (the manner we assume and concentrate).

The results of pressure fluctuate from character to character. Many elements have an impact on the character and his/ her interpretation of 'risk', reaction to risk and healing after a threatening reveal in. Different character styles, gender difference, age, context, own circle of relatives history, emotional kingdom, information of self and trendy social consciousness will all have an impact on every character's stress tiers. Negative reactions/anxieties and ongoing emotional troubles may be decreased if there's assist available; however they may be annoyed if there's different out of doors instances which additionally positioned a stress at the character. The reveal in of stress can extensively adjust someone's conduct. Often, others will observe those adjustments and touch upon them earlier than the character realizes that the adjustments have turn out to be obvious in his or her conduct. Sometimes, while confused, the maximum major alternate in conduct is anger – many humans react to the sensation with intermittent rage. Others react to the sensation with decrease resilience, tearfulness and an inclination to turn out to be effortlessly upset. Some might also additionally react through conducting delinquent activities. Gambling, heavy smoking and immoderate consuming or ingesting May is also involved. In excessive cases, different phobic behaviors or compulsions can increase with a view to want longer-time period expert intervention

to remedy. Irritability because of pressure can create secondary issues including the lack of social assist. Scientific studies has established that being confused over a extended time period is related to clinical situations including extended blood strain and cardiovascular issues.

2.2. Job Satisfaction

2.2.1 The idea and definition of job satisfaction

Job satisfaction is an crucial detail from organizational perspective, because it ends in better organizational dedication of personnel and excessive dedication ends in general organizational fulfillment and improvement (Feinstein, 2000, as noted through Ahmed et al 2010) moreover growth, effectiveness and performance of the business enterprise and coffee personnel' intentions to go away the business enterprise (Mosadeghard 2000), as noted through (Ahmed et al 2010) Human assets studies has properly set up the significance of job satisfaction for retention (Arthur 2001). Defining and measuring job satisfaction has been a difficult process, which has been subtle via a long time of studies and continues to be occurring. The observe of job satisfaction grew out of numerous colleges of control principle courting again to Taylor's early packages of the medical approach to manufacturing unit issues withinside the first a part of the twentieth century (Locke, 1976).

According to (Cranny et al. 1992), job satisfaction is normally agreed upon through researchers to be an effective response to a process that outcomes from the worker's assessment of real results with the ones which can be desired job satisfaction has been described as "a gratifying or advantageous emotional kingdom attributable to the appraisal of one's process or process stories" (Locke, 1976: 1300). Locke (1976 as noted in Luthans 2005) forwarded that; even though,

theoretical analyses have severely common job satisfaction as being too slender conceptually, there are three normally common dimensions to job satisfaction.

First, job satisfaction is an emotional reaction to a process scenario.

Second job satisfaction is frequently decided through how properly results meet or exceed expectations.

Third job satisfaction represents numerous associated attitudes (Luthans, 2005). Extensive studies has been performed approximately the connection among job satisfaction and different work associated behaviors or attitudes including process overall performance, stress and fitness, trendy lifestyles satisfaction , dedication to the organization , pro-organizational behaviors and in the end the idea of worker turnover. Improving satisfaction hence seems to be instrumental in lowering worker turnover (Zeytinoglu et al. 2007). Organizations with happy personnel have happy customers/clients.

These outcomes in businesses with happy personnel having better tiers of patron retention, which will increase general profitability (Reichheld and Sasser, 1990). Satisfied people had been discovered to be extra devoted to businesses, have extra favorable attitudes in the direction of work and the organization , extra conscientious, much more likely to assist co-people, to have more willingness to record unethical behaviors, and to be much less possibly to go away their jobs than disappointed people.

(George and Jones (1996) accede to this opinion once they posit that there's a vulnerable to slight poor courting among process delight and turnover. (Cranny et al. (1992) similarly notice that process delight has been proven to persuade attendance at paintings, pro-organizational behaviors, balloting for or towards union representation, selections to go away the business enterprise or to

retire, and mental withdrawal behaviors. The findings of studies had been inconsistent over a time period. This thoroughly can be due, however, to the extensive version in definitions of process delight and with inside the validity of techniques used to degree it (Cranny et al., 1992).

However, a good extra extensively common courting is the hyperlink among worker process delight and worker turnover. Employee process delight is possibly the maximum vital thing in process retention.

2.2.2. Theories of Job Satisfaction

Although there are numerous exceptional methods to information job satisfaction, four precise ones stand out as offering the quality perception into this very crucial mind-set the two thing principle of job satisfaction , the dispositional version, price principle and social data processing version (Greenberg et al, 2009). A. Two thing principle of Job Satisfaction According to (Luthans 2005), Herzberg's elements is a fixed of motivators that drives humans to achieve.

He asserts that Herzberg's principle includes dimensions called "hygiene" elements and "motivator" elements. The hygiene elements are preventive and environmental and they're the components of the roles which create dissatisfaction however, if now no longer gift, handiest go back the employee to impartial factor of job satisfaction. These process elements consist of business enterprise coverage and management, supervision, interpersonal family members, blessings, job security, revenue and operating situations.

Herzberg states that hygiene troubles cannot encourage personnel however can limit dissatisfaction and function a factor of departure for motivation. On the alternative hand, pleasurable motivator wishes that are associated with process tasks, process content, achievement, reputation, duty, development and different intrinsic components of the process can result in job satisfaction,

2.3 Empirical literature job stress

In that studies paper the researcher (Hans, Mubeen, &Saadi2014) job stress and job satisfaction are the crucial troubles the established order which could affect the overall performance and productiveness of an organization. They locate the Degree of job stress and job satisfaction some of the headmasters of Building School in Muscat, Sultanate of Oman. They used the easy random sampling method. They took forty two headmasters of that faculty as a pattern. Within dependent questionnaires on job stress and job satisfaction the information became amassed. The amassed information became analyzed and describe via descriptive statistic. The end result of the study suggests that the headmasters of the Building School sense sizable stage of job satisfaction of their problems of labor and much more likely to enjoy stress at their work.

According to the study of (Ganapathi 2013) many elements are impact a job satisfaction undoubtedly or negatively. The researcher look at the effect of job stress on worker job satisfaction among the personnel of small scale industries in Madura. The look at analyzed that elements overload of labor and function roll conflict negatively effect on worker job satisfaction and various factors of bodily surroundings undoubtedly effect on worker job satisfaction. According to the researcher to uplift the productiveness of an organization that is essential for an organization to recognize the wishes of the personnel. The organization have to inspire their personnel and deliver praise and value determinations to their personnel. In order to uplift the productiveness and satisfaction stage and stay in their personnel have to compensate with honest incentives.

(Rita Atindanbila,&Abepuoring2013) look at a studies some of the nurses of unique Ridge and pan tang hospitals of Ghana to research the extent of job stress and job satisfaction. The study proves that various factors of job stress are can have an effect on job satisfaction .one hundred thirty five nurses are decided on from each hospitals as a pattern. To check the amassed

information from each hospitals statistical checks like ANOVA and correlation. The outcomes display that the extent of job stress and job satisfaction is comparable in each hospitals. The end result additionally suggests that the extent of workload is extra than in Ridge health facility and there may be bad terrible dating among job stress and job satisfaction amongst those hospitals. (Talib, 2009) give an explanation for of their look at the relationship among job stress and employee job satisfaction. The researcher conducts their look at amongst Male Navy Personnel at a Naval Base in Lumet, Malaysia. They took the forty two male officials and non-officials as a pattern to discover the impact of job stress on worker job satisfaction and the all information became amassed via questionnaire. The look at proves that job stress is connected with ordinary job satisfaction. The end result of the study suggests that the dependability of each variables became extra than zero.80. The majority of the male Navy employees' knowledgeable honest tiers of job satisfaction with inside the first-rate surroundings of labor facet. The major goal of the study is to locate the connection among job stress and job satisfaction some of the authorities and non-authorities personnel of intellectual fitness.

(Ali, Raheem&Imamuddin2014) carry out an empirical studies look at to decisive the effect of job stress on worker activity overall performance. The study became carried on some of the personnel of personal region universities of Karachi which can be giving the training with inside the disciplines of Business Administrator, Engineering, Medicine, Textile and Fashion. The information became amassed via questionnaire this is primarily based totally on near ended questions and 133 personnel had been taking as pattern. The method of Multiple Linear Regression became used to check the speculation. The locating display incompatible dating among job stress and job satisfaction.

(Dwamena, 2012) discusses approximately of their thesis how job stress has an effect on worker productiveness. The goal of that study is to find out the job stress and its effect of worker's productiveness. The study became carried on in Ghana Ports and Harbors Authority (GPHA), Takoradi. The pattern length for that look at is 106 out of a populace of 320. The purposive and random sampling strategies had been used for this look at and the information became amassed via questionnaire and interviews. The locating display that there are numerous elements that impact on worker productiveness.

(Ramzan, 2013) Take the one hundred forty situations as a pattern and the information became amassed via near ended questionnaire. The statistical check of regression, correlation and reliabilities strategies are used to research the information. The outcomes display that there may be consequential terrible dating among job stress and job satisfaction overall performance. The end result additionally suggests that due to job satisfaction the overall performance of people became decreased.

(Zeb&Rahman, 2015) look into out the effect of job stress on personnel overall performance via examine the moderating impact of motivation. The look at became performed in banking region in Khyber Pakhtunkhwa Pakistan. Two hundred personnel of banking region had been randomly decided on as pattern. The information became amassed via administrated questionnaire and via regression and Pearson correlation the information became analyzed. The study suggests that the outcomes are first rate and there may be a terrible dating among job stress and personnel overall performance in banking region. Between job stress and worker overall performance motivation performs a moderating function. The motivation has terrible effect on job stress and superb effect on worker overall performance. Motivation decrees the pressure and motive the overall performance of the personnel of banking region. The motive of that study is to look at the

connection among job stress and activity overall performance. The study became performed with inside the banking region of Pakistan. (Ramay, 2010) Collect the information via questionnaire and the mechanism which can be used to research the information are statistical check correlation, regression and reliabilities. The researcher takes the personnel of banking region as a pattern. The outcomes display that there may be notable terrible dating among job stress and activity overall performance and the end result additionally suggests that job stress lower the overall performance of the personnel

The researcher (Iroegbu, 2014) takes 103 juniors with inside the age of 31 as pattern and via easy random sampling method the information became amassed. Role roll conflict scale measured Role Overload at the same time as the Annual Performance Scores of the organization measured people overall performance. The end result became sizable and there may be opposite dating among works burden and activity overall performance. The study suggests that the low position people are greater professional than the excessive stage people. In an organization the surroundings of labor vicinity performs an essential function in paintings vicinity. If there may be any trouble in paintings vicinity surroundings then the personnel face many issues. If the surroundings of an organization is right the extent of productiveness growth.

(Coleman 1976) concluded that a present day time is the age of tension and stress. The stress itself may be suffering from wide variety of stressors. (Beehr and Newman 1978) described stress as a scenario which pressure someone to deviate from regular functioning because of the change (i.e. disrupt or enhance) in his/her mental and/or physiological situation, such that the individual is pressured to deviate from regular functioning. (Schnieder et al 2003) observed that worker attitudes regarding satisfaction with pay, satisfaction with security, and normal job satisfaction

had been correlated with monetary (go back on assets) and marketplace overall performance (incomes in keeping with share). (Schneider et al. 2003) additionally discovered reciprocal relation among satisfaction with pay and economic overall performance; that is, each motivated every different over time. Employees are confused out due to the fact they're layoffs, instability, uncertainty, adjustments in roles and responsibilities, and elevated workload (Sharratt, 2003). Many worker agree one of the maximum not unusual place issues with inside the administrative center these days is stress. Stress reasons lack of productivity, lack of efficiency, improved worker absenteeism, and plenty of different troubles (Marilyn, 2003).

Stress isn't always a poor phenomenon; additionally it is related with human-environment interactions. Stress at work may be generated by Tasks Demand (work overload or work underload), Role Demands (function ambiguity and position conflict), and Interpersonal Demands.

(McGinty 2007) concluded that the stress with inside the place of work reduces productivity, will increase control pressures, and makes human beings sick in lots of ways. Evidence suggests that the trouble is increasing. Stress degrees rocketed in 2005 - all over the world, whether or not financial pastime changed into selecting up or slowing down (Amble, 2006).

There are numerous variables that could create job stress for worker. In the modern examine, creator has considered overall load stress (Scott, 1966), roll conflict (Fisher and Gitelson, 1983), relationship with authors (Alexandros-Stamatios et al., 2003), work load (Wilkes, Beale, Hall, Rees, Watts & Denne, 1998) and relationship with others (Sauter, Murphy & Hurrell, 1992) because the drivers for process strain for an worker.

2.3.1 Role conflict

Role conflict is any other element that impacts task strain with inside the place of job. (Rizzo, et al 1970); (Van Sell et al 1981); and(Fisher and Gitelson 1983) concluded that roll conflicts certainly negatively correlated with job satisfaction, task involvement, overall performance, tension, propensity to depart the task and task overall performance variables. Role conflict has been defined by(Kahn et al 1964) because the unmarried or more than one roles that confront the function incumbent, which won't be really articulated (communicated) in phrases of behaviors (the function sports or tasks/priorities) or overall performance levels (the standards that the function incumbent might be judged by). (Naylor et al. 1980) kingdom that roll conflict exists whilst focal persons, (function incumbents), are unsure approximately the product to assessment contingencies and are privy to their personal uncertainty approximately them. (Breugh and Colihan 1994) have in addition subtle the definition of roll conflict to be task ambiguity and imply that task ambiguity possesses three awesome elements: work methods, scheduling, and overall performance standards.

(Jackson and Schuler 1985) and (Muchinsky 1997) determined that roll conflict result in such poor effects as reduces confidence, a feel of hopelessness, anxiety, and depression. (Alexandros-Stamatios et al. 2003) says that control function of a corporation is one of the elements that have an effect on works-associated strain amongst workers. (Kahn and Quinn 1970) referred function strain as whatever approximately an organizational function that produces detrimental effects for the individual.

2.3.2 Workload

With improved complexity, controllers use greater affordable manage strategies to adjust their workload. Several researches have highlighted the deleterious outcomes of excessive workloads

or work overload. According to (Wilkes et al. 1998) work s overloads and time constraints had been great members to job stress amongst network nurses. Workload stress may be described as reluctance to return back to work and a sense of regular stress (Hendy et al. 2001) talked about that point stress is the underlying stressor that determines operator overall performance, mistakes production, and judgment of workload. The time stress and venture call for are the operant situations that impact operators subjectively and objectively.

2.3.4 Relationship with other

Workplace relationships are particular interpersonal relationships with vital implications for the people in the ones relationships and the corporations wherein the relationships exist and develop. The first-class of the relationships has vital effects for worker experiences, which includes worker statistics experiences. Both the first-class of interpersonal relationships at workings in addition to the shortage of social aid from others with inside the place of job is ability reasserts of task-associated strain.(Sauter at el 1992) concluded that terrible family members with colleagues, supervisors and subordinates at working were recognized as vital threat elements for strain-associated problems. Cox and Griffiths (1995) argued that people are pretty remoted and acquire little aid from colleagues, supervisors, buddies or family. After reviewing the drivers for the task strain, writer has analyzed the connection among job stress and job satisfaction. Studies have proved a completely important poor relationship among job stress and job satisfaction (Marilyn, 2003 and Homburg & Stock, 2004).

2.3.5Link among Job Stress and Job Satisfaction

Several researches have attempted to decide the link among stress and job satisfaction (Williams & Wong, 1999; and Williams, Pitre&Zainuba, 2000). Job satisfaction and job stress are the two

hot focuses in resource management researches. According to (Stamps and Piedmonte 1986) job satisfaction has been observed great relationship with job stress. (Cooper, et al 1989) identified four job stressors that had been predictive of job dissatisfaction. In different examine, (Vinokur-Kaplan 1991) said that agency elements along with workload and operating situation had been negatively associated with job satisfaction. (Fletcher and Payne 1980) recognized that a loss of satisfaction may be a source of stress, whilst excessive satisfaction can alleviate the results of stress. This examine famous that, each of job stress and job satisfaction had been discovered to be interrelated.

Previous research have said that job satisfaction prompted quite a few worker's affective states, along with temper which have an effect on someone behavior, for example, work load and organizational citizenship (Williams & Wong, 1999; and Williams et al., 2000). Studies have said that worker participation in choice making is definitely related to worker motivation, job satisfaction, organizational commitment, and to a lesser extent, process overall performance (Cotton et al. 1988; and Ganster, 1989).(Loveman 1998) identifies that glad personnel are greater devoted to serving customers, that have been supported through(Silvestro 2000 and Yoon &Suh 2003).

The study of (Landsbergis 1988) confirmed that excessive degrees of job stress are related to low degrees of job satisfaction. Moreover, (Cummins 1990) have emphasized that job stressors are predictive of job dissatisfaction and more propensity to go away the agency.

(Babjide and Akintay 2011) imply that the stress emanated from the process has substantially prompted the perceived stage of job satisfaction. Study of (Igharia and Greenhaus 1992) additionally famous that job stress impacts job stress and job satisfaction negatively.(Koslowsky,

et al. 1995) concluded that if a particular link exists among variables, it may be feasible for personnel to offer intervention to be able to grow the extent of one of the variables in wish that the intervention will enhance different variable as well. In this examine, creator attempted to take a look at the interrelation among job stress and job satisfaction amongst employees of arada sub city administration office

2.4 Theoretical Framework and Hypotheses

There exist essential goal to behavior this examine, first one is to categories a few substantial variables which make a contribution to arada sub city wordas employees “ job stress and secondly to research their relation with job satisfaction with the aid of using preserving in view the situation management office. So resultantly this studies will offer a sensible implication for the in addition perception as to what make bigger can the chosen variables impact with inside the job satisfaction amongst three wordas employees in arada sub city . Two foremost constructs are covered withinside the proposed studies version beneath encompassing job stress and job satisfaction. The definitions of those variables are indexed as follows:

(a) According to (Beehr 1995) job stress is a situation wherein a few traits of the work scenario are notion to motive negative mental or bodily fitness, or to motive chance elements making negative fitness greater likely.

(b) Hackman and Oldham (1975) argued that job satisfaction consists of well-known factors and unique factors: the complete belief of job satisfaction is taken into consideration as well-known factors; process security, pay, co-worker, supervision and private boom and improvement are taken into consideration as unique factors.

Keeping in view the reviewed literature of various variables, their relationships are illustrated in figure one

Independent variables

dependent variable

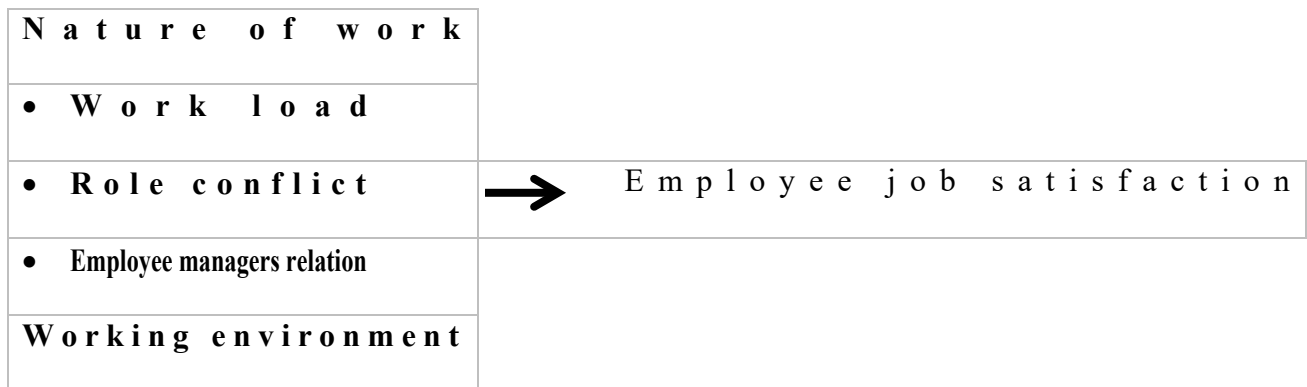


Figure Figure11 diagram of conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter articulates methodology for the research. In the previous chapters, literature pertaining to the study was reviewed, and research gaps identified. This chapter discusses the criteria for determining the appropriate methodology for the study, the research design, including the target population, data collection methods, research procedures; data analysis, interpretation and presentation, and ethical consideration are described. The following sections provide a detailed description of the research methodology that used in this study.

3.3 Research Design

Based on the research objectives, the study termed as explanatory research. The emphasis here is on study in problem to explain the relationships between variables (Saunders, Lewis & Thornhill, 2009). Therefore, the explanatory Study was also employed to explain the cause and effect relationship between job stress and employee job satisfaction. The research is across-sectional type; in a sense that data was collected at one point in time.

3.2 Research Approach

Both qualitative and quantitative approaches were employed in this thesis. The study was also adopting both descriptive and explanatory research designs. A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in a situation (Kothari, 2008). Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection. This research designs preferred

because it often uses visual aids such as graphs and charts to aid the reader in understanding the data distribution. Descriptive statistics are very important in reducing the data to manageable form.

Explanatory study has been also used to explain the relationship between the independent variables, (nature of work, role conflict, working environment, work overload, and employee manager's relationship) and the dependent variable employee job satisfaction.

3.4 Population and Sampling

The population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Uma & Roger, 2009). Population for the current study includes arada sub city administration office, as the target population working in three woreda namely woreda nine woreda four and woreda two therefore the total population for the current study is include 1341 arada sub city administration office 10% of the total population was selected as sample .thus for the current study the researcher choose to classify the overall population in to three woreda that woreda 9, 4 and 2

Spastically proportion to stratified sampling was conduct in order to increase the chance of being able comparison between strata the unit selection from each stratum are proportion to the corresponding stratum population therefore 10%(134)of representative the current employees from the total population where involved to fill the questioner

3.4.1 Sample Size

The sample size refers to the number of respondents to be included in a research study. To determine the sample size, the researchers took 10 % of the population; the target population of this research refers to the 1341 currently working in 25 sectors. The random sampling was applied

in order to identify the number of sample employee selected from each word a 134 employees that assumed to represent the population and the total population is exactly known. Hence, 10% (134) of current employees from the total populations were involved to fill the questionnaires.

Then proportion is allocated to functional three wordas. Accordingly, on the proportional allocation worda 9 ($374/1341 * 134 = 37$) worda 4 ($533/1341 * 134 = 54$) worda 2 ($434 / 1341 * 134 = 43$) respondents was considered in the sample.

3.4.2 Sampling Technique

This study applied random sampling to contact the actual respondents. The three worda t h a t are considered according to the proportionate was to obtain data about job stress and employee job satisfaction. The rationale for using random sampling techniques was to give equal c h a n c e for selected worda.

3.5 Sampling Frame

This became a listing of human beings from which the pattern could be decided on. And it describes the existing occasion of job stress the total population,; managers and administrative people from each sexes had been blanketed.

3.6 Data Source

For realizing the achievement of both the general and specific objectives of the research, the researcher applied primary as well as secondary data. According to Kothari (2004), Primary data are fresh data that are gathered for the first time and thus happened to be original in character. Primary data in this study are those in which the researcher needed to conduct a survey for gathering information at different levels with regard to the inquiry and gathered by focus group

discussion. Secondary data's are those which are made available or have been collected for other research purposes. Within the secondary data exploration, a researcher should start first with an organization's own data archives (Saunders et al., 2009). For this study Primary data was collected through enumerator administered schedules; key informant interviews, and focus group discussion.

Secondary data collected from different, magazines, journals, government office reports, previous research, documents, and other available sources.

3.9 Data Collection Instrument

The essential information series contraptions hired to acquire for this studies at are questionnaires and interviews.

3.10 Procedures of Data Collection and Data Analysis

3.10.1 Procedures of Data Collection

The researchers intend to apply the two classes of information gathering device each questionnaires and interview which had been organized for topics. Then questionnaire had been disbursed to the chosen personnel and amassed for evaluation. Additionally, interviews had been performed with personnel in head to head interaction. Thereafter, the amassed information became analyzed and the outcomes received had been indicated with the aid of using tables and parent and interpreted.

3.10.2 Analysis of Data

Data analysis section of this study was done based on descriptive and inferential analyses. The descriptive analysis includes mean, tables, frequency, percentage and the like. It is preferred

because it facilitates the organization of data, early detection of error, ease of comparison of findings and statistical simplification of data computation. For inferential analysis correlation and regression analyses between variables was also employed. The reason is that correlation analysis helps to show association or relationship between variables of the study while regression analysis is used to measure the effect of independent variables (nature of the job, role conflict, working environment, work over load, employee manager's relation) on the dependent employee job satisfaction

The Statistical Package for Social Sciences (SPSS) version 20 employed as an aid in the analysis. SPSS preferred because of its ability to cover a wide range of the most common statistical and graphical data analysis.

3.9 Reliability and Validity

3.9.1 Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable. There are many ways of estimating reliability one of which is internal consistency. It is a measure of consistency between different items of the same construct. If a multiple-item construct measure is administered to respondents, the extent to which respondents rate those items in a similar manner is a reflection of internal consistency. This reliability can be estimated in terms of Cronbach's alpha (Bhattacharjee, 2012).

Zikmund (2003) stated that, the researcher should conduct the pre-testing to ensure the questionnaire's reliability and to make sure that measures are free from error and therefore yield consistent result. The reliability of the questions for each variables are obtained when Cronbach's

coefficient alpha is at least 0.6. And the internal consistency and reliability of the questions will be considered higher, if the result is near to 1. In general, a reliability of a scale or item may fall between 0 and 1.

In this research, Cronbach's alpha model was used with 6 scales (nature of work, role conflict, working environment, work over load, employee manager's relation, and job satisfaction).

There are no specific rules about the number of items to be used under each scale (variable), but some helpful heuristics exist. Based on different constructs, Hinkin, Tracey, and Enz (1979) suggest that, the minimum number of a quality scale could comprise of four to six items. Accordingly, all variable have 4 and 5 scaled items, whereby they sum up to 27 items for the entire variables. Based on these scale items, the overall reliability of the questionnaire is 0.951, which is greater than 0.6 based on the criterion of Zikmund(2003) it is acceptable. Table 3.3 below depicts reliability of the survey questionnaire using Cronbach's alpha

Table 3.3 reliability

Independent variable and Dependent variable	Cronbach Alpha	NO-of In the scale
Nature of work	.798	5
Role conflict	.859	4
Working environment	.647	4
Work over load	0.798	5
Employee managers relation	0.777	4
Job satisfaction	.809	5
Over all	0.951	27

Source: (spss result 2021).

It can be said from above (table 3.3 that the measurement instruments of this study are reliable.

3.9.2 Validity

According to The Center for the Enhancement of Teaching, listed by Dr. Francis OfunyaAfande in his thesis, validity refers to how well a test measures what it is purported to measure. Validity is the accuracy and meaningfulness of inferences based on the research results. It is the degree to which results obtained from analysis of the data actually represent the phenomenon under study. It is the correctness and reasonability of the data. It refers to getting result that accurately reflects the concept being measured. In relation to construct validity that is the instruments measure the

variables that they are supposed to measure and no other variables. Expert opinion from supervisors and other expert would be sought to assess the validity of the data collection instruments.

3.12. Ethical Consideration

Ethical attention became some of the major attention of studies. Before the information series system all of the vital facts approximately the look at like who's carrying out the look at, and for what motive is the look at behavior, their liberty to depart even at some point of the center of an interview, and different vital facts that respondents want to recognize had been supplied to all respondent in order that it could assist them to determine whether or not to take part or now no longer on this look at. Consequences and they're now no longer harmed because of their participation or non-participation with inside the look at. They had been additionally assured for the anonymity and confidentiality in their reaction.

CHAPTER FOUR

DATA ANALAYSISS

4.1 Introduction

This chapter summarizes the findings of the researcher's investigation, which was conducted using the methods outlined in Chapter 3. It offers a general overview of the respondents' backgrounds as well as a detailed discussion of the specific objectives, as well as descriptive and inferential statistics analysis using SPSS version 20. The study's findings were also reviewed in light of the literature review.

The study prepared 134 questionnaires employees in Arada sub city Administration workers. However only 125 questionnaires were successfully filled and returned (93.3%) response rate. The response rate is summarized and presented in table 4.1 below

Table -1response Rate Analysis

Response rate	Frequency	Present
Response	125	93.3
Non response	9	6.7
Total	134	100

Source: (survey 2022).

4.2 Descriptive analyses

4.2.1 Demographic characteristics of respondents

Table -2 characteristics of respondents

Item	Response	Frequency	Percent
Sex	Male	66	47.2
	Female	59	52.8
	Total	125	100
Age	18-25	27	21.6
	26-35	41	32.8
	36-45	25	20
	46-55	25	20
	Above 56	7	5.6
	Total	125	100
Education level	Certificate		
	College diploma	26	20.8
	BA degree	87	69.6
	MA and above	12	9.6
	Total	125	100
Work experience	Less than 1 years	22	17.6
	2-5 years	47	37.6
	6-10 years	36	28.8
	Above 10 years	20	16
	Total	125	100

Source: (survey 2022

Gender of respondents

According to many studies, there is a considerable difference in employment stress and job satisfaction between men and women. Males account for 52.8 percent of the total respondents in this study, as seen in the table above. Females make up the remaining 47.2 percent of responses. It means that the Arada sub-city administration is dominated by men.

Age of respondents

Previous studies have found that age has an impact on job stress. For example, Fatima et al. (2013) found that respondents' age is related to their stress levels in their study. Older personnel are not having higher stress levels than their younger counterparts. Where age was a significant predictor of occupational stress, younger staff members reported higher levels than older colleagues. In this regard, the researcher gathered data on the respondents' ages in this study. As seen in the table above, 32.8 percent of respondents are between the ages of 26 and 35, with 21.6 percent of respondents being between the ages of 18 and 25. Similarly, 20% of respondents claim that they are between the ages of 36 and 45 and 46 and 55. The remaining 5.6 percent of those polled are over the age of 56. It is feasible to conclude from the facts that staffs in the Arada sub city administration are young and productive.

Education level of respondents

Another crucial component in this study is education level. As shown in the table, the bulk of respondents (69.6% of total respondents) had BA degrees, followed by 20.8 percent of respondents who have a college diploma. The remaining 9.6% of respondents say they hold a master's degree. Based on the findings, it is reasonable to assume that employees in the Arada sub city are well educated, which will aid them in managing workplace stress, as other researchers have found a

negative association between education and job stress. Thorsten L et al. (2015), for example, conducted research on The Association between Education and Work Stress. Their study's key findings show a persistent link between lower education and higher levels of occupational stress.

Experience level of respondents

As shown in the table, the majority of respondents (37.6%) had 2-5 years of experience, followed by 28.8% of respondents with 6-10 years of experience. Only 17.6% of respondents say they have less than one year of experience. The remaining 16% of respondents have worked for more than ten years. It means that the majority of employees in the Arada sub-city administration have between 2 and 10 years of experience.

4.2 descriptive analyses of independent variables

Table 2 five –scaled likers’ criterion

No	Mean range	Response options
1	1.00- 1.80	Strongly disagree
2	1.80- 2.60	Disagree
3	2.60- 3.40	Neutral
4	3.40- 4.20	Agree
5	4.20- 5.00	Strongly agree

Source: (Al-Sayaadet.al 2006).

4.2.1 Work over load

Work overload, according to many research studies, leads to poor employee performance, which leads to job unhappiness. The researcher in this study looked into employee job overload in Arada. The following table shows the result.

Table 3 work overload

			1(SDA)	2(DA)	3(N)	4(AG)	5(AG)	Mean
1	I am working unreasonable working hours and days.	Frequency	10	17	46	52	-	3.21
		Percent	8	13.6	36.8	41.6	-	
2	Unable to meet the deadline I have for my work.	Frequency	9	12	37	45	22	3.47
		Table	7.2	9.6	29.6	36	17.6	
3	I feel unfairly working by the demand place on Me.	frequency	5	21	42	47	10	3.29
		Percent	4	16.8	33.6	37.6	8	
4	I am pressured to work long hours	frequency	1	30	67	18	9	3.03
		Percent	.8	24	53.6	14.4	7.2	
5	I can't neglect some tasks when I face too much to do	frequency	2	17	34	47	25	3.61
		Percent	1.6	13.6	27.2	37.6	20	
	Overall							3.32

Source own survey 2022

As indicated in the table above, the item with the highest mean value (I can't neglect some tasks when I have too much to do) has a mean value of 3.61, which is equivalent to "agree" levels of response rate. The next highest mean value is 3.47, which was reported on item two (unable to meet the deadline I established for my task); this mean value is similarly comparable to "agree" response rates. Based on the findings, it is feasible to conclude that, due to the nature of the job, most activities cannot be completed by coworkers, and employees strive to complete tasks despite having too much work to perform.

The mean values for item one (I work unreasonable hours and days) and item four (I am under pressure to work lengthy hours) are 3.21 and 3.03, respectively. The mean response rates for both items are equivalent to "neutral" levels. Aside from focus group desiccation, participants indicated that workplace stress caused by various difficulties such as work overload, coworker conduct, and

so on is harmful not only to personnel but also to the organization, negatively affecting job satisfaction. Participants suggested that stress can be lessened by providing training, orientation, and a fair compensation package to all employees.

The findings of this study are consistent with those of Belete T. (2014), who conducted a study on "Assessing the effect of work overload on workers job satisfaction" in the case of an Ethiopian commercial bank, and reported that employees feel overworked and work for excessive hours. Work overload, according to Yasir A. (2014), has a considerable negative impact on employee job satisfaction.

4.2.2 Nature of Work

Employee job satisfaction is influenced by a number of things. One of the decisive elements has been found as the nature of occupations. As a result, this study aims to establish the most effective features of job nature on employee job satisfaction in order to enrich jobs for employees inside an organization.

Table --4nature of Work

			1(SDA)	2(DA)	3(N)	4(AG)	5(AG)	Mean
1	My job can't be performed by other if I gate difficulty	frequency	3	25	43	48	6	3.23
		Percent	2.4	20	34.4	38.4	4.8	
2	My job has highly Changing nature.	frequency	2	17	55	41	10	3.32
		Percent	1.6	13.6	44	32.8	8	
3	My job needs complex technology and computer skill	frequency	2	34	41	41	7	3.14
		Percent	1.6	27.2	32.8	32.8	5.6	
4	unclear rules and regulation for the position	frequency	1	11	39	44	30	3.73
		Percent	.8	8.8	31.2	35.2	24	
5	High uncertainty about the future funds and benefits for the position	frequency	4	16	53	47	5	3.26
		Percent	3.2	12.8	42.4	37.	4	
6	Overall							3.34

Source own survey: 2022

The smallest mean value recorded for item three, "My job requires complicated technology and computer skills," is 3.14, which is similar to "neutral" levels of mean value, as shown in the table. The percentage data for the issue, however, show that the majority of respondents (32.8 percent) rate the item as "agree." It means that the majority of occupations performed by employees require technology and computer abilities, which will increase employee stress due to the nature of their work.

On item one and item five, the second and third smallest mean values of 3.23 and 3.26 are recorded, respectively, with assertions of (My job can be performed by others if I have difficulties) and (High uncertainty regarding future funding and benefits for the position). The mean response rates for both items are equivalent to "neutral" levels. However, based on the percentage values of item 1, the majority of respondents (38.4%) chose the option "Agree" for this item. As a result, it's possible

that the nature of most employees' employment can't be filled by coworkers, and their future fund and benefit are not predicted.

The largest mean value for the variable is recorded on item four (unclear rules and regulation for the position) has a mean value of 3.74 which is correspondent with “Agree” levels of response rate. It implies that most of the workers in Arada sub city are highly concentrated about rules and regulation for their position.

During FGD participants stated that The nature of works in the government office has changed in the past 2 years, like systems are changed, employees movement out of their office to other site is increased and so on. Furthermore they highly argue that these changes have not affected all workers equally.

4.2.3 Role conflict

When there is more demand placed on an individual by peers or supervisors, role conflict occurs.

Role conflict is a potential source of job stress, and it has a direct effect on employee job satisfaction. The researcher studies role conflict in the Arada sub city administration, as shown in the table below.

Table 5role conflict

			1(SDA)	2(DA)	3(N)	4(AG)	5(AG)	Mean
1	I received an assignment without manpower to complete it	frequency	7	21	70	19	8	3
		Percent	5.6	21	70	19	8	
2	I perform two or more group who operate quite differently	frequency	4	11	53	57	-	3.3
		Percent	3.2	8.8	42.4	45.6	-	
3		Frequency	3	26	43	53	-	3.17

	Work assignments are not clear.	Percent	2.4	20.8	34.4	42.4	-	
4	I received two incompatible request from two or more people	frequency	1	10	61	32	21	3.5
		Percent	.8	8	48.8	25.6	16.8	
	Over all							3.24

Source own survey, 2022

With a statement of "I received two incompatible requests from two or more people," the highest mean value of 3.5 is recorded on item four of role conflict items. The mean value for this item corresponds to "agree" response rate levels. The next highest mean score is 3.3, which is similar to "neutral" levels of response rate for item two, which is expressed as "I perform two or more groups who operate quite differently." However, according to the percentage values for this item, the majority of respondents replayed "agree" levels of response rate, which 45.6 percent of respondents chose. It means that the majority of workers in the Arada sub city have the impression of doing tasks that are incompatible and working in distinct groups. This sense of powerlessness over a work environment and inability to play one's "rightful role" in the workplace can lead to job discontent in the employee's current position.

The mean values for item three and item one are 3.17 and 3, respectively. Both mean values correspond to "neutral" response rate levels. However, the majority of respondents who responded to item three with the statement "Work assignments are not clear" rate the item as "agree." It implies that unclear work assignments may be a cause of job stress for employees, negatively impacting their performance. During FGD participants rise that workers are given different and incompatible roles at the same time, and also their role overlaps with another worker or work group. Because of the great role conflict in the organization, there is higher likelihood of a worker experiencing work-related stress in the sub city administration. Beside the information from key informant one participant from top level managers stated that "the administration office are trying

ensure systems are in place to enable workers to raise concerns about any conflicts they have in their role and responsibilities”

In general, the researcher discovered that role conflict is caused by unclear work assignments, doing assignments with insufficient resources, and participating in two or more unconnected groups. Juniad et al. (2021), who conducted a study to evaluate the influence of Role Conflict and Role Ambiguity on Job Satisfaction and the Mediating Effect of Job Stress, came to the same conclusion. According to their findings, the majority of participants said they are given assignments without enough manpower and are assigned to jobs that are unclear.

4.2.4 Working environment

Employee morale can be boosted, performance improved, and people can stay afloat in a comfortable work environment. Work environment, according to Sedarmayanti (2011), includes all tooling, equipment, and materials used, as well as the surrounding environment in which a person works, work practices, and work arrangements, both individually and collectively.

Table -6. Working environment

			1(SDA)	2(DA)	3(N)	4(AG)	5(AG)	Mean
1	The physical environment is difficult to adopt.	frequency	4	12	51	53	5	3.34
		percent	3.2	9.6	40.8	42.4	4	
2	The physical environmen to this worda is unsupportive.	Frequency	5	22	42	46	10	3.27
		percent	4	17.6	33.6	36.8	8	
3	insufficient equipment and supplies, and support service on the job	frequency	3	25	38	52	7	3.28
		percent	2.4	20	30.4	41.6	5.6	
4	relationships among colleagues is not good	frequency	8	12	39	35	31	3.55
		Percent	6.4	9.6	31.2	28	24.8	
	Over all							3.36

Source own survey 2022

A comfortable work environment for employees can increase morale and encourage better performance and employees overall satisfaction Respondents were asked to rate their working environment on four different items. The item with the highest mean value for this variable is number four (relationships among colleagues is not good). This item has a mean score of 3.55, which corresponds to a response rate of "agree." It means that the working environment, as well as coworker relationships, is not conducive to job happiness. Furthermore, employees' workplace stress will be increased as a result of their poor working relationships.

Item one, "The physical environment is difficult to adapt," has a mean value of 3.34, while item three (insufficient equipment and supplies, as well as on-the-job support service) has a mean value of 3.28. The lowest mean score for work environment items is 3.27 for item two, which states, "The physical environment of this environment is unsupportive." The mean response rate for all three items is equivalent to "neutral" levels. However, the majority of respondents rate all three items as "agree." It means that the majority of respondents agree with the statements about challenging environments to adapt to, unsupportive working environments, and inadequate equipment.

To summarize information on the working environment, bad relationships among employees, a lack of adequate equipment, an unsupportive environment, and challenging working conditions are some of the issues. Similar findings were reported by Abdul Raziqa&Raheela (2015), who conducted a study to investigate the Impact of Working Environment on Job Satisfaction in Pakistan, and found that most employees reported poor relationships with coworkers and a lack of adequate technology to support work for better completion.

4.2.5 Employee manager's relationship

Researches indicate that most of the time high employee job dissatisfaction is caused by the instability in the management of an organization and poor employee manager's relationship.

Employees are more inclined to satisfied and work when the organization is stable and friendly working environment with managers and supervisors (Bergmann and Scarpello, 2001).

Table 8 employee managers relation

			1(SDA)	2(DA)	3(N)	4(AG)	5(AG)	Mean
1	Employees and the management has unsmooth relationship	frequency	2	26	43	52	2	3.21
		Percent	1.6	20.8	34.4	41.6	1.6	
2	Management are not interested in resolving the Problem that employees are facing in their daily work	Frequency	2	12	18	71	22	3.79
		Percent	1.6	9.6	14.4	56.8	17.6	
3	My supervisor is not available whenever I need support	frequency	6	6	27	43	43	3.89
		percent	4.8	4.8	21.6	34.4	34.4	
4	My supervisor treat me unfairly and unrespect fully	frequency	5	25	48	47	-	3.1
		percent	4	20	38.4	37.6	-	
		percent						
	Over all							3.5

Source own survey 2022

Item three (My supervisor is not available whenever I need support) and item two (Management is not interested in resolving the problem that employees have in their everyday work) have the highest mean values of 3.89 and 3.79, respectively. These mean values correspond to response rate levels of “agree.” It means that respondents believe that supervisors are unavailable when employees require assistance and that manager are uninterested in solving difficulties that employees face.

The remaining items, item one (employees and management have an unsmooth interaction) and item four (my supervisor treats me unfairly and unrespect fully), had mean values of 3.21 and 3.1, respectively, which are similar to "neutral" response rate levels. During FGD participants discussed that “ most of the time they can freely share their opinion with tope level managers and authorities, however the relationship between non managerial workers with immediate supervisors are not smooth. Based on the data it is possible to conclude that the employee managers

relationship (specially with those in the lower level of the organization) are not supportive and should be improved.

Table 4.9 Summary of overall mean of independent variables

No	Variable	Mean values
1	Working environment	3.32
2	Nature of work	3.34
3	Role conflict	3.24
4	Work overload	3.36
5	Employee managers relationship	3.5

Source own survey 2022

As it is displayed on the above table 4.9 based on the overall mean values of variables employee managers relationship is recorded as the main source for job stress in Arada sub city administration, followed by work overload, nature of work, working environment, and role conflict respectively.

4.3 Descriptive analysis of Job satisfaction (dependent variable)

Table 4.10 job satisfaction

No	Items		1	2	3	4	5	Mean
1	Iam satisfied from the recognition I get for good work.	frequency	4	17	80	12	12	3.09
		Percent	3.2	13.6	64	9.6	9.6	
2	Iam satisfied from the chances of promotion.	Frequency	26	64	26	7	2	2.16
		Percent	20.8	51.2	20.8	5.6	1.6	
3	Iam satisfied with the amount of variety in my job.	frequency	35	70	15	3	2	1.94
		percent	28	58	12	2.4	1.6	
4	Iam satisfied with the benefit I receive.	frequency	42	64	16	-	3	1.86
		percent	33.6	51.2	12.8		2.4	
5	My job is secure	frequency	9	45	54	17	-	2.63
		percent	7.2	36	43.2	13.6	-	
								2.33

Source own survey 2022

The job satisfaction (dependent) variable has five elements, as indicated in the table above. The mean values for items four and three (I am satisfied with the benefits I receive), three (I am satisfied with the amount of variety in my job), and two (I am satisfied with the chances of promotion) are 1.86, 1.94, and 2.16, respectively. The mean response rates for all three items are equivalent to "disagree" levels. Based on the data, one may deduce that employees are dissatisfied with their jobs related to employment variety, equitable promotion opportunities, and benefits received.

The highest mean scores are 2.63 and 3.09 on items five and one, respectively, with statements like "My job is secure" and "I am satisfied from the recognition I receive for good work." The mean values for those items, according to our criterion, are equivalent to "neutral" response rates. It implies that workers are still unsure about their job satisfaction in terms of job security and recognition, as evidenced by the large percentage of participants who chose disagree and strongly disagree for both items.

The overall mean value for this variable is 2.33, which corresponds to "disagree" answer rates. It means that staffs in Arada sub-city administration are dissatisfied with their jobs. More employees do not feel safe at work, are dissatisfied with the advancement system, and are dissatisfied with the diversity of occupations available.

4.4 Inferential analyses

Inferential analysis is concerned with various statistical tests for hypothesis testing in order to evaluate whether validity data can be considered to indicate some conclusion or conclusions. It also has anything to do with estimating population values. The task of interpretation is primarily accomplished through inferential analysis. The main inferential methods used in this study to

analyze the relationship between the dependent and independent variables were Pearson correlation and multiple linear regressions.

Table -7 Rule of thumb

Range of coefficient	Descriptive of strength
± 0.8 to ± 1.00	Very strong
± 0.61 to ± 0.8	Strong
± 0.41 to ± 0.60	Moderate
± 0.21 to ± 0.40	Weak
± 0.00 to ± 0.20	Not considerable

Source: (Bhattacharjee, 2012)

4.5.1 Pearson Correlation analysis

Multiple correlations and the equation describing such a relationship are used when there are two or more independent variables. Pearson correlation was calculated in this context to determine the relationship between independent variables (nature of job, role conflict, Working environment, work overload, employee managers relation) and the dependent variable (employee Job satisfaction).

Table below presents the results of Pearson correlation on the relationship between dependent and independent variables.

Table-8. Correlation between independent variables and dependent variable

Correlations

	JBS	NJ	RCF	WEE	WOO	EMR	
JBS	Pearson Correlation	1	-.724**	-.623**	-.162	-.559**	-.738**
	Sig. (2-tailed)		.000	.000	.071	.000	.000
	N	125	125	125	125	125	125
NJ	Pearson Correlation	-.724**	1	.667**	.450**	.659**	.845**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	125	125	125	125	125	125
RCF	Pearson Correlation	-.623**	.667**	1	.261**	.445**	.705**
	Sig. (2-tailed)	.000	.000		.003	.000	.000
	N	125	125	125	125	125	125
WEE	Pearson Correlation	-.162	.450**	.261**	1	.482**	.267**
	Sig. (2-tailed)	.071	.000	.003		.000	.003
	N	125	125	125	125	125	125
WOO	Pearson Correlation	-.559**	.659**	.445**	.482**	1	.573**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	125	125	125	125	125	125
EMR	Pearson Correlation	-.738**	.845**	.705**	.267**	.573**	1
	Sig. (2-tailed)	.000	.000	.000	.003	.000	
	N	125	125	125	125	125	125

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

The results in table above indicate that, there is Negative and significant relationship between all independent variables (job stress dimensions) and employee job satisfaction. Based on our

criterion except working environment all job stress variables have strong correlation with employee's job satisfaction. Employee management relation and job satisfaction ($r = -0.738$, $p < 0.01$), the negative correlation indicate that when stress sourced out bad employee managers relation increase job satisfaction of employees is decreasing. It implies that job stress and job satisfaction are indirectly related. Nature of the job and job satisfaction ($r = -0.724$, $P < 0.01$), role conflict and job satisfaction ($r = -0.621$, $P < 0.01$), work overload and job satisfaction ($r = -0.559$, $p < 0.01$) and working environment $r = -0.162$, $p < 0.01$.

According to (Hair et al., 2006 cited in Mengistu 2016), the correlation coefficient between each pair of independent variables in the Pearson correlation should not exceed 0.9. This is because the data may be suspected to have serious collinearity problem if the correlation value exceed 0.90. In the table above the highest correlation coefficient is 84 percent that is between work overload and nature of the job, and still it is less than 0.90. Hence, it is assumed that there is no multicollinearity problem in this research.

4.5.3 The effects of job stress dimension on job satisfaction

4.5.3.1 Assumption test

A. Normality assumption

In order to make valid inferences from regression, the residuals of the regression should follow a normal distribution. The residuals are simply the error terms, or the differences between the observed value of the dependent variable and the predicted value. In our case as it is observed in the following figure the normal p-p plot conform to the diagonal normality line indicated that normality assumption is fulfilled in this research

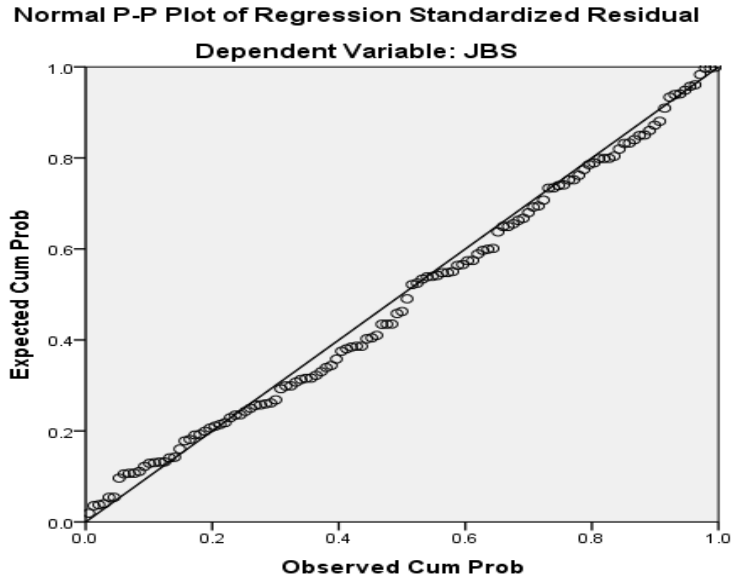


Figure 2 normality assumptions

B. Checking absence of multicollinearity using VIF values

Table 4.13 VIF and Tolerance

	Collinearity Statistics	
	Tolerance	VIF
NJ	.21	4.769
RCF	.484	2.064
WEE	.686	1.45
WOO	.516	1.9
EMR	.233	4.296

The variance inflation factor (VIF) was employed to test the existence of multicollinearity problem among explanatory variables. VIF shows how the variance of an estimator is inflated by the

presence of multi-collinearity (Gujarati, 2003). All values are less than 10. This indicates absence of serious multicollinearity problem among independent continuous variables.

C. Checking auto correlation by using Duribn-watson

Even if The concept of autocorrelation is most often discussed in the context of time series data in which observations occur at different points in time can also occur in cross- sectional data when the observations are related in some other way, in our case autocorrelation is checked by calculating Duribn-watson and it is 1.97 which is close to 2 and it indicate that there is no autocorrelation problem.

4.5 .4 Regression analysis

4.5.3.2 Model Fit

In this paper, the researcher applies multiple regression analysis. Multiple regression analysis is used by the researcher of this thesis, because, it is usually used in the research where there are two or more independent variables that are hypothesized to influence one or more dependent variables (Baker, 2006).

The regression analysis is used to see how far the dependent variable can be explained from the various independent variables. To test hypotheses set of the model, there is a need to find out if the independent variables are significant predictors of the dependent variables. To test these relationships and in that way the research hypotheses, the regression analysis is used in this paper. Also with a regression analysis it can be determined whether the independent variables explain a significant variation in the dependent variable, including whether a relationship exists. Regression analysis can determine how much of the variation in the dependent variable can be explained by the independent variables. That is, the strength of the relationship. In regression analysis this is

measured by Adjusted R Square, R^2 . The dependent variable for this research thesis is Employee job satisfaction (JBS) whereas four independent variables are, NJ, RCF, WEE, WOO, and EMR.

The equation of multiple regressions on this study was generally built around two sets of variables, namely dependent variable, and independent variables. The basic objective of using regression equation is in order to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

Regress job satisfaction on independent variables in Arada sub city administration

$$Y_i = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where:

Y is the dependent variable (job satisfaction),

a, is the constant (the value of y when the value of all independent variables are 0),

X_1 = nature of the job

X_2 = role conflict

X_3 = working environment

X_4 = work over load

X_5 = employee managers relation

β_1 is the intercept term which gives the mean or average effect on Y if all the variables excluded from the equation. β_2 , β_3 , and β_4 , refer to the coefficient of their respective independent variable, which measures the change in the mean value of Y, per unit change in their respective independent variables.

Table 4 -14 model summary

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.795 ^a	.632	.616	1.97

From table above, “R” has a score of .795. It is a multiple correlation coefficient between dependent and independent variables of the study. “R” represents the value of the multiple correlation coefficients between the predictors and the outcome here, this “R” value represents the simple correlation between nature of the job, role conflict, work environment, work overload, employee manager’s relationship, and employee job satisfaction. Overall, they have strong correlation. Again the table indicates $R^2 = .632$ R square is the correlation between the dependent and independent variable values of the research. R^2 is also called the squared multiple correlation coefficient or the coefficient of determination since $(R)^2 = (.795)^2 = .632$. other information on the table is adjusted R^2 with is .616 So, table above with adjusted $R^2 = .616$ means that the total variation in the dependent variable (employee job satisfaction) is explained or caused by 61.6 per cent of the change in all independent variables: nature of the job, role conflict, working environment ,work overload, and employee managers relationship. In other words, 39.4 per cent of the variation in overall job satisfaction cannot be explained by these five independent variables. So, there must be other factors that are not incorporated in the study to explain job satisfaction.

The overall model was also significant, tested with the help of ANOVA. The results are given in table below.

Table 4-15 ANOVA
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	504.749	5	100.950	40.798	.000 ^b
Residual	294.451	119	2.474		
Total	799.200	124			

a. Dependent Variable: JBS

b. Predictors: (Constant), EMR, WEE, WOO, RCF, NJ

In the above ANOVA table, the column labeled “sum of squares” describes the variability in the EG value of the regression. The Regression Sum of Squares is the difference between Total Sum of Squares and Residual Sum of Squares ($TSS - RSS = 799.200 - 294.451 = 504.749$). Here, each sum of squares (i.e., Regression, Residual, and Total under the source column) has a corresponding degrees of freedom (DF) associated with it. Total degrees of freedom is $n - 1$ ($= 125 - 1 = 124$), one less than the number of n observations. The Regression degree of freedom for the above table is 5, which is the number of independent variables. The residual sum of squares (residual for leftover) is sometimes known in the literatures as Error Sum of Squares is that part still cannot be accounted for after the regression model is fitted. It has 119 degrees of freedom ($= 124 - 5$) for this research paper. The mean squares are the sums of squares divided by the corresponding degrees of freedom. The regression model has a mean square of 100.95 ($= 504.749 / 5$), and the residual’s mean square is 2.474 ($= 294.451 / 119$).

In general, the above ANOVA table shows a strong relationship between the dependent and independent variables of the study with F-statistic or F-ratio of 40.79 for the overall analysis, and is worth-mentioning that the F-value is highly significant (as $p=.000<.01$)

Table 4.16 coefficients

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	21.696	1.224		17.726	.000
NJ	-.289	.102	-.344	-2.833	.005
RCF	-.194	.092	-.169	-2.117	.036
WEE	-.281	.091	-.206	-3.072	.003
WOO	-.196	.074	-.204	-2.637	.009
EMR	-.163	.071	-.266	-2.304	.023

a. Dependent Variable: JBS

As presented in table above, nature of the job related stress has a negative and significant effect on employee job satisfaction with a B value (= -0.289), at 95 percent confidence level ($p < 0.05$). The results on the table also showed that the unstandardized coefficient B and p value of working environment were negative and significant (B = -0.281, $p < 0.05$). As shown in table, work overload also have a significance effect on job satisfaction (B -0.196, $p < 0.05$) in addition role conflict has a negative and significance effect on employees job satisfaction with B value of -0.194 $p < 0.05$. Furthermore negative and significant effect is recorded for employee managers relationship with B values of -0.163, $p < 0.05$.

Moreover, from the findings of this study, the researcher found out that all of the Independent variable (NJ, RCF, WEE, WOO and EMR) have negative and significance effect on Job satisfaction. The findings of this study also indicated that stress raised from nature of the job is the most important factor having large negative and significant effect on JBS followed by, work environment, work overload, role conflict, and employee manager's relation factors.

Based on the above table using (unstandardized) coefficients, the regression equation of the research model becomes in the form:

$$JBS = -.289*NJ + -.281*WEE + -.196*WOO + -.194*RCF + -.163EMR$$

Where,

NJ= nature of job

WEE =working environment

WOO= work overload

RCF= role conflict

EMR= employee managers relationship

JBS= job satisfaction

-.289NG means that a unit change in nature of job related factors (or one standard deviation), keeping other variables constant, results 28.9% percent of the variation or change in the employee job satisfaction. This is the partial effect of nature of the job related stress on employee job

satisfaction., With regard to $-.281*WEE$, in the assumption of keeping stable other variables, 1 percent change in stress raised from working environment (i.e., 1 standard deviation), brings about 28.1 percent decrease on job satisfaction. $-.196*WOO$ is interpreted as: due to 1 percent change on work load (or 1 standard deviation), keeping other variables constant, results in the change (decrease) on employee job satisfaction by 19.6 percent. $-.194 *RCF$ means that one percent change in role conflict (or one standard deviation), keeping other variables constant, results 19.4 percent of the variation or change in employee job satisfaction.

Therefore, one can say that all variables have significant and negative effect on employee job satisfaction in Arada sub city.

4.6 Hypothesis test

Hypothesis testing is the method of testing whether claims or hypotheses regarding a population are likely to be true. The goal of hypothesis testing is to determine the likelihood that a population parameter, such as the mean, is likely to be true. Here there are two hypotheses: null (H_0), and alternative (H_a). The null hypothesis (H_0), stated as the null, is a statement about a population parameter, such as the population mean, that is assumed to be true. The null hypothesis is a starting point. The researcher tests whether the value stated in the null hypothesis is likely to be true. The only reason of testing the null hypothesis is because the researcher thinks that it is wrong. An alternative hypothesis (H_a) is a statement that directly contradicts a null hypothesis by stating that the actual value of a population parameter is less than, greater than, or not equal to the value stated in the null hypothesis.

The significance (sig.) value expresses a value to accept or reject the (null) hypotheses. It is also called the p-value. The p-value is the probability that the correlation is one just by chance.

Therefore, the smaller the p-value, the better will be. The general rule is: reject H0 if $p < .05$ and accept H0 if $p \geq .05$ (Pallant, 2007).

In this part of the study, proof of the null hypothesis is made based on Table below for independent variables issues either to accept or reject. Because, to test the research hypotheses already set in chapter 1, it is possible to find out if the independent variables are significant predictors of the dependent variables.

Table 4.17 Summary of hypothesis test

Hypothesis	B value	P value	Status
Ho1: nature of the job have no significant effect on job satisfaction	-.289	.005	Rejected
Ho2: role conflict has no significant effect on job satisfaction	-.194	.036	Rejected
Ho3: working environment has no significant effect on job satisfaction	-.281	.003	Rejected
Ho4: work overload has no significant effect on job satisfaction	-.196	.009	Rejected
Ho5: employee managers relation has no significant effect on job satisfaction	-.163	.023	Rejected

Based on the information above the p value for all variables is less than 0.05 and all null hypotheses are rejected.

In line with the finding of this study Tahira N et al. (2021) also reported **that** workload and role conflict have negatively significantly effect on job satisfaction. Furthermore Yujin X et al. (2021) conducted a study to investigate the Impact of Work Stress on Job Satisfaction and Sleep Quality for Couriers in China: The Role of Psychological Capital and in their finding it is reported that work stress was negatively correlated with job satisfaction.

Chapter Five

Conclusions and recommendation

This chapter incorporate summary of the major findings, the conclusion regarding the major finding of the study on the basis of result found from the data collected in the form of both primary and secondary data. The chapter also contains the recommendations forwarded depending on the arrived conclusion.

5.1 conclusion

- This study was conducted to investigate the effect of job stress on employee job satisfaction; six specific objectives were studied to achieve this purpose. These were, to find out at the essential reasons/elements of job stress to investigate working environment stress toward job satisfaction. To determine the effects of nature of work on job satisfaction. To examine the effects of work overload on job satisfaction To investigate the effects of employee managers relation on employees job satisfaction To identify the effects of role conflict on job satisfaction in the case of arada sub city
✓ .
- ❖ The study revealed that work overload: consists working for unreasonable hours, feel pressured to work long hours, and cannot neglected some tasks when employee face too much are source of job stress. Furthermore nature of the jobs, role conflict, and working environment items such as, lack of technological equipment, poor coworkers relationship, received an assignment without manpower to complete it, unclear work assignment, are reported as the major source of job stress in the sub city administration. Additionally it was

also reported that that respondents believe that supervisors are unavailable when employees require assistance and that manager are uninterested in solving difficulties that employees face.

- ❖ The finding also revealed that means that staffs in Arada sub-city administration are dissatisfied with their jobs. More employees do not feel safe at work, are dissatisfied with the advancement system, and are dissatisfied with the diversity of occupations available.
- ❖ Moreover, from the findings of this study, the researcher found out and conclude that all of the Independent variable (NJ, RCF, WEE, WOO and EMR) have negative and significance effect on Job satisfaction. Furthermore it was revealed that stress sourced out from nature of the job is the most important factor having large negative and significant effect on job satisfaction of employees followed by, work environment, work overload, role conflict, and employee manager's relation factors.
- ❖ From the study, all independent variables have negative and significance effect on employee job satisfaction. And the regression model indicates that 61.6% of employee job satisfaction is explained by these five independent variables. And also all Ho hypotheses are rejected.
- ❖ Conclusively, employees job satisfaction in Arada sub city is determined by, nature of work, role conflict, working environment, work overload, and employee manager's relation.

5.2 Recommendation

The following supportive approaches are advised based on the study findings to achieve lower job stress, improved job satisfaction, and productivity in the workplace:

- Administration office are highly recommended to Identifying and optimizing the factors influencing job stress and job satisfaction
- Additionally Providing direct staff support by management should be improved and performed by leaders to minimize job related stress and to enhance employee job satisfaction
- Employing individuals according to their expertise and abilities could be also advisable to have more satisfied workers.
- As majority of the peoples have an ambiguity on their role and lack of clarity about their responsibility administration office have to Providing exact definition and description of jobs for employees
- Selecting fit employees for shift working

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Appendix 1 questionnaires

**Addis Ababa University Business and Economics
School of Commerce
Master of Human Resource Management**

Appendix A

Questioners

Dear respondents

This questionnaire is prepared to employees of your organization. The objective of the questionnaire is to collect information about the effect of job stress on employees' job satisfaction in arada sub city administration office employees

The information you provide will be valuable for the successes of the research project. Please be honest and objective while filling the questionnaire. The information you give is used only for academic purpose and will be kept confidential.

Part I: Personal Details

1. Sex:

Male Female

2. Academic qualification :

- 12 grade complete
- Certificate
- Diploma
- first degree and above
- second degree

3. years of experience :

- less than one year
- 2– 5 years
- 6 - 10 years
- 11 year and above

No	Variables	1	2	3	4	5
	Nature of the work					
1.	My job can't be performed by other if I gate difficulty					
2.	My job has highly Changing nature.					
3.	My job needs complex technology and computer skill					
4.	unclear rules and regulation of in the organizations					
5.	High uncertainty about the future funds and benefits for the position					
	Role conflict					
1	I received an assignment without manpower to complete it					
2	I perform two or more group who operate quite differently					
3	Work assignments are not clear.					
4	I received two incompatible request from two or more people					
	Work Enviroment					
1	The physical environment is difficult to adopte.					
2	The physical environment of this worda is unsupportive. .					
3	There is sufficient equipment and supplies, and support service on the job					
4	relationships among colleagues is not good					
	WorkOverload					
1	I am working unreasonable working hours and days.					
2	unable to meet the deadline I have form work.					
3	I feel I unfairly working by the demand place on Me.					
4	I am pressured to work long hours					
5	I can't neglect some tasks when I face too much to do					
	Employee managers relationship					
1	Employees and the management has unsmooth relationship					

2	Management are not interested in resolving the Problem that employees are facing in their daily work					
4	My supervisor is not available whenever I need support					
5	My supervisor treats me unfairly and un respectfully					
	About satisfaction					
	Iam satisfied from the recognition I get for good work.					
	Iam satisfied from the chances of promotion.					
	Iam satisfied with the amoun to variety in my job.					
	Iam satisfied with the benefits I receive.					
	My job is secure					

FGD Guiding Questions

Age: _____ Gender: _____

Occupation: _____

1. Do you think job stress exist in the work place?
2. Do you percievd that job stress are a serious problem?
3. Have you ever discussed stress issues with your employees in your worda?
4. Do you think that overall HR practice are fair in your organization?